



County Offices  
Newland  
Lincoln  
LN1 1YL

18 August 2021

**Overview and Scrutiny Management Board**

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 26 August 2021 at 10.00 am in Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in cursive script that reads 'Debbie Barnes'.

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), T Smith (Vice-Chairman), B Adams, Mrs J Brockway, P M Dilks, R J Kendrick, C S Macey, C E H Marfleet, N H Pepper, E W Strengeiel and R Wootten

**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, 26 AUGUST 2021**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declarations of Interest</b>	
<b>3</b>	<b>Minutes of the meeting held on 1 July 2021</b>	7 - 18
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Chief Officers</b>	
<b>5</b>	<b>Consideration of Call-Ins</b>	
<b>6</b>	<b>Consideration of Councillor Calls for Action</b>	
<b>7</b>	<b>Revenue Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021</b> <i>(To receive a report by Michelle Grady, Assistant Director – Finance, which invites the Board to consider a report on the Revenue Budget Monitoring 2021/22, which is due to be considered by the Executive on 07 September 2021. The views of the Board will be presented to the Executive as part of its consideration of this item)</i>	19 - 60
<b>8</b>	<b>Capital Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021</b> <i>(To receive a report by Michelle Grady, Assistant Director – Finance, which invites the Board to consider a report on the Capital Budget Monitoring 2021/22, which is due to be considered by the Executive on 07 September 2021. The views of the Board will be presented to the Executive as part of its consideration of this item)</i>	61 - 110
<b>9</b>	<b>Re-procurement of the Occupational Health Contract</b> <i>(To receive a report from Vicki Sharpe, Human Resources Services Manager and Lauren Washington, Commercial and Procurement Officer, which invites the Board to consider a report on the re-procurement of the Occupational Health Contract which is due to be considered by the Executive Councillor for People Management, Legal and Corporate Property between 06 and 10 September 2021. The views of the Board will be reported to the Executive Councillor as part of their consideration of this item)</i>	111 - 122

- 10 Customer Strategy** 123 - 168  
*(To receive a report from Andrew Hancy, Head of Business Support, which invites the Board to consider a report on the Customer Strategy which is due to be considered by the Leader of the Council on the 07 September 2021. The views of the Board will be reported to the Leader of the Council as part of his consideration of this item)*
- 11 Performance of the Corporate Support Services Contract** 169 - 180  
*(To receive a report from Sophie Reeve, Assistant Director – Commercial and Arnd Hobohm, Serco Contract Manager, which provides an update on Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract between March and July 2021)*
- 12 Covid-19 Update** To Follow  
*(To receive a report from Michelle Andrews, Assistant Director – Corporate Recovery, which provides an update on Covid-19 in Lincolnshire)*
- 13 Overview and Scrutiny Annual Report 2020-21** 181 - 200  
*(To receive a report from Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, which invites the Board to consider the draft Overview and Scrutiny Annual Report 2020-21)*

#### **ITEMS FOR INFORMATION ONLY**

- 14 Overview and Scrutiny Management Board Work Programme** 201 - 216  
*(To receive a report which enables the Board to note the content of its work programme for the coming year)*

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Overview and Scrutiny Management Board on Thursday, 26th August, 2021, 10.00 am \(moderngov.co.uk\)](#)

All papers for council meetings are available on:  
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**OVERVIEW AND SCRUTINY MANAGEMENT  
BOARD  
1 JULY 2021**

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

Councillors T Smith (Vice-Chairman), B Adams, Mrs J Brockway, P M Dilks, R J Kendrick, C S Macey, N H Pepper and R Wootten

**Added Members**

Church Representative:

Parent Governor Representatives: Miss A E I Sayer

Councillors: M J Hill OBE and M A Whittington attended the meeting as observers

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), Pam Clipson (Head of Finance, Adult Care and Community Wellbeing), Andrew Crookham (Executive Director Resources), James Drury (Executive Director Commercial), Paul Elverstone (ICT Contracts and Licenses Officer), Nick Harrison (Democratic Services Officer), Caroline Jackson (Head of Corporate Performance), Tracy Johnson (Senior Scrutiny Officer), Tony Kavanagh (Assistant Director – Human Resources and Organisational Support), Natasha Langford (Corporate Project Support Officer, Resources), Sue Maycock (Head of Finance (Corporate)), Keith Noyland (Head of Finance - Communities), Mark Popplewell (Head of Finance (Children's Services)), Sophie Reeve (Assistant Director - Commercial), Paul Rusted (Head of Highways Services), Jasmine Sodhi (Performance and Equalities Manager), Karen Tonge (Treasury Manager), Tony Warnock (Operations and Financial Advice Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), John Wickens (Assistant Director - IMT and Enterprise Architecture) and Sue Williams (Head of Educational Strategy)

**14 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

Apologies for absence were received from Councillors C E H Marfleet, H Spratt and E W Strenghel.

**15 DECLARATIONS OF INTEREST**

None received.

16 MINUTES OF THE MEETING HELD ON 17 JUNE 2021

RESOLVED:

That minutes of the meeting held on 17 June 2021 be approved as a correct record and signed by the Chairman.

17 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

There were no announcements.

18 CONSIDERATION OF CALL-INS

None received.

19 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None received.

20 TREASURY MANAGEMENT ANNUAL REPORT 2020/21

Consideration was given to a report from the Treasury Manager, on the Treasury Management Annual Report 2020/21. The report had been prepared in accordance with the reporting recommendations of the CIPFA Code of Practice 2017 and detailed the results of the Council's treasury management activities for the financial year 2020/21. The report compared this activity to the Treasury Management Strategy for 2020/21, approved by the Executive Councillor for Resources, Communications, and Commissioning on 20 March 2020.

The report outlined the following matters for the year 2020/21: Economic overview and interest rate review; Treasury investments - Treasury investment policy, risk appetite, treasury activity and return, comparing this with treasury strategy; Long term borrowing - capital expenditure plans, borrowing requirement and activity, control of interest rate risk, debt rescheduling activity and internal borrowing position, comparing this with treasury strategy.

The main impact of the pandemic on treasury activity in 2020/21 was to cash flows, with normal cash flows disrupted by the injection of Government Support for Covid-19 measures throughout the year and extra Covid-19 expenditure measures taken to support businesses and individuals in Lincolnshire. The uncertainty of cash flow had required a larger proportion of investments to be held in liquidity instruments than normal, which were yielding the lowest return. The Council's risk appetite for its treasury investments remained low, as it prioritised security of capital and liquidity over return. Both capital expenditure and hence its borrowing requirement for 2020/21 were significantly underspent in the region of £62m. This would be carried forward into 2021/22.



The Board was requested to review the contents of the report and pass any comments onto the Executive Councillor for Resources, Communications, and Commissioning.

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

- Interest base rates were currently 0.1% and were expected to remain low around this rate for some time due to the current economic situation. Significant rises were not expected in the next two years and any changes during that period were likely to be minimal.
- Inflation was increasing and this was the direction of travel expected in the future.
- It had been a rollercoaster year for the pension fund - the value at March 2020 was approx £2.2b and was currently approx £2.8b.
- Future funding of local government was deemed to be at a higher risk than funding for protected sectors like the NHS for example. It was confirmed that the County Council had a well-established financial planning system in place to take into account a number of variables.
- Government borrowing had increased during the pandemic and this was seen as not being sustainable in the long term at the current level. The prediction was that borrowing would plateau as receipts started to flow in.
- Investments had been moved into liquid funds which attracted lower rates due to the uncertainty surrounding the pandemic.
- In terms of Covid-19 impact on the investment performance, it was noted that Money Market Liquidity Funds returns in March 2020 had been 0.71% and had fallen to 0.10% by March 2021 and had recently dropped to as low as 0.03%. The Council has already started to move funds out of liquid assets in the current year for this reason. The Board was reminded that the Council had received £100m from the government to support the Covid-19 response. This money had been kept in liquid assets due to the need to spend it in the short term during 2020/21.
- For more information it was suggested that the Board look at the National Audit Office report on the impact of the pandemic on local government finances and the predicted impact in the future.
- It had been a challenging year with low interest rates however it was noted the Council had a well-managed programme.

Christopher Scott - from Link Asset Services gave assurance that the report met with all the necessary legal and other regulatory compliance requirements.

RESOLVED:

- 1) That the report be noted;
- 2) That a summary of the comments, as outlined above, be reported to the Executive Councillor for Resources, Communications, and Commissioning.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD****1 JULY 2021**

Consideration was given to a report from the Assistant Director – Commercial, on a One Council Commissioning Framework which was being presented to the Executive on 6 July 2021. The views of the Board would be reported to the Executive as part of its consideration of this item.

The One Council Commissioning Framework outlined the Council's definition of Commissioning and its vision, aim and principles. It had been presented to the Executive on 7 April 2021 when Executive Councillors had raised some points and asked for further work to be done and the report to be presented back to the new Executive for further consideration. As a result, changes had been made to the One Council Commissioning Framework which was set out in Appendix A of the report. The report recommended that the Executive approve the One Council Commissioning Framework as outlined in Appendix A of the report.

The proposed new Commissioning Framework created a vision and an ambition for Council commissioning closely aligned to the Corporate Plan which put residents at the centre. It retained the key strengths of the current approach and benefited from consideration of the approaches taken by other authorities.

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

- All staff at the County Council would have access to a single commissioning process which would ensure a consistent One Council approach to commissioning. Staff groups were being set up to share best practice on contract management and peer support would also be available to colleagues in the Council.
- There would be more clarity for officers across the Council on the commissioning process. Officers across the Council had been consulted on the process.
- Innovation should only be undertaken when it was beneficial to do so and the amendment to the Commissioning Framework to reflect this was welcomed, particularly with regard to IT systems.
- The increased emphasis on championing Lincolnshire and keeping commissioning local was welcomed. There was no target set for the number of local suppliers that would be commissioned as it would be difficult to measure due to different interpretations of what was meant by local, such as having a head office in Lincolnshire, or just employing staff in Lincolnshire. Training would be provided to local suppliers so that they could bid for contracts, and the length and complexity of the documents had been reduced which would make the process easier and more streamlined. Streamlining the process was welcomed.
- It was recommended that there should be a promotion of future contracts to local suppliers to encourage more local bids. However, it was recognised that there was still a need to balance this with ensuring the Council was getting value for money for local residents. It was noted that contract regulations required requests for quotations to include a number of local suppliers for contracts below a value of circa £190,000. There could be further opportunities to review following changes to EU directives.

- The reference to making the best use of the scarce public pound in Lincolnshire was to reflect the likelihood of a reduction in funding for councils and one year financial settlements going forward as a result of the Covid-19 pandemic.
- The Integrated Care System (ICS) between the NHS and Adult Social Care would be implemented from next year. Work was on-going on developing an ICS Board to start in April 2022 and the statutory guidance on what this would look like had just been published. There was an opportunity to make it happen in a systemic way as the NHS, Police and Local Authority were coterminous in Lincolnshire and there was already integration into the Health and Wellbeing Board. District Councils would also have a role to play in the ICS. It was recommended that the relevant scrutiny committees should receive regular updates on the progress of the ICS.

RESOLVED:

1. That the Board support the recommendation to the Executive to approve the One Council Commissioning Framework as outlined in Appendix A of the report;
2. That a summary of the comments made be passed on to the Executive in relation to this item.

22 REVIEW OF FINANCIAL PERFORMANCE 2020/21

Consideration was given to a report from the Head of Operations and Financial Advice, on a Review of Financial Performance 2020/21, which was being presented to the Executive on 6 July 2021. The views of the Board would be reported to the Executive as part of its consideration of this item.

The report described the Council's financial performance in 2020/21 and reported on the underspend of £28.746m on Council budgets and £13.976m on Schools budgets. It also identified and explained variances from the Council's revenue and capital budgets and made proposals on the carry forward of over and under spends into the current financial year 2021/22 and reported Prudential and Financial Performance Indicators for 2020/21.

Net revenue spending amounted to £488.644m, excluding Schools Budgets. Net capital spending totalled £52.235m. Existing policies required all over and underspends up to 1% on service budgets and over and underspends on capital, schools budgets and shared services to be automatically carried forward. The carry forwards and transfers to earmarked reserves had been proposed in accordance with existing policy. The treatment of all other underspends and overspends was a matter for the full Council and the report set out proposals for how these should be dealt with. General reserves currently stood at £16.200m with a further £40.483m in the Financial Volatility earmarked reserve.

The report recommended that the Executive: Note the carry forwards set out in paragraphs 1.58 to 1.60 which were made in line with the Council's Financial Regulations; Recommend to the County Council that the proposals in paragraphs 1.61 to 1.65, relating to the treatment of underspends, be approved; Note the transfers to and from reserves carried out

in 2020/21 as set out in Table F; Note the financial performance in 2020/21 as set out in Table A (Key Financial Performance Measures), Table B (Revenue Budget Final Outturn), Table C (Net Capital Programme Summary Outturn), Appendix N (Prudential Indicators).

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

- Home to School Transport continued to create a cost pressure and was being closely monitored. Due to the Covid-19 pandemic, the summer term of 2020 had resulted in an underspend, but when schools returned in September the costs increased again. A re-base of £5m in the home to school transport budget took place for 2021/22 due to the higher costs per day for transport. This budget was volatile due to the pandemic impact and market pressures, and a constant high risk area to the Council. The 1% carry forward and the Covid-19 funding grants would be utilised to manage the cost pressure going forward. The revised budget, including the increase, seemed reasonable for the end of this current financial year, but would be monitored. A review of home to school transport to look at improvements, how to manage market providers and commissioning services, had been commissioned using independent consultants. This was now drawing to a close and would be brought to the Children and Young People Scrutiny Committee for consideration.
- The low assurance for the Mosaic system for Adults and Children's social care should improve as there were now better processes, governance and project planning in place.
- The £86m investment in capital for special schools would create additional places for pupils with SEND and ensure all special schools could meet all needs in their local communities for the majority of pupils with SEND, as set out in the Building Communities of Specialist Provision Strategy.
- The Covid-19 pandemic had created a number of pressure points in certain service areas. The first pressure point was in relation to foster care as some older and vulnerable foster carers withdrew, which meant some young people had to be placed out of county which was more expensive. The Council was looking to move these young people back as soon as possible into their local communities and Children's Services was trying to increase the number of foster carers. The second pressure point was placements for adults with learning disabilities and the Council was working to return these adults to their local communities. The third pressure point was waste which had seen an increase in household waste due to more people being at home. This should eventually decrease but would take time to get back to normal levels. The Covid-19 recovery reserve fund would be used to help to cover these pressure points as there was caution about the level of funding for Covid-19 which would be received from the Government in future. It was suggested that the relevant scrutiny committees should monitor these pressure points.
- The level of capacity of staff and partners during the pandemic had been a challenge. It was acknowledged that the work of the staff during the pandemic had been exemplary.
- It was recognised that post pandemic, the Council would still face many challenges and reassurance was provided by the Chief Executive that the Council was flexible enough to respond to these challenges.

- Further information on the post pandemic challenges and on specific proposals for responding to them would have been useful, and on the Council's flexibility to meet the future challenges. The Board requested that further information on the challenges, proposals and the Council's flexibility be included in the next budget monitoring updates.
- A specific amendment had been agreed at the County Council meeting in February 2021 which enabled the Council to use some of the Financial Volatility Reserve to create the Support to Businesses earmarked reserve. It was proposed to top the Financial Volatility Reserve back up to its previous level by using some of the 2020/21 underspends. There was a need to keep a reasonable level of reserves due to the uncertainty over future funding from the Government and the Covid-19 pandemic. It was noted that the County Council was in a better financial position than other councils and because of this could plan services and make timely and sensible decisions rather than make rapid cuts to services and budgets.

RESOLVED:

1. That the Board support the recommendation to the Executive as outlined above and in the report;
2. That a summary of the comments made be passed on to the Executive in relation to this item.

23 PERFORMANCE REPORTING AGAINST THE CORPORATE PLAN PERFORMANCE FRAMEWORK 2020/21 - QUARTER 4

Consideration was given to a report from the Performance and Equalities Manager, on the Performance Reporting against the Corporate Plan Performance Framework 2020/21 - Quarter 4 (Q4), which was being presented to the Executive on 6 July 2021. The views of the Board would be reported to the Executive as part of its consideration of the item.

The report recommended that the Executive: Consider and note the Quarter 4 performance for 2020/21; Approve the proposal to defer reporting of 2021/2022 Quarter 1 performance and to report Quarters 1 and 2 together in December as set out in the report.

The report mentioned that of the 53 activities with milestones due to be reported in Q4, 66% (35), were either on plan or ahead of plan. This was comparable with Q3 where 65% (22 out of 34) were either on plan or ahead of plan. In Q4 the impact of COVID-19 was evident. Five of the 18 activities (compared with seven out of 12 in Q3) that were behind plan had been impacted by COVID-19. There was positive performance overall and three of the four ambitions were on plan.

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

- Healthy life expectancy for Lincolnshire residents – Healthy life expectancy varied across Lincolnshire and was linked to deprivation. Further information was requested on why the male and female figures were roughly the same in Lincolnshire when

nationally the male life expectancy figures were usually much worse than the female life expectancy figures. The Chief Executive undertook to ask the Director of Public Health to provide a briefing paper on this to the Board.

- Reduction in Killed and Seriously Injured on Lincolnshire roads – a 21% reduction was said to be due to the Covid-19 restrictions in 2020/21, most likely because people took fewer journeys and there was less traffic. Concerns were raised, however, about reports that speeding offences had increased during this period. Further information on the number of motorists prosecuted for speeding in Lincolnshire in 2020/21 compared to previous years was requested.
- Residents' level of satisfaction with their area as a place to live and Residents' feedback on feeling safe and secure in their local area – concerns were raised that 1 in 5 residents were not satisfied with their local area and that only 71.5% felt safe in their local area. Additional information in future reports showing trends year on year and comparisons with neighbouring authorities would be useful as would comparisons between those living in urban and rural areas. It was highlighted that a Citizens Panel had recently been established with representatives of different communities. The Panel was being used to seek feedback on these areas and over time looking at emerging trends. The ambition was to compare the Council's performance over time. It was noted that it would be difficult to make direct comparisons with other local authorities due to social, economic and geographical differences.
- Percentage of unclassified roads in good condition (minor roads) – for the road network, there were national comparators to other similar authorities for road maintenance. For unclassified roads, the Council was not performing as well as other similar authorities, as approximately 28% of unclassified roads required maintenance and were now the focus of the Asset Management team's attention. However, only 2% of principal roads, namely the A roads, and 6% of non-principal roads, namely the B and C roads, required maintenance which put the Council in the upper quartile when compared to other similar authorities. No mention was made of which quartile the Council was in for unclassified roads.
- The Success Framework would be reviewed after its first year and post Covid to check that the right areas and performance indicators were included for moving forward, that there were no gaps, the data obtained was meaningful and there was a full response in reports on the reasons any targets had not been met. The Board requested a report be brought back after the review had taken place.
- Any areas of under-performance in Quarter 1 which would have been reported to the Board in August should be brought to the attention of the Board before the next report due in November to keep members informed of any issues. The Chief Executive undertook to consider whether and how an interim report could be produced.

RESOLVED:

1. That the Board support the recommendation to the Executive as outlined above and in the report;

2. That a summary of the comments made be passed on to the Executive in relation to this item.

## 24 BUSINESS SUPPORT PROGRAMME RESERVE FUNDS

Consideration was given to a report from presented by the Head of Economic Development on behalf of the Assistant Director – Growth, on the Business Support Programme Reserve Funds which was being presented to the Leader of the Council for decision between 2<sup>nd</sup> and 7<sup>th</sup> July 2021. The views of the Board would be reported to the Leader of the Council as part of his consideration of this item.

The report reminded members that full Council approval had been given on the 19<sup>th</sup> February 2021 to create a Support for Business Reserve Fund of £12m to provide grant programmes designed to support Lincolnshire businesses who had been directly impacted by Covid-19 and to enable them to survive and adapt to the changing environment and grow once restrictions were lifted. On 19<sup>th</sup> February 2021 the Leader of the Council had approved the provision of four grant programmes. The grant programmes had been well received and in particular the Digital and Rural business grants had been substantially oversubscribed. This report requested approval to repurpose £1.5m from the initial £12m approved fund to help to meet the scale of demand. The report recommended that because the initial period of economic uncertainty resulting from the Covid-19 pandemic had now ended, that the County Council's business support programme should close on Friday 13<sup>th</sup> August 2021.

The report recommended that the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning):- approve capping the amount to be distributed by way of Business Recovery Fund grants so that no applications were processed which would take the total funding distributed above £3.700m; approve increasing the total funding available through the Digital Voucher Scheme by £0.750m to £1.750m; approve increasing the total funding available through the Rural Business Grant Scheme by £0.750m to £1.750m; approve the closure of all four programmes of the business support programme so that no payments were made in respect of any application which had not been approved by 5.00pm on Friday 13 August 2021.

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

- Applications for funding had been dealt with on a first come first serve basis. For those applications which had missed out on the initial funding for the Digital Voucher Scheme and the Rural Business Grant Scheme, this was due to the timing of the submission of the applications and not because of any issues with the applications.
- The Digital Voucher Scheme and the Rural Business Grant Scheme would not be opened up to new applicants or re advertised. Only those applicants on the waiting list would be invited to complete a full application for the additional funding, which would be allocated by working down the waiting list of applications in order of submission. If the applicant was unable to continue with their application, then the next applicant on the waiting list would be invited to complete a full application.

- For the Digital Voucher Scheme, it was estimated that there would be approximately 400 applications on the waiting list which would not be taken forward. Around £1.5m of additional funding would be required to fund these applications. For the Rural Business Grant Scheme, there would be between 60 and 70 applications not taken forward which would require over £1m of additional funding to fund these applications. However, some of the applications on the waiting lists might be ineligible for the additional funding or the applicant might not be able to progress with their application due to a change in circumstances.
- Alternative funding streams had been identified which unsuccessful applicants would be guided to. These included European and digital grant funding. Discussions with the District Councils were on-going for those who did not qualify for the Digital Voucher Scheme.
- Once the Business Support Programme had concluded, it was agreed that a report on its operation and the positive benefits derived from it be brought forward for the Board's consideration.

## RESOLVED:

1. That the recommendations as outlined in the report and above, be supported;
2. That a summary of the comments as outlined above be reported to the Leader of the Council (Executive Councillor for Resources, Communications, and Commissioning) as part of his consideration of this item;
3. That a report on the general operation of the scheme and, in particular, any positive benefits derived from it be submitted to the Board once the scheme had ended.

25 UPDATE ON IMT SERVICE PLAN AND SERCO CONTRACT PERFORMANCE

Consideration was given to a report from the Assistant Director - IMT and Enterprise Architecture, and the ICT Contracts and Licensing Officer on an update on IMT Service Plan and Serco Contract Performance.

The report noted that in recent months the focus had moved away from the re-engineering required to support "Home Working" and "Smarter Working" and resource had returned to key Portfolio projects such as the Azure Migration, Legacy Operating Systems, Telephony and the Modern Device Management work that had been undertaken to allow recommencement of the update of the Microsoft Office software on users devices to complete the experience of the migration to Office 365 in the cloud.

Regarding the Serco contract the general picture was one of good performance overall. It was notable that during the Covid-19 recovery and on-going lockdowns only two KPIs had failed to perform at green.

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

- It was confirmed that contrary to what was outlined in the report the Council would continue to use MS Teams and not Skype.



- A change in current legislation would be required for Councillors to be able to attend formal local government council and committee meetings via MS Teams. Virtual attendance during the pandemic had been permitted but this legislation had ended in May.
- Gradual changes to IT infrastructure were preferred as this would enable an evolutionary approach to avoid expensive and problematic pitfalls experienced by other organisations

The Board received assurances from the Assistant Director - IMT and Enterprise Architecture, that the two remaining workstreams were both on target to complete before end October 2021. The workstreams were:

- The Telephony Enablement project to upgrade the Avaya software and reconfigure the underlying platform to extend the working life of the existing investment and address a number of issues affecting the CSC.
- Replacing the current version of Microsoft Office with Office 365.

RESOLVED:

That the Board noted the IMT Service's activities and projects and the performance of the Serco contract in relation to IMT, and was satisfied with the progress that had been made.

## 26 HR MANAGEMENT INFORMATION AND WORKFORCE PLAN UPDATE

Consideration was given to a report from the Assistant Director - Human Resources and Organisational Support, on HR Management Information and the Workforce Plan.

The report noted that for data up to and including Q3 2020-21, there had been a small upward trend in the number of employments and FTEs. There had been a positive reduction in the use of agency workers overall alongside a recognition of the value and flexibility that agency usage provided to the organisation. Sickness absence had reduced particularly during the pandemic while a number of employees had been working from home. The health and wellbeing of the workforce remained a priority and although overall the number of cases had reduced, mental health issues remain a concern for some. In order to support the mental health of the workforce, a significant amount of additional resources had been put in place ranging from information and advice to webinars, apps and online sessions, counselling and other talking therapies and a Mental Health First Aider training programme for staff. The regular review and monitoring of HR Management data at both Directorate Leadership Team (DLT) level and by Corporate Leadership Team (CLT) was enabling oversight of the workforce and HR performance at both a local level and for the organisation. This was enabling CLT and Directors to identify priorities and solutions required to address current and future workforce challenges, in particular to attract, recruit and retain skills in high risk areas.

It was planned that the next report to the Board in September 2021 would provide highlights from 2020/21 Q4 HRMI data and an introduction to the new People Strategy.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD****1 JULY 2021**

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

- Some employees may be reluctant to categorise themselves as having a disability and therefore records may not be fully accurate. It was suggested that this issue should be highlighted to Government.
- The proportion of employees from BAME backgrounds had decreased slightly in the last year and currently stood at 3.10%. The latest labour market data (2011) showed that 3.4% of Lincolnshire's working population were from BAME backgrounds. It was suggested that the Council should aim to improve on this area and the Board would be interested to learn whether measures put in place to address this had succeeded. There would be encouragement to ensure employees had updated their data and the newly formed Corporate Diversity Steering Group would be considering this issue.

RESOLVED:

That the report be noted and it be recorded that the Board was reassured on the HR Management Information and was satisfied with the progress on corporate HR projects.

**27 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME**

The Board received a report which enables it to note the content of its work programme for the coming year.

RESOLVED:

That the work programme be noted.

**28 CONSIDERATION OF EXEMPT INFORMATION**

RESOLVED:

That in accordance with Section 100 (A)(3) of the Local Government Act 1972, agenda item 16 had not been circulated to the press and public on the grounds that it was considered to contain exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended. The press and public were excluded from the meeting for the consideration of this item of business.

**29 FUTURE WIDE AREA NETWORK (WAN) OPTIONS APPRAISAL**

Consideration was given to an exempt report from the Assistant Director – Commercial, on a Future Wide Area Network (WAN) Options Appraisal which was being presented to the Executive on 6 July 2021. The views of the Board would be reported to the Executive as part of its consideration of this item.

RESOLVED:

That the recommendations to the Executive as outlined in the report be supported and the views of the Board be reported to the Executive as part of its consideration of this item.

The meeting closed at 1.30 pm

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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>26 August 2021</b>
Subject:	<b>Revenue Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021</b>

**Summary:**

This item invites the Overview and Scrutiny Management Board to consider a report on Revenue Budget Monitoring, which is being presented to the Executive on 07 September 2021. The views of the Board will be reported to the Executive as part of its consideration of this item.

The Revenue Budget Monitoring Report compares the Council's projected expenditure with the approved budget for 2021/22, and provides explanations for any significant forecast over or under spending.

**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.

**1. Background**

1.1 The Executive is due to consider the Revenue Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021 at its meeting on 07 September 2021.

1.2 The Executive report attached at Appendix 1 is the revenue budget monitoring report for the first quarter of financial year 2021/22 and has been prepared as at the end of 30 June 2021. It compares projected expenditure for the year with the approved budget and provides explanations for any significant forecast over or under-spending.

1.3 Comments from the Overview and Scrutiny Management Board will be considered by the Executive alongside the report.

## 2. Conclusion

Following consideration of the attached report, 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.

## 3. Consultation

The Board is being consulted on the proposed decision of the Executive on 07 September 2021.

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Revenue Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021 to be presented to the Executive at its meeting on 07 September 2021

## 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
Budget Book 2021/22	The details of the budget set for financial year 2021/22 is within the document Budget Book 2021/22, which can be found on the Council's website.  <a href="https://www.lincolnshire.gov.uk/downloads/file/5104/budget-book-2021-22">https://www.lincolnshire.gov.uk/downloads/file/5104/budget-book-2021-22</a>

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>07 September 2021</b>
Subject:	<b>Revenue Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021</b>
Decision Reference:	<b>I022127</b>
Key decision?	<b>No</b>

**Summary:**

- This report provides an update on revenue spending compared with budgets for the financial year which started on 01 April 2021.
- The tables in this report show the actual income and expenditure for the first three months of this financial year to 30 June 2021, along with the forecasts for spending and a comparison of the forecasts against the approved budgets for the year.
- The report gives an overview of the financial position, with more detailed information on each budget area provided in Appendices B to J. The financial impacts of Covid-19 for each service area are included in these appendices but are not included in the Overall Financial Position.
- The overall revenue position is that we are forecasting an underspend this year of **£1.194m** (excluding schools and Covid-19).
- We are estimating that our forecasted Covid-19 position may not be contained within the Government's emergency grant we have received. We are forecasting an overall deficit of **£5.897m**. We will continue to monitor our forecasted spend on Covid-19 as the year progresses.
- We forecast that our general reserves at the end of the year will remain within the target range of 2.5% to 3.5%.
- The impact of this revenue budget forecast on the Council's resilience has been assessed and the conclusion is that our financial resilience remains strong. We have healthy reserve balances and we will continue to strengthen our financial resilience as set out in paragraph 1.22.

**Recommendation(s):**

That the Executive notes the current position on the revenue budget and decides on any corrective action necessary.

**Alternatives Considered:**

1. This report shows the actual revenue expenditure to 30 June 2021, and projected outturns for 2021/22, therefore no alternatives have been considered.

**Reasons for Recommendation:**

To maintain the Council's financial resilience.

**1. Background****Overall Financial Position**

- 1.1 Table of Summary Position as at 30 June 2021.

	Revised Net Revenue Budget £m	Forecast Outturn £m	Forecast (Under) / Overspend £m
Children's Services	122.152	122.092	-0.060
Adult Care and Community Wellbeing	149.218	148.064	-1.154
Place	74.490	74.990	0.501
Fire and Rescue and Emergency Planning	21.694	21.783	0.090
Resources	27.943	27.647	-0.296
Commercial	39.322	38.899	-0.424
Corporate Services	2.956	2.759	-0.197
Other Budgets	67.719	68.066	0.347
Total movement of Reserves	-5.979	-5.979	0.000
Income	-505.448	-505.448	0.000
Total Excluding schools	-5.933	-7.128	-1.194
School Budgets	5.933	5.719	-0.214
Total	0.000	-1.408	-1.408

- 1.2 Appendix A shows an expanded version of this summary table.
- 1.3 This financial position assumes that the financial impacts of Covid-19 will be contained within the emergency grant funding we receive this year. However, if a deficit occurs from the Covid-19 related expenditure and losses this may affect the above position. It is anticipated however that any deficit will be managed within the capital programme in the first instance.



## Key Issues Highlighted – "Business As Usual"

- 1.4 The overall revenue position is that we are forecasting an underspend of £1.194m (excluding schools and Covid-19). Within this figure the most significant variances are:
- 1.5 Children's Services is not forecasting an overall variance, however one-off funding and general forecasted service underspends are offsetting the overspends in Children in Care budgets, which are continuing to be a challenge due to their demand-led nature. These budgets continue to be monitored closely.
- 1.6 Adult Care and Community Wellbeing is forecasting an underspend of £1.154m. Of this, £1.188m arises within Public Health and Wellbeing relating to the redeployment of existing workforce and commissioned services in order to meet the needs of the population as we both respond and emerge from the Covid-19 pandemic. More detailed information can be found in Appendix C.
- 1.7 Place is forecasting an overspend of £0.501m. Of this, £0.382m arises within Communities from a number of factors affecting the Waste service: fluctuations in the market prices for recyclable materials, an increase in landfill tonnage due to outages at the Energy from Waste plant, uncertainty in the volume of green waste during the peak growing season, the cost of fly tipping disposal, the effects of the Household Waste Recycling Centres (HWRCs) booking system and the disposal costs from the HWRCs. More detailed information can be found in Appendix D.
- 1.8 Future funding of Local Enterprise Partnerships (LEPs) is currently being considered as part of the Spending Review and Levelling Up White Paper, and in the meanwhile the Government has only committed core LEP funding up to September 2021. There is a potential risk of an overspend if further funding is not provided, however, no overspend has been included in this report at this point. This situation will be kept under review.
- 1.9 Within Resources, Financial Services are forecasting to underspend by £0.273m. This is due to delays in the "Gross versus Net" Adult Care charging review to be implemented as part of the Corporate Services Support Contract which was originally budgeted for an April 2021 start. More detailed information can be found in Appendix F.
- 1.10 Within Commercial, the Customer Service Centre (CSC) is forecasting to underspend by £0.359m as a result of a reduction in public contacts compared to budgeted volumes. More detailed information can be found in Appendix G.
- 1.11 Within Other Budgets, increasing insurance premium costs are likely to lead to an overspend of £0.371m this year. Early indications are that this position is likely to continue into future years when the insurance contract is retendered. There is also a forecast underspend on capital financing charges of **£1.250m**; this is excluded from this forecast position at this stage. It is planned that any capital financing

underspend will be used to manage future fluctuations in the annual capital financing budget by transferring it to the capital financing earmarked reserve at the end of the year. More detailed information can be found in Appendix J.

- 1.12 The overall Schools budget from the Dedicated Schools Grant is underspent by £0.214m across the four blocks, which involve demand-led budget, particularly in the areas of early years and high needs. More detailed information can be found in Appendix I.

### **Key Issues Highlighted – Financial Impact of the Coronavirus Pandemic**

- 1.13 Appendix K provides a table showing the forecast expenditure and losses of income arising from the impacts of the coronavirus (Covid-19) pandemic as at 30 June 2021.
- 1.14 The overall position is that we forecast an overspend of £5.897m.
- 1.15 The Council is not expecting any further general Covid-19 grant nor Loss of Sales Fees and Charges Income grant from the Government other than that received for Quarter 1 expenditure. The consequence of this is that the Council will need to manage the £5.897m deficit within its existing budgets.
- 1.16 Included in the £5.987m deficit is £7.587m allocated to the increased cost of capital schemes arising due to the pandemic. It is possible for this amount to be managed within the capital programme by deferring other capital schemes so that the overall Covid-19 deficit is removed.
- 1.17 Further details of Covid-19 expenditure and losses for each service area can be found in Appendices B to J.

### **Progress on Achievement of Budget Savings**

- 1.18 Appendix L shows the savings built into the 2021/22 budget as part of the last budget process and indicates, for each saving, whether or not it is expected to be achieved this year. The list includes both budgetary savings on costs and budgeted increases in income. Appendix L shows that all budget savings are on target to be delivered this year.

### **Progress on Development Fund Initiatives**

- 1.19 Appendix M shows a list of initiatives where the revenue costs are to be funded by the Development Fund earmarked reserve. Progress on each of these initiatives is reported in the appendix. Expenditure on Development Fund initiatives was £5.560m in 2020/21 and £3.160m is planned to be spent in the current year.

## **Assessment of Impact on Financial Resilience**

1.20 The impact of this revenue budget forecast on the Council's resilience has been assessed and it has been concluded that our financial resilience remains strong. The direct impact of the Covid-19 pandemic is ongoing and this will require careful monitoring and managing to ensure any impact is minimised.

1.21 We forecast that our general reserves at the end of the year will remain within the target range of 2.5% to 3.5%. If we maintain the current forecast of an underspend then there will be no requirement to draw down our Financial Volatility Reserve to support the 2020/21 budgetary position.

If the position changes to an overspend then some reserve will be needed to be used. The balance of the Financial Volatility Reserve currently stands at £40.683m.

1.22 We will aim to strengthen our financial resilience by: continued monitoring of the financial position, undertaking work to address issues as they arise; continued reporting of the Covid-19 impacts to the Government alongside working with the Society of County Treasurers to ensure that the Government understands the particular issues faced by County Councils; refreshing and updating the Medium Term Financial Plan and Strategy; focusing on transformation work to reduce cost pressures and create budget savings; and Budget Holders have already been asked to preserve any budgetary savings incurred this year to help support the Council's overall financial position.

## **Reporting of Budget Virements**

1.23 The Council's Financial Regulations require us to report on any budget virements made during the year. A budget virement is where budget is moved from one service area to another and where the original purpose the budget was approved for has changed. A list of all such virements made in Quarter 1 can be found Appendix N.

## **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.

As this report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive.

#### 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.

As this report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive.

#### 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.

As this report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive.

### **3. Conclusion**

- 3.1 The Council's overall forecast revenue position is an underspend of £1.194m (excluding Schools and forecast Covid-19 deficit).
- 3.2 Also excluded from the overall forecast is a £1.250m underspend in capital financing charges that is planned to be transferred to the Capital Financing Charges earmarked reserve to manage future fluctuations in the annual capital financing budget.
- 3.3 The Council's overall forecast position for Covid-19 related expenditure and losses is a £5.897m deficit.

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

This report sets out an update on spending, including spending relating to Covid-19, as at 30 June 2021 compared with the revenue budget for the financial year starting on 1 April 2021 to assist the Executive in monitoring the financial performance of the Council.

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

This report indicates that the current year revenue budget is projected to be underspent and currently there is no requirement to use our Financial Volatility earmarked reserve to support the budgetary position. However continued effort in monitoring is essential to ensure that any additional cost pressure is identified and addressed as soon it occurs.

### **6. Consultation**

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

Not Applicable

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

Yes

#### **c) Scrutiny Comments**

This report is due to be considered by the Overview and Scrutiny Management Board on 26 August 2021. Any comments of the Board will be reported to the Executive.

#### d) Risks and Impact Analysis

The impact of this reported financial position on the Council's overall financial resilience has been assessed and is reported on within this report.

### 7. Background Papers

These are listed below and attached at the back of the report	
Appendix A	Revenue Budget Monitoring Report 2021/22 as at 30 June 2021
Appendix B	Children's Services
Appendix C	Adult Care and Community Wellbeing
Appendix D	Place
Appendix E	Fire and Rescue and Emergency Planning
Appendix F	Resources
Appendix G	Commercial
Appendix H	Corporate Services
Appendix I	Schools
Appendix J	Other Budgets
Appendix K	Summary of Financial Impact of Covid-19 2021/22 as at 30 June 2021
Appendix L	Monitoring of Planned Savings 2021/22
Appendix M	Monitoring of Development Fund Initiatives 2021/22
Appendix N	Approved Budget Virements 2021/22 as at 30 June 2021
Appendix O	Covid-19 Grant Funding provided to LCC

### 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
Council Budget 2021/22	<a href="https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?Clid=120&amp;Mid=5729">https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?Clid=120&amp;Mid=5729</a>
Budget Book 2021/22	<a href="https://www.lincolnshire.gov.uk/downloads/file/5104/budget-book-2021-22">https://www.lincolnshire.gov.uk/downloads/file/5104/budget-book-2021-22</a>

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).

## Revenue Budget Monitoring Report 2021/22 as at 30 June 2021

	Revised Net Revenue Budget £m	Net Expenditure £m	Year End Variance £m	Forecast Variance £m	Forecast Variance %
<b>SERVICE DELIVERY</b>					
Children's Social Care	76.910	17.332	77.571	0.661	0.9
Children's Education	45.242	5.320	44.521	(0.721)	(1.6)
<b>Children's Services</b>	<b>122.152</b>	<b>22.652</b>	<b>122.092</b>	<b>(0.060)</b>	<b>(0.0)</b>
Adult Frailty & Long Term Conditions	120.026	10.711	120.313	0.288	0.2
Adult Specialities	86.351	22.312	86.097	(0.254)	(0.3)
Public Health and Community Wellbeing	28.622	4.294	27.434	(1.188)	(4.2)
Public Health Grant Income	(33.546)	(8.474)	(33.546)	0.000	0.0
Better Care Funding	(52.233)	(8.312)	(52.233)	0.000	0.0
<b>Adult Care and Community Wellbeing</b>	<b>149.218</b>	<b>20.531</b>	<b>148.064</b>	<b>(1.154)</b>	<b>(0.8)</b>
Communities	47.931	10.492	48.313	0.382	0.8
Lincolnshire Local Enterprise Partnership	0.344	(12.346)	0.344	0.000	0.0
Growth	2.289	5.262	2.289	(0.000)	(0.0)
Highways	23.926	(5.625)	24.045	0.118	0.5
<b>Place</b>	<b>74.490</b>	<b>(2.217)</b>	<b>74.990</b>	<b>0.501</b>	<b>0.7</b>
Fire & Rescue	21.369	5.621	21.459	0.090	0.4
Emergency Planning	0.324	(0.133)	0.324	0.000	0.0
<b>Fire and Rescue and Emergency Planning</b>	<b>21.694</b>	<b>5.488</b>	<b>21.783</b>	<b>0.090</b>	<b>0.4</b>
Human Resources and Organisational Support	14.050	5.227	14.115	0.065	0.5
Finance	7.332	1.222	6.968	(0.364)	(5.0)
Legal and Governance Services	2.072	1.911	2.223	0.151	7.3
Public Protection	4.489	(0.765)	4.341	(0.147)	(3.3)
<b>Resources</b>	<b>27.943</b>	<b>7.595</b>	<b>27.647</b>	<b>(0.296)</b>	<b>(1.1)</b>
Property	11.130	4.061	11.004	(0.125)	(1.1)
Information Management Technology	14.613	3.748	14.837	0.224	1.5
Transformation	4.830	1.501	4.667	(0.163)	(3.4)
Commercial	8.749	2.492	8.390	(0.359)	(4.1)
<b>Commercial</b>	<b>39.322</b>	<b>11.801</b>	<b>38.899</b>	<b>(0.424)</b>	<b>(1.1)</b>
Corporate Services	2.956	0.678	2.759	(0.197)	(6.7)
<b>Corporate Services</b>	<b>2.956</b>	<b>0.678</b>	<b>2.759</b>	<b>(0.197)</b>	<b>(6.7)</b>
<b>TOTAL SERVICE DELIVERY</b>	<b>437.775</b>	<b>66.528</b>	<b>436.234</b>	<b>(1.541)</b>	<b>(0.4)</b>
<b>OTHER BUDGETS</b>					
Contingency	3.000	0.000	3.000	0.000	0.0
Capital Financing Charges	41.733	0.405	41.733	0.000	0.0
Other	22.987	4.749	23.333	0.346	1.5
<b>TOTAL OTHER BUDGETS</b>	<b>67.719</b>	<b>5.154</b>	<b>68.066</b>	<b>0.347</b>	<b>0.5</b>
<b>TOTAL NET EXPENDITURE (EXC SCHOOLS)</b>	<b>505.494</b>	<b>71.682</b>	<b>504.299</b>	<b>(1.194)</b>	<b>(0.2)</b>
<b>MOVEMENT OF RESERVES</b>					
Transfer to/from Earmarked Reserves	2.430	(0.009)	2.430	0.000	0.0
Contribution to/from School Reserves	(8.609)	(8.609)	(8.609)	0.000	0.0
Contribution to Development Fund	0.000	2.439	0.000	0.000	0.0
Transfer to/from General Reserves	0.200	0.200	0.200	0.000	0.0
<b>TOTAL MOVEMENT OF RESERVES</b>	<b>(5.979)</b>	<b>(5.979)</b>	<b>(5.979)</b>	<b>0.000</b>	<b>0.0</b>
<b>MET FROM:</b>					
Business Rates local Retention	(120.825)	(29.127)	(120.825)	0.000	0.0
Revenue Support Grant	(20.580)	(3.704)	(20.580)	0.000	0.0
Other Non Specific Grants	(44.416)	(29.278)	(44.416)	0.000	0.0
County Precept	(319.626)	(63.310)	(319.626)	0.000	(0.0)
<b>TOTAL MET FROM</b>	<b>(505.448)</b>	<b>(125.419)</b>	<b>(505.448)</b>	<b>0.000</b>	<b>(0.0)</b>
<b>TOTAL (EXCLUDING SCHOOLS)</b>	<b>(5.933)</b>	<b>(59.717)</b>	<b>(7.128)</b>	<b>(1.194)</b>	
<b>SCHOOL BUDGETS</b>					
Schools Block	140.244	29.502	140.557	0.313	0.2
High Needs Block	84.975	19.597	85.204	0.229	0.3
Central School Services Block	3.745	(0.137)	3.110	(0.635)	(17.0)
Early Years Block	42.431	11.240	42.310	(0.120)	(0.3)
Dedicated Schools Grant	(272.831)	(76.393)	(272.831)	0.000	0.0
Schools Budget (Other Funding)	7.369	2.159	7.369	(0.000)	(0.0)
<b>TOTAL SCHOOLS BUDGETS</b>	<b>5.933</b>	<b>(14.032)</b>	<b>5.719</b>	<b>(0.214)</b>	<b>96.4</b>
<b>TOTAL (INCLUDING SCHOOLS)</b>	<b>0.000</b>	<b>(73.748)</b>	<b>(1.408)</b>	<b>(1.408)</b>	

# Children's Services

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021



## Children's Service Directorate

### Forecast Financial Position as at 30 June 2021

#### Position

Children's Services is forecasting a 2021/22 spend of £122.092m against a budget of £122.152m. This is a forecast underspend of £0.060m.

	Annual Budget £m	Forecast Outturn £m	Forecast Variance £m
Children's Education	45.242	44.521	(0.721)
Children's Social Care	76.910	77.571	0.661
<b>Children's Services</b>	<b>122.152</b>	<b>122.092</b>	<b>(0.060)</b>

#### Children's Services

##### Education

- Home to School Transport is currently forecast to be on target following the re-base in budget for 2021/22. The forecast at this stage in the financial year is always difficult to predict until the new academic year cohort eligibility becomes clearer. The budget is subject to many external factors that will influence the final year-end spend. The monthly monitoring of this particular budget will continue to be in place.
- An underspend within Special Educational Needs & Disabilities (SEND) of £0.490m (or 6.4%). The majority of this relates to an underspend on Children with Disabilities staffing (£0.193m or 12.1%) as a result of staff vacancies and maternity leave. The Domiciliary Care contract is also underspent (£0.188m or 40.3%) from parents not wanting carer support in their home due to the impact of Covid-19 in the first quarter.
- There are further underspends relating to central staffing costs (£0.125m or 3.8%) from vacancies and staff movement; in addition to other minor underspends.
- The forecasts include a total of £0.369m of costs to be claimed from the general Covid-19 grant, and £0.320m of costs which will be claimed against the Outbreak Management Grant.

##### Social Care

- An increased need for children in care requiring specialist placements has identified a material forecast overspend (£1.024m or 15.4%) relating to residential placements. Contributing factors include: an increase in looked after children numbers (690 at the end of July 2021); and a higher placement composition in more specialist external placements that have a significantly greater unit cost, including market force challenges. Included within the forecast is the general Covid-19 grant financial support to 20 live placements

(£4.303m). Children's Services 1% carry forward (£1.136m) from 2020/21 is being used to offset the children in care placements overspend. The financial position of this statutory requirement does fluctuate due to the demand-led nature of the service. There continues to be a robust monthly review by panel of placements with all additional costs under scrutiny. The forecast considers the transformational activity taking place within the service.

- Social care legal costs continue to be higher than the budget due to the complexity of cases, the need for expert opinions and the use of counsel. It is forecast to overspend by £1.055m (or 39.6%). Children's Services continue to apply the statutory threshold to initiating care proceeding and pre-proceedings. There is on-going work to supporting progression with pre-proceedings and protocols are in place to support this.
- There are underspends relating to the staffing vacancies for the 0-19 health service (£0.192m or 1.8%), and early help (£0.411m or 3.9%). Both services are county wide, and ongoing recruitment continues to take place.
- The forecasts include a total of £4.792m of costs to be claimed from the general Covid-19 grant to meet additional legacy costs, and £0.133m of costs which will be claimed against the Outbreak Management Grant.

# Adult Care and Community Wellbeing

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021

## Adult Care and Community Wellbeing

### Forecast Financial Position as at 30 June 2021

#### Position

Adult Care and Community Wellbeing (ACCW) is forecasting a 2021-22 spend of £148.049m (£292.982m gross) against a budget of £149.203m (£291.696m gross). This is a forecast underspend of £1.154m.

	Annual Budget £m	Forecast Outturn £m	Forecast Variance £m
Adult Frailty & Long Term Conditions	120.026	120.314	0.288
Adult Specialties	86.335	86.081	(0.254)
Public Health & Community Wellbeing	28.621	27.433	(1.188)
Public Health Grant	(33.546)	(33.546)	0.000
Better Care Fund	(52.233)	(52.233)	0.000
<b>Adult Care &amp; Community Wellbeing</b>	<b>149.203</b>	<b>148.049</b>	<b>(1.154)</b>

#### Public Health and Wellbeing

Public Health and Wellbeing is forecasting a £1.188m underspend. The underspend is delivered through the redeployment of existing workforce and commissioned services in order to meet the needs of the population as we both respond and emerge from the Covid-19 pandemic.

# Place

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021

## Place

### Forecast Financial Position as at 30 June 2021

#### Position

At the end of the first quarter, Place is forecasting a 2021-22 spend of £74.990m against a budget of £74.490m. This is a forecast overspend of £0.500m.

	Annual Budget £m	Forecast Outturn £m	Forecast Variance £m
Highways	23.926	24.044	0.118
Communities	47.931	48.313	0.382
Greater Lincolnshire LEP	0.344	0.344	0.000
Growth	2.289	2.289	0.000
<b>Place</b>	<b>74.490</b>	<b>74.990</b>	<b>0.500</b>

#### Highways

Highways is forecasting an overspend of £0.118m. This is largely due to "pain" on the revenue element of the term maintenance contract which will be managed and updated as the year progresses. Offsetting this are smaller underspends due to income from Traffic Regulation Orders being better than budget and staff vacancies running slightly higher than the level assumed in the budget.

Although not currently included in the above forecast figures, there is significant risk to the Winter Maintenance budget driven by weather conditions and therefore outside the direct control of the service. The budget is based on providing coverage for an assumed "average winter" consisting of 63 gritting runs and at this early stage of the year 10 runs have already been completed due to unusually cold conditions in April and May.

#### Communities

Communities is forecasting an overspend of £0.382m. This arises from a number of factors affecting the Waste service: fluctuations in the market prices for recyclable materials, an increase in landfill tonnage due to outages at the Energy from Waste plant, uncertainty in the volume of green waste during the peak growing season, the cost of fly tipping disposal, the effects of the Household Waste Recycling Centres (HWRCs) booking system and the disposal costs from the HWRCs. Some of these effects and the increased volume of waste being disposed of are attributable to behavioural changes resulting from the pandemic and as such are to be funded by Covid grant but this still leaves a projected overspend of £0.382m.

## **Greater Lincolnshire LEP**

The Greater Lincolnshire LEP budget, which represents the Council's annual revenue contribution to the LEP, is currently forecast to be in line with budget. Future funding of LEPs is currently being considered as part of the Spending Review and Levelling Up White Paper and in the meanwhile the Government has only committed core LEP funding up to September 2021.

## **Growth**

Growth is currently forecast to be in line with budget. This is however based on the assumption that the conclusion of activity commissioned to support development of the Local Transport Plan will be funded by the underspend carried forward from 2020/21. Without this funding an overspend of £0.150m is likely.

# Fire and Rescue and Emergency Planning

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021



## Fire and Rescue and Emergency Planning

### Forecast Financial Position as at 30 June 2021

#### Position

At the end of the first quarter, Fire and Rescue and Emergency Planning is forecasting a 2021-22 spend of £21.783m against a budget of £21.693m. This is a forecast overspend of £0.090m.

	Annual Budget £m	Forecast Outturn £m	Forecast Variance £m
Fire & Rescue	21.369	21.459	0.090
Emergency Planning	0.324	0.324	0.000
<b>Fire &amp; EP</b>	<b>21.693</b>	<b>21.783</b>	<b>0.090</b>

This is due to the cost of covering long term sickness (£0.127m) offset by a number of small underspends within service.

The cost of Wholetime firefighter recruitment training can be funded in year by the allocation of underspend budgets from the previous financial year as agreed by the Executive.

A cost pressure for longer term funding, to support the ongoing challenge of recruitment and initial training, forms part of the services medium term finance plan submission as part of the budget setting process.

# Resources

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021

## Resources

### Forecast Financial Position as at 30 June 2021

#### Position

At the end of the first quarter, Resources is forecasting a 2021-22 spend of £27.647m against a budget of £27.943m. This is a forecast underspend of £0.296m.

	Annual Budget £m	Forecast Outturn £m	Forecast Variance £m
Organisational Support	14.050	14.115	0.065
Finance	7.332	6.968	(0.364)
Legal and Governance Services	2.072	2.223	0.151
Public Protection	4.489	4.341	(0.148)
<b>Resources</b>	<b>27.943</b>	<b>27.647</b>	<b>(0.296)</b>

#### **Organisational Support (£0.065m overspend)**

Human Resources is forecasting an overspend of £0.065m due to expected work required as a result of a recent pension review (known as the McCloud judgement).

#### **Finance (£0.364m underspend)**

Financial Services is forecasting to underspend by £0.273m. This is due to delays in the "Gross versus Net" Adult Care charging review to be implemented as part of the Corporate Services Support Contract which was originally budgeted for an April 2021 start.

Corporate Audit and Risk Management service is currently projecting a £0.090m underspend.

This is as a result of three vacancies (currently out for recruitment and securing additional audit resources). The service is in the process of reviewing resource requirements to deliver our Audit and Counter Fraud delivery plans and securing additional resources.

#### **Governance (£0.151m overspend)**

The total cost of the recent local elections was £0.801m.

A base budget totalling £0.300m per annum was introduced in 2020/21 as part of a rolling budget that, over a four year cycle, will cover the expected total cost of elections. The Executive approved the £0.300m that was not required in 2020/21 to be added to an earmarked reserve making the total funding currently available £0.600m.

The remaining shortfall (£0.201m) can be funded from overall underspends within the Resources Directorate.

This is partially offset by reduced member mileage costs and vacancies which are being managed throughout the year (£0.050m).

**Public Protection (£0.147m underspend)**

This is reflective of additional grant income for Domestic Abuse carried forward from the previous financial year and staff vacancies within Trading Standards which are currently being recruited to.

# Commercial

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021

## Commercial

### Forecast Financial Position as at 30 June 2021

#### Position

At the end of the first quarter, Commercial is forecasting a 2021-22 spend of £38.898m against a budget of £39.322m. This is a forecast underspend of £0.424m.

	Annual Budget £m	Forecast Outturn £m	Forecast Variance £m
Property	11.130	11.004	(0.126)
Information Management Technology	14.613	14.837	0.224
Transformation	4.830	4.667	(0.163)
Commercial	8.749	8.390	(0.359)
<b>Commercial</b>	<b>39.322</b>	<b>38.898</b>	<b>(0.424)</b>

#### **Corporate Property (£0.125m underspend)**

Projected utility costs are estimated to be £0.100m below budget based on current usage and expected occupation levels at council sites. This figure is subject to change dependent on occupation levels as the Council returns to a blended working approach and will remain under constant review.

County Farms will underspend by £0.100m following the removal of the remaining Crown estate rents initiated in the previous financial year. This saving has been identified in the service review as part of the medium term plan.

These are offset by overspends relating to the additional costs for the council element of running costs for the South Park Blue Light centre (£0.055m) and management costs for the Grantham traveller site which has transferred from South Kesteven District Council (SKDC) to the Council (£0.020m). Each of these pressures is reflected in the medium term financial plan and will form part of the future budget setting discussions.

#### **Information Management Technology (£0.224m overspend)**

Supporting an agile, predominantly home working organisation, during the pandemic, has been successful, although this has led to additional technology cost. Most of this has been funded by central Government's Covid grant and support from reserves, but ongoing delivery costs will be considered within the Medium Term Financial Plan (MTFP).

Without this support the service would be reporting an overspend closer to £1.000m.

There are currently a number of unfilled vacancies accounting for £0.195m and lower contract costs based on Quarter 1 data volumes on our outsourced contract of £0.180m.

In addition there is an increase in cost of £0.200m relating to the Council's arrangements with Microsoft in supporting the wider Office 365 portfolio as we enable more flexible and smarter working arrangements.

These and other pressures are being considered as part of a zero based budget review during the summer to determine a steady state budgetary IMT revenue requirement as the overall IMT strategy considers how to deliver services for the Council into the medium term.

**Transformation (£0.163m underspend)**

The underspend is in relation to current and known future staffing vacancies across the service and through charging staff time to the Covid grant to deal with appropriate Covid related pressures, although this is off-setting a short term staff funding pressure (£0.183m) to manage key service priorities.

**Commercial (£0.359m underspend)**

This relates to the Customer Service Centre (CSC).

The CSC underspend is as a result of a reduction in public contacts compared to budgeted volumes.

There is a risk that expenditure may rise due to uncertainty in post-Covid volumes. The service will continue to closely monitor costs throughout the year.

# Corporate Services

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021



## Corporate Services

### Forecast Financial Position as at 30 June 2021

#### Position

At the end of the first quarter, Corporate Services is forecasting a 2021-22 spend of £2.759m against a budget of £2.956m. This is a forecast underspend of £0.197m.

	Annual Budget £m	Forecast Outturn £m	Forecast Variance £m
Corporate Services	2.956	2.759	(0.197)
<b>Corporate Services</b>	<b>2.956</b>	<b>2.759</b>	<b>(0.197)</b>

There have been a number of staff vacancies resulting in an underspend of £0.159m.

The 2021 Lincolnshire Show was cancelled resulting in reduced costs of £0.038m.

# Schools

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021

## Schools

### Forecast Financial Position as at 30 June 2021

#### Position

Schools are forecasting a 2021/22 net spend of £5.720m against a net budget of £5.933m. This is a forecast net underspend of £0.213m.

	Annual Budget £m	Forecast Outturn £m	Forecast Variance £m
Schools Block	140.244	140.557	0.313
High Needs Block	84.975	85.204	0.229
Central School Services Block	3.745	3.110	(0.635)
Early Years Block	42.431	42.311	(0.120)
Dedicated Schools Grant	(272.831)	(272.831)	0.000
Schools Other Funding	7.369	7.369	0.000
<b>Schools</b>	<b>5.933</b>	<b>5.720</b>	<b>(0.213)</b>

#### Schools

##### Central School Services Block

- The majority of the underspend relates to formulaic funding received from central Government for on-going responsibilities for maintained schools and academies. The increased funding is being considered by the service. Further underspends relate to historical budgets such as PFI funding and Broadband costs. These budgets have been set prudently this year as the Department for Education will be reducing these budgets by 20% in 2022/23.

##### Early Years Block

- Minor underspends on central staffing (£0.097m) due to delays in the recruitment process and the quality improvement budget (£0.023m) which have been significantly impacted upon by the Covid-19 restrictions.
- The participation budgets are currently shown as being on target. This is a volatile, demand-led budget that has been significantly impacted by Covid-19. The Department for Education has recognised that this year's census data might not be representative of attendance using January census data and as a result are funding Local Authorities using termly data.

##### High Needs Block

- The forecast for Non-Maintained Schools placements, independent mainstream placements and mainstream placements in other local authority schools are

showing an overspend (£0.724m). This is due to an increasing demand for those pupils with complex needs and the demand and shortage of places in special schools. Going forward this will be addressed through the major programme of capital investment to increase the capacity of special school places within the county.

- The SEND pressure above has been offset by underspends on Home Tuition (£0.205m), Learners with Learning Difficulties and Disabilities (£0.119m) and other smaller underspends on central SEN support services (£0.171m).

#### Schools Block

- It has been assumed that School budgets will be fully spent for the purposes of this report. School delegated budgets (under and overspends) are automatically carried forward in accordance with grant conditions and the Local Authority's school carry forward policy.
- Pupil growth is forecasting a £0.308m overspend. This relates to allocations in accordance with the policy for agreed school reorganisations (both existing and new) to provide sufficient school places for Lincolnshire pupils.

# Other Budgets

Financial Position 1<sup>st</sup> April – 30<sup>th</sup> June 2021

## Other Budgets

### Forecast Financial Position as at 30 June 2021

#### Position

Other Budgets is forecasting a 2021-22 spend of £66.815m against a budget of £67.719m. This is a forecast underspend of £0.904m.

	Latest Budget £m	Forecast Outturn £m	Forecast Variance £m
Contingency	3.000	3.000	0.000
Capital Financing	41.733	40.483	-1.250
Other Budgets	22.987	23.333	0.346
<b>Other Budgets</b>	<b>67.719</b>	<b>66.815</b>	<b>-0.904</b>

#### Capital Financing

The Capital Financing forecast variance (underspend) is -£1.250m.

This underspend relates to the Minimum Revenue Provision part of capital financing charges, which is the amount set aside annually to finance the capital programme. The forecast underspend is as a result of the capital programme outturn position in 2020/21, which was an underspend against the programme. Work is currently in progress to re-phase the current year capital programme. Following this we will be in a position to recalculate this year's borrowing requirement and forecast the budgetary position relating to interest on borrowing.

It is planned that the capital financing underspend will be used to manage future fluctuations in the annual capital financing budget by transferring it to the capital financing earmarked reserve at the end of the year.

#### Other Budgets

Within Other Budgets there is a total forecast variance (overspend) of +£0.346m which is driven by:

- Insurance. Increasing insurance premium costs are likely to lead to an overspend of £0.371m this year. Early indications are that this position is likely to continue into future years when the insurance contract is retendered.
- Council Tax Discount for Special Constables. The new budget set aside to pay for our share of Special Constables council tax discount scheme is not likely to be required this year as the scheme will be implemented retrospectively after the end of the financial year i.e. for the first time in 2022/23. This has led to an underspend this year of £0.025m.

## Summary of Financial Impact of Covid-19 2021/22 as at 30 June 2021

Covid-19 Costs and Losses - Actual To Date and Forecast Against Emergency Grant as at 30 June 2021			
	Estimate for Q1 2021/22 £000's	Estimate for Q2 2021/22 £000's	Estimate for FY 2021/22 £000's
<u>Adult Care and Community Wellbeing</u>			
Adult Frailty & Long Term Conditions	932	330	1,964
Adult Specialties	399	424	1,640
Public Health	0	0	0
<b>Total ACCW</b>	<b>1,331</b>	<b>753</b>	<b>3,604</b>
<u>Children's Services</u>			
Children's Social Care	1,546	1,952	4,738
Children's Education	165	153	366
<b>Total Children's</b>	<b>1,711</b>	<b>2,105</b>	<b>5,104</b>
<u>Place</u>			
Communities	203	609	1,990
Lincolnshire LEP	0	0	0
Growth	0	0	0
Highways	0	0	0
<b>Total Place</b>	<b>203</b>	<b>609</b>	<b>1,990</b>
<b>Fire and Rescue &amp; Emergency Planning</b>	<b>89</b>	<b>21</b>	<b>110</b>
<u>Resources</u>			
Public Protection	31	37	115
<b>Resources</b>	<b>31</b>	<b>37</b>	<b>115</b>
<u>Commercial</u>			
<b>Commercial</b>	<b>1,336</b>	<b>995</b>	<b>4,618</b>
<u>Corporate Services</u>			
<b>Corporate Services</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Other Budgets</u>			
Other Budgets	0	0	0
Capital Expenditure	391	1,083	7,587
<b>Other Budgets</b>	<b>391</b>	<b>1,083</b>	<b>7,587</b>
<b>Total Costs and Losses (excl Schools)</b>	<b>5,092</b>	<b>5,604</b>	<b>23,128</b>
<u>Schools</u>			
<b>Schools</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Costs and Losses (Incl Schools)</b>	<b>5,092</b>	<b>5,604</b>	<b>23,128</b>
Covid-19 Emergency Grant			-15,159
Lost SFC income grant (estimated)			0
Carry forwards			-2,072
Total estimated income			-17,231
<b>Surplus / (Deficit)</b>			<b>-5,897</b>

## Monitoring of Planned Savings 2021/22

Directorate	Service Area	Saving Information *	Reported Position			Explanation of any Shortfall and/or Covid19 Grant Support
			Planned Saving £000's	Delivery Y / N	If N, Shortfall £000's	
<b>BUDGET SAVINGS</b>						
Children's Services	Education Support Services	Budget Reductions to meet service requirements	1	Y		
Children's Services	Early Help Services	Budget Reductions to meet service requirements	1	Y		
Adult Care and Community Wellbeing	Budget 2020 - Three year savings programme	Cost reduction following online financial assessments and reduction of staffing as part of corporate transformation programme	100	Y		
Adult Care and Community Wellbeing	Adult Charging	Growth in Service user contributions which net off cost pressures in Homecare, Direct Payments and Daycare	1,801	Y		
Adult Care and Community Wellbeing	Residential/Nursing Placements	Investment in Extra Care Housing to reduce Long Term Placements	160	Y		
Adult Care and Community Wellbeing	Direct Payments	Improvement in Direct Payments reclaim of surplus funds from 88% to 94%	300	Y		
Adult Care and Community Wellbeing	Debt Collection Efficiencies	Reduction In Legal fees due to improved Debt Collection	100	Y		
Adult Care and Community Wellbeing	Peak Demand Efficiencies	Re-direction for funding to support services in core and mandatory services	400	Y		
Adult Care and Community Wellbeing	Review of Better Care Funded Schemes	Redirect funding to support services pressures in core, mandatory services	490	Y		
Adult Care and Community Wellbeing	Savings following contract reprocurement	Budget Reductions to meet service requirements	500	Y		
Adult Care and Community Wellbeing	Review of BCF Schemes	Review of BCF schemes redirecting funding to support service	192	Y		
Place	Highways Services	Saving on the lease cost of winter gritters	159	Y		
Resources	Community Safety	In anticipation of central government funding for new burden activities relating to Domestic Abuse	98	Y		
Resources	Reduction in printing	A reduction in costs following a contractual review	57	Y		
Commercial	Reduction in outgoing rents	A reduction in county farms rents payable	150	Y		



			Reported Position			Explanation of any Shortfall and/or Covid19 Grant Support
Directorate	Service Area	Saving Information *	Planned Saving £000's	Delivery Y / N	If N, Shortfall £000's	
<b>BUDGET SAVINGS</b>						
Commercial	Reduction in general property costs	A general reduction in property costs	85	Y		
Other Budgets		Implementation of capital financing savings	4,362	Y		
Other Budgets		Removal of revenue contribution in financing the capital programme	1,100	Y		
Other Budgets		Reduction in pension liabilities due to attrition rate	100	Y		
<b>TOTAL BUDGET SAVINGS</b>			<b>10,157</b>	<b>0</b>	<b>0</b>	
			Reported Position			
Directorate	Service Area	Saving Information *	Planned Saving £000's	Delivery Y / N	If N, Shortfall £000's	Explanation of any Shortfall and/or Covid19 Grant Support
<b>GROWTH IN INCOME</b>						
Adult Care and Community Wellbeing	Adult Charging	Additional Service user income Residential	1,500	Y		Service User income Savings - Currently at end of Qtr 1 - all are deliverable, however ACCW have rated Service user income as high risk budgets, and have implemented additional monitoring as a result. This is highlighting a potential for income levels to fall below the 2021/22 budget, however further work is underway to confirm the extent of the pressure
Resources	Registration Income	The realignment of target income to the level achieved in 19/20	108	Y		
Resources	Audit Services Income	Planned additional income from the continued development of Audit services to partner organisations	15	Y		
Resources	Finance services to Schools	An increase in the level of income from Schools	20	Y		
Resources	HR Services to Schools	Proposed income from the continued development of a suite of HR services to Schools	91	Y		
Other Budgets		Increase in dividend relating to investment	6	Y		
<b>TOTAL GROWTH IN INCOME</b>			<b>1,740</b>	<b>0</b>	<b>0</b>	
<b>TOTAL REDUCTIONS TO BUDGET</b>			<b>11,897</b>	<b>0</b>	<b>0</b>	

## APPENDIX M

### Monitoring of Development Fund Initiatives 2021/22

DEVELOPMENT FUND PROJECTS							
Directorate	Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised in 2020/21 £000's	Planned Use of Funding		Update on Progress
					2021/22 £000's	Future Years £000's	
<b>REVENUE</b>							
Place	Environment	Green Masterplan	350	34	276	40	Green Masterplan approved, GMP Website developed, Lincolnshire Carbon Tool – with Bio Regional and Etude developed (this measures the carbon emissions from the whole economy in Lincolnshire). Zero Carbon Castle project commenced with the Castle and Delta Simons to examine how a zero carbon tourist attraction can be developed (this can then provide a model for other tourism sites in the county). LED Street-Lighting – on going process of conversion of street lights to LED lamps funded through the Salix Fund.
Place	Communities	Anaerobic digestion Facilities - Business Case Viability	150	12	138		Study has been commissioned to examine whether Anaerobic Digestion is the preferred solution to treat municipal food waste. The final report is expected in Summer 2021 which will enable a detailed Technical Options Appraisal to be undertaken and development of an Outline Business Case by late 2021.
Place	Highways and Growth	Highways Advance Design/Economic Development Pipeline Projects	2,713	484	735	1,494	This funding is being utilised in addition to the annual budget of c£580k (which is utilised in developing majors projects to a point where capital funds are secured) to enable the delivery of Highways traffic models and transport strategies and a pipeline of Economic Development schemes to bid against emerging government funding opportunities. In 2020/21 all the planned traffic models and transport strategies were completed and in the current year the delivery of transport strategies for Grantham, Skegness, Sleaford and Gainsborough have all commenced. Overall progress is in line to complete within the timescale planned in the project bid.
Place	Highways	Traffic signals - Wireless communications	5	0	5		Small revenue element for ducting surveys on-track; Overall project update reported in Capital section below.
Place	Highways	Drainage Investigation and Flood Repairs	200	32	168		Revenue cost is for technical staff to undertake investigations. Overall project update is reported in Capital section below.
Fire and Rescue and Public Protection	Fire and Rescue	Research study - LFR prevention work	10	8	2		Although the expected start date of the evaluation was initially delayed by Covid, close liaison with the University of Lincoln has allowed the team to develop alternative methods for collecting data to support the evaluation. The period of data collection has been reduced to ensure progress is made, with discussions held to ensure the outcomes as outlined in the scoping document can still be met. The University have confirmed they are confident that the report will provide the details and recommendations required.
Commercial	Transformation	Business Process re-engineering	280	167	113		Prioritised opportunities from the discovery phase have been translated into a Digital Delivery Blueprint. Further work has been completed to link all digital work underway or planned into this piece of work (CSC project, Adults digital projects and future plans within IMT). The blueprint has been created to support the development of the Council's Digital Strategy. The top six opportunities for cashable / non cashable benefits have now been identified and agreement on the roadmap for this delivery is to be agreed by CLT over the summer. Work has now concluded on the School Admissions and Transport Discovery & Service Design with several opportunities for efficiencies and cashable benefits. This will form part of the Digital Delivery Blueprint and help inform decisions on the replacement of the education transport entitlement software (STAMP).
Commercial	IMT	Broadband - 4G	135	0	45	90	Revenue funding for project management resource has not yet been utilised. Further update on the project is reported below in the Capital section below.
<b>TOTAL DEVELOPMENT INITIATIVES REVENUE</b>			<b>3,843</b>	<b>737</b>	<b>1,482</b>	<b>1,624</b>	

DEVELOPMENT FUND PROJECTS							
Directorate	Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised in 2020/21 £000's	Planned Use of Funding		Update on Progress
					2021/22 £000's	Future Years £000's	
<b>CAPITAL</b>							
Children's Services	Strategic Commissioning	Education Transport links to School (Route sustainability)	440	0	100	340	<p>The Sustainable Travel Group (STG) has focused on two specific routes for improvement as a priority with work to commence this financial year. A third route is subject to further cost-benefit analysis work.</p> <ul style="list-style-type: none"> <li>Fishtoft- A project lead has been assigned the work. Technical Services Partnership is currently scoping costs and this has been scheduled into the timetable. It is envisaged this will be completed late 2021 or early 2022. This is an improvement to an existing suitable route but where there is no footpath and further supports the removal of previously existing transport entitlements to specific students and safeguards against future applications/appeals. Estimated cost c. £60k. Annual savings estimate c. £12-18 p.a.</li> <li>Toynton All Saints- All landowners are in agreement with proposals for the new track. The owner of part of the track is unknown and so we are awaiting dispensation from the Secretary of State to post legal notices of the proposal on the land. The Public Rights of Way (PROW) team is undertaking informal consultation with relevant stakeholders before progressing to the design stage. Depending on any objections raised, this may take 3-12m to progress. Estimated cost c. £100k. Annual savings estimate £7k.</li> </ul> <p>Expenditure is still expected in 21/22 but no costs have been incurred year to date.</p>
Place	Highways	Traffic signals - Wireless communications	80	80			Two regions have been fully commissioned and are utilising the wireless facilities. All the equipment has been installed into the additional regions by the contractor. The network settings require changing for these additional regions to allow the contractor to test the wireless links and complete the project.
Place	Highways	Community Maintenance Gangs	3,981	3,981			The full allocation was fully committed in 2020/21 to deliver a variety of community maintenance gangs throughout the financial year. This additional resource was well received by local members and the general public in solving a variety of minor maintenance improvements and repairs.
Place	Highways	Drainage Investigation and Flood Repairs	2,000	646	1,354		Schemes totalling £700k were commissioned in 2020/21 with an in year spend of £646k; the remaining budget is expected to be spent in 2021/22. Our contractors, Balfour Beatty, identified additional resources for delivering these works and we have also employed additional specialist drainage engineers to complete all investigation and design work on the more complex schemes that our Technical Services Partnership design team is overseeing.
Fire and Rescue and Public Protection	Fire and Rescue	Flood Management Pumps	116	116			Project completed in terms of asset purchase and auxiliary equipment added. Stations equipped with necessary charging systems to ensure 24/7 response. Driver training to be under taken at Holbeach & Alford stations however other stations have necessary training to mobilise if required. Project now complete.
Fire and Rescue and Public Protection	Fire and Rescue	Replacement Trading standards Metrology	50	0	24	26	New software and licences have been delivered for 3 out of 5 machines and these are installed and working. Remote installation was carried out with a remote training session due to pandemic. 2 more licences are on order and due to be delivered and installed with support.
Commercial	IMT	Broadband - 4G	800	0	200	600	Delivery of the overall Broadband project is currently on track and in line with the contractual milestones. The need for funding 4G development as a means of providing wider, mobile broadband access is being reviewed and consequently the scope and funding for the project is currently being re-assessed.
<b>TOTAL DEVELOPMENT INITIATIVES CAPITAL</b>			<b>7,467</b>	<b>4,823</b>	<b>1,678</b>	<b>966</b>	
<b>TOTAL Revenue and Capital Development Initiatives</b>			<b>11,310</b>	<b>5,560</b>	<b>3,160</b>	<b>2,590</b>	

**Approved Budget Virements 2021/22 as at 30 June 2021**

Target Changes April - June 2021

Revenue

<b>SERVICE FROM</b>	<b>SERVICE TO</b>	<b>REASON</b>	<b>Approved by</b>	<b>AMOUNT</b>
Highways	Growth	Allocation to Development Control (now within Growth following Directorate restructure) from the Highways County Roads Maintenance Plan 2021/22.	Highways Assessment & Laboratory Manager	£0.145m

<b>Covid 19 Grant Funding provided to LCC</b>				
	<b>2020/21 Grant c/f</b>	<b>New 2021/22 Grant Allocation</b>	<b>Grant Available in 2021/22</b>	<b>Forecast Spend</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General Emergency Covid 19 - Tranche 5 (April 21)	2,072,000	15,158,732	17,230,732	23,128,000
DEFRA Hardship fund (majority to be utilised by AUG)	294,925		294,925	294,925
Infection Control Phase 2 Oct20-Mar21	669,956		669,956	669,956
Infection Control Phase 3 Apr21-Jun21		3,383,844	3,383,844	3,383,844
Infection Control Phase 4 Jul21-Sept21		2,396,453	2,396,453	2,396,453
Test and Trace	1,496,047		1,496,047	1,496,047
Clinically extremely Vulnerable support	1,741,011		1,741,011	1,741,011
School Transport - autumn term	414,683	447,266	861,949	861,949
Covid Winter Grant Support for Families	- 510,962	1,211,130	700,168	700,168
Extended Contain Outbreak Management Fund	7,013,522	3,911,931	10,925,453	10,925,453
Care Home Testing Grant Phase 1	62,230		62,230	62,230
Rapid Testing Grant Phase 2 Apr21-Jun21		2,248,775	2,248,775	2,248,775
Rapid Testing Grant Phase 3 Jul21-Sept21		1,809,083	1,809,083	1,809,083
Adult Social Care Workforce Grant	122,421		122,421	122,421
Covid 19 Increasing Bus Service Provision (CBSSG and CBSSG restart)	310,444		310,444	175,000
Accelerated Discharge Phase3 Mar21-Jun21		460,641	460,641	460,641
Community Testing to 30Jun22		646,263	646,263	646,263
Practical Support Grant		640,908	640,908	640,908
Local Covid Support Grant	-	2,615,824	2,615,824	2,615,824
Holiday Activities and Food Programme Grant (HAF)	253,930	2,271,100	2,525,030	2,525,030

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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>26 August 2021</b>
Subject:	<b>Capital Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021</b>

**Summary:**

This item invites the Overview and Scrutiny Management Board to consider a report on Capital Budget Monitoring, which is being presented to the Executive on 07 September 2021. The views of the Board will be reported to the Executive as part of its consideration of this item.

The Capital Budget Monitoring Report compares the Council's projected expenditure with the approved Capital Programme, and provides explanations for any significant forecast over or under spending.

**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.

**1. Background**

1.1 The Executive is due to consider the Capital Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021 at its meeting on 07 September 2021.

1.2 The Executive report attached at Appendix 1 is the capital budget monitoring report for the first quarter of financial year 2021/22 and has been prepared as at the end of 30 June 2021. It compares projected expenditure for the year with the approved Capital Programme and provides explanations for any significant forecast over or under-spending.

1.3 Comments from the Overview and Scrutiny Management Board will be considered by the Executive alongside the report.

## 2. Conclusion

Following consideration of the attached report, 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.

## 3. Consultation

The Board is being consulted on the proposed decision of the Executive on 07 September 2021.

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Capital Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021 to be presented to the Executive at its meeting on 07 September 2021

## 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
Budget Book 2021/22	The details of the Capital Programme set for the financial year 2021/22 and beyond is within the document Budget Book 2021/22, which can be found on the Council's website.  <a href="https://www.lincolnshire.gov.uk/downloads/file/5104/budget-book-2021-22">https://www.lincolnshire.gov.uk/downloads/file/5104/budget-book-2021-22</a>

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>07 September 2021</b>
Subject:	<b>Capital Budget Monitoring Report 2021/22 - Quarter 1 to 30 June 2021</b>
Decision Reference:	<b>I022128</b>
Key decision?	<b>No</b>

**Summary:**

- This report provides an update on capital spending compared with budgets for the financial year which started on 1 April 2021.
- The tables in this report show the net expenditure for the first three months of this financial year to 30 June 2021, along with the forecasts for spending and a comparison of the forecasts against the latest revised budgets.
- For capital projects which span more than one financial year, the forecast position for the whole life of the project is given.
- The tables are split into "Blocks" which are annual recurrent allocations of funding, usually for maintenance or rolling replacements of assets, and "Projects". The Gross Programme tables show the total value of the project - some schemes are wholly or partially funded by Grant and income from outside bodies. The Net Programme tables, after having deducted the Grants and income, show the actual cost of the project to be funded by the Council.
- The report gives an overview of the financial position, with more detailed information on selected capital programme schemes in Appendix D.
- The current 2021/22 forecasted position is an underspend of **£26.913m** (Block schemes £13.400m, Project schemes £13.513m). For the project schemes, the whole life budget is forecast to be underspent by **£0.560m**.

**Recommendation(s):**

That the Executive notes the position on the capital programme and decides on any corrective action necessary.

**Alternatives Considered:**

1. This report shows the actual capital financial performance to 30 June 2021, and forecast outturns for 2021/22, therefore no alternatives have been considered.

**Reasons for Recommendation:**

To maintain the Council's financial resilience.

**1. Background****Overall Financial Position**

1.1 The table below shows the forecast net summary position for Block schemes as at 30 June 2021.

	2021/22					
	Original Budget £m	In Year Changes £m	Revised Budget £m	Net Expenditure £m	Forecast £m	Forecast Variance £m
Blocks						
Adult Care	-	--	--	-5.796	-	-
Children's Services	0.818	0.196	1.013	-1.097	0.466	-0.547
Commercial	12.372	0.036	12.408	0.491	6.869	-5.539
Fire and Rescue	4.203	0.874	5.077	0.029	4.257	-0.820
Place	20.542	29.172	49.715	16.416	48.760	-0.955
Resources	-	-0.107	0.107	-	-	-0.107
Other Budgets	5.200	5.433	10.633	-	5.200	-5.433
<b>Total Block</b>	<b>43.135</b>	<b>35.818</b>	<b>78.953</b>	<b>10.042</b>	<b>65.553</b>	<b>-13.400</b>

1.2 The table below shows the forecast net summary position for Project schemes as at 30 June 2021.

	2021/22					
	Original Budget £m	In Year Changes £m	Revised Budget £m	Net Expenditure £m	Forecast £m	Forecast Variance £m
Projects						
Adult Care	-	-	-	-	-	-
Children's Services	1.075	0.045	1.120	6.800	0.900	-0.220
Commercial	2.007	5.580	7.587	-0.882	4.641	-2.946
Fire and Rescue	-	-	-	-	-	-
Place	64.996	16.974	81.969	14.198	71.623	-10.347
Resources	-	-	-	-	-	-
Other Budgets	-	-	-	-	-	-
<b>Total Project</b>	<b>68.078</b>	<b>22.598</b>	<b>90.676</b>	<b>20.116</b>	<b>77.164</b>	<b>-13.513</b>

1.3 The capital programme comprises a series of schemes/projects which often span a number of years. The table below shows the forecast whole life net summary position for projects.

	Whole Life Total				
	Original Approved Budget £m	Total Budget and CGU £m	Total Net Expenditure to Date £m	Scheme Total Forecast £m	Variance £m
Projects					
Adult Care	1.990	3.390	1.416	3.390	-
Children's Services	1.500	28.746	21.314	28.746	-
Commercial	41.669	45.381	22.214	44.570	-0.811
Fire and Rescue	-	-	-	-	-
Place	163.758	291.574	113.368	291.825	0.251
Resources	-	-	-	-	-
Other Budgets	-	-	-	-	-
<b>Total Project</b>	<b>208.917</b>	<b>369.091</b>	<b>158.312</b>	<b>368.531</b>	<b>-0.560</b>

1.4 The detailed listing for both Block and Project schemes including whole life costs can be found in Appendices A, B and C, respectively.

1.5 Where a scheme/project is known to be exhibiting a material variance to its spending profile this will be explained in Appendix D. This also shows further detail for selected Block Schemes and Projects.

1.6 Additional costs to capital schemes of £7.587m arising from the impact of Covid-19 are reported in the Revenue Monitoring report for Quarter One which is on the same agenda as this report. However, there is currently a forecast deficit on the use of Covid-19 grant, therefore we will look to manage the increased capital costs within the capital programme in the first instance.

1.7 The forecast position for this year on the Block Schemes is a net underspend of **£13.400m**. Appendix A breaks this underspend down into more detail on a block by block basis and Appendix D provides the explanation of significant variances.

1.8 The forecast position for this year on Capital Projects is a net underspend of **£13.513m**, however, the whole life cost of these projects is an underspend of **£0.560m**. Appendices B and C breaks these positions down into more detail and Appendix D provides the explanation of significant variances.

### Impact of the Capital Position

1.9 The current year's forecast underspend of £26.913m means that our borrowing requirement is reduced compared to our estimate of this at the start of the year. This position also leads to a forecast underspend on capital financing charges which is reported in the Revenue Monitoring report for Quarter One on the same agenda as this report.

## **Progress on Development Fund Initiatives**

1.10 Appendix E shows a list of initiatives where the capital costs are to be funded by the Development Fund earmarked reserve. Progress on each of these is reported in the appendix. Expenditure in 2020/21 was £4.823m and £1.678m is forecast to be spent in the current year.

## **Assessment of Impact on Financial Resilience**

1.11 The forecast underspend in the current year on Capital Projects will not adversely impact on the Council's financial resilience. In addition, the forecast whole life position is also an underspend; this again will not adversely impact on the Council's long term resilience. The capital programme was modified to take into consideration the current and future capital programme as a whole to ensure affordability, thereby maintaining our financial resilience. Our Capital Strategy 2021/22 requires the capital programme to be affordable over the longer term and the latest position confirms that it remains affordable.

## **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.

As this report simply reports on performance against the capital budget, there are no implications that need to be taken into account by the Executive.

#### 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.

As this report simply reports on performance against the capital budget, there are no implications that need to be taken into account by the Executive.

#### 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.

As this report simply reports on performance against the capital budget, there are no implications that need to be taken into account by the Executive.

### **3. Conclusion**

- 3.1 The Council's current position on the capital programme is highlighted in this report for the Executive to note.

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

This report sets out an update on spending to 30 June 2021 compared with the capital budget for the financial year starting on 1 April 2021 to assist the Executive to monitor the financial performance of the Council. It also incorporates forecast total expenditure against budget for the whole life of capital projects which span more than one financial year, including 2021/22.

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

This report indicates that the current year capital budget is projected to be underspent by £23.913m, therefore, no other call on reserves is expected to be required within the current financial year.

#### **6. Consultation**

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

Not Applicable

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

Yes

##### **c) Scrutiny Comments**

This report is due to be considered by the Overview and Scrutiny Management Board on 26 August 2021. Any comments of the Board will be reported to the Executive.

##### **d) Risks and Impact Analysis**

The impact of this reported financial position on the Council's overall financial resilience has been assessed and is reported on within this report.

#### **7. Background Papers**

These are listed below and attached at the back of the report	
Appendix A	Capital Monitoring Report for Block Schemes as at 30 June 2021
Appendix B	Capital Monitoring Report for Projects as at 30 June 2021
Appendix C	Capital Monitoring Report for Projects Whole Life Cost
Appendix D	Capital Programme Detail for Selected Projects and Blocks as at 30 June 2021
Appendix E	Monitoring of Development Fund Initiatives 2021/22

## 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
Budget Book 2021/22	This can be found in the Council's website by following this <a href="#">link</a> .

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).

## Capital Monitoring Report for Block Schemes as at 30 June 2021

	2021/22					
	Actuals £m	Original Budget £m	In Year Changes £m	Revised Budget £m	Forecast £m	Forecast Variance £m
Better Care Fund - Disabled Facility Grants	-5.796	-	-	-	-	-
Better Care Fund	-5.796	-	-	-	-	-
Adult Care and Community Wellbeing	-5.796	-	-	-	-	-
Infrastructure and Refresh Programme	0.160	3.539	0.556	4.095	2.092	-2.004
Replacement ERP Finance System	0.030	0.312	-0.028	0.284	0.284	-
ICT Development Fund	-	0.121	0.205	0.326	0.300	-0.026
Improvement Transformation	-	2.000	-	2.000	-	-2.000
Information Management Technology	0.189	5.972	0.734	6.705	2.676	-4.030
Property	0.345	6.125	-0.929	5.196	3.687	-1.509
County Farms Block	-0.043	0.275	0.232	0.507	0.507	-
Property	0.302	6.400	-0.698	5.703	4.193	-1.509
Commercial	0.491	12.372	0.036	12.408	6.869	-5.539
Fire & Rescue and Emergency Planning	-0.003	1.074	0.066	1.141	1.187	0.046
Fire Fleet & Equipment	0.032	3.128	0.808	3.936	3.070	-0.866
Fire and Rescue	0.029	4.203	0.874	5.077	4.257	-0.820
Fire and Rescue	0.029	4.203	0.874	5.077	4.257	-0.820
Devolved Capital	-0.800	-	-	-	-	-
Provision of School Places - Basic Need	-0.503	-	-	-	-1.056	-1.056
School Modernisation Condition	-0.814	-	-	-	-0.742	-0.742
Provision of School Places (Basic Needs - Sleaford)	0.738	-	-	-	1.107	1.107
Early Years Sufficiency / Extended Provision	0.283	-	0.148	0.148	0.559	0.411
Healthy Pupils	0.008	-	-0.002	-0.002	0.025	0.026
Full Fibre Broadband Capital	-0.040	-	-0.001	-0.001	0.348	0.349
Education	-1.128	-	0.146	0.146	0.240	0.094
Foster Capital	0.013	0.189	-0.005	0.185	0.185	-
Other Children's Social care	0.018	0.628	0.055	0.683	0.042	-0.641
Social Care	0.031	0.818	0.050	0.868	0.227	-0.641
Children's Services	-1.097	0.818	0.196	1.013	0.466	-0.547
Libraries	-	-	0.399	0.399	0.399	-
Other Environment and Planning	-	-	0.018	0.018	0.018	-
Flood & Water Risk Management	0.039	-	-0.076	-0.076	0.866	0.942
Equipment & Vehicles at Waste Transfer Stations	0.024	0.252	0.229	0.481	0.481	-
Fire Suppression at Waste Transfer Stations	-	0.421	0.342	0.763	0.763	-
Local Flood Defence Schemes	0.016	1.350	0.895	2.245	0.522	-1.723
Historic Lincoln	-	-	-0.050	-0.050	-0.050	-
Other Transport Initiatives	0.043	-	0.679	0.679	0.679	-
Countryside Rights of Way	0.003	-	0.049	0.049	0.049	-
Waste	-	0.100	0.035	0.135	0.135	-
Drainage Investigation and Flood Repairs	0.052	-	-	-	-	-
Waste - Separated Paper and Card Scheme	0.100	1.206	-0.361	0.844	0.844	-
Communities	0.278	3.329	2.161	5.489	4.708	-0.781
Lincoln Growth Point	-	-	-0.256	-0.256	-0.256	-
Lincolnshire Waterways	-	-	-0.144	-0.144	-0.144	-
Teal Park, Lincoln	-	-	-0.001	-0.001	-0.001	-
LEP Skills Investment Programme	0.105	-	0.105	0.105	0.105	-
Economic Development - Business Unit Development	0.012	1.500	0.367	1.867	1.867	-
Other Growth and the Economy - Economic Infrastructure	0.093	-	0.160	0.160	0.160	-
Growth	0.210	1.500	0.232	1.732	1.732	-
Highways Asset Protection	13.887	-3.657	8.599	4.942	9.087	4.145
Integrated Transport	-0.715	-	0.799	0.799	-1.681	-2.480
A16/A1073 Spalding to Eye Road Improvement	0.001	-	-	-	0.002	0.002
Network Resilience	0.024	0.723	0.101	0.824	0.909	0.085
Holdingham Roundabout (Sleaford Growth Schemes)	2.672	3.839	2.871	6.710	6.362	-0.347
A46 Roundabouts	0.001	-	0.286	0.286	0.155	-0.131
Energy Efficiency Street Lighting Schemes	-	0.164	0.071	0.234	0.234	-
Local Highways Improvements (pinchpoints) to support coastal route	0.019	1.705	-0.086	1.619	0.370	-1.249
Other Highways	0.007	-	0.040	0.040	0.040	-
Boston Development Schemes	-	0.641	0.227	0.868	0.669	-0.199
Rural Roads Fund	0.031	12.300	-4.800	7.500	7.500	-
Highways	15.928	15.714	8.108	23.822	23.649	-0.173
Lincolnshire Enterprise Partnership Contribution	-	-	18.672	18.672	18.672	-
LEP	-	-	18.672	18.672	18.672	-
Place	16.416	20.542	29.172	49.715	48.760	-0.955
Registration Celebratory & Coroners Services	-	-	0.082	0.082	-	-0.082
Safer Communities	-	-	0.025	0.025	-	-0.025
Public Protection	-	-	0.107	0.107	-	-0.107
Resources	-	-	0.107	0.107	-	-0.107
New Developments Capital Fund	-	5.200	5.433	10.633	5.200	-5.433
Capital Fund	-	-	-	-	-	-
Finance	-	5.200	5.433	10.633	5.200	-5.433
Other Budgets	-	5.200	5.433	10.633	5.200	-5.433
	10.042	43.135	35.818	78.953	65.553	-13.400



## Capital Monitoring Report for Projects as at 30 June 2021

	2021/22					
	Actuals £m	Original Budget £m	In Year Changes £m	Revised Budget £m	Forecast £m	Forecast Variance £m
De Wint Court - Extra Care Housing	-	-	-	-	-	-
Linelands – Extra Care Housing	-	-	-	-	-	-
Adult Frailty & Long Term Conditions	-	-	-	-	-	-
Adult Care and Community Wellbeing	-	-	-	-	-	-
Broadband	-1.574	-	5.510	5.510	2.660	-2.850
Care Management System (CMPP)	-	0.005	0.009	0.014	0.014	-
IMT (Cloud Navigator/Windows 10)	0.014	-	0.102	0.102	0.072	-0.030
Azure Data Migration Project	0.195	0.460	0.375	0.835	0.691	-0.144
Information Management Technology	-1.366	0.465	5.996	6.460	3.436	-3.024
Blue Light South Park	0.016	-	0.208	0.208	-	-0.208
Lexicon House	-	0.950	-0.900	0.050	0.050	-
County Emergency Centre	-	-	-0.009	-0.009	-	0.009
Property Area Review	-	0.202	-0.102	0.100	0.100	-
School Mobile Classroom Replacement	-	0.390	0.026	0.416	0.416	-
Property Improvement	-	-	-0.020	-0.020	-	0.020
Orchard House Repairs	0.060	-	-	-	-	-
Homcastle Estate	-	-	-	-	-	-
Castle Motte Repairs	0.408	-	0.389	0.389	0.389	-
Grantham Fire	-	-	-0.007	-0.007	0.250	0.257
Property	0.484	1.542	-0.416	1.127	1.205	0.078
Commercial	-0.882	2.007	5.580	7.587	4.641	-2.946
SEND capital funding with pupils with EHC plans	6.779	-	-	-	-	-
Educaton	6.779	-	-	-	-	-
Children's Homes	0.021	1.075	0.045	1.120	0.900	-0.220
Social Care	0.021	1.075	0.045	1.120	0.900	-0.220
Children's Services	6.800	1.075	0.045	1.120	0.900	-0.220
New HWRCs	0.011	3.950	0.048	3.998	1.998	-2.000
Lincoln Castle Revealed phase 2	-	-	-	-	-	-
Heritage / Archives	-	2.500	2.500	5.000	5.000	-
Electronic Ticket Machines	0.114	-	0.130	0.130	0.130	-
Communities	0.126	6.450	2.678	9.128	7.128	-2.000
Holbeach Food Enterprise Zone	0.370	-	-1.040	-1.040	-1.040	-
Economic Development – Homcastle Industrial Estate Ext	-	1.000	0.500	1.500	1.500	-
Skegness Countryside Business Park 2	0.114	-	-0.258	-0.258	-0.258	-
Growth	0.484	1.000	-0.799	0.201	0.201	-
Lincoln Eastern Bypass	3.725	5.847	-2.127	3.720	9.664	5.944
Spalding Western Relief Road (Section 5)	0.670	11.547	--	11.547	3.491	-8.056
Grantham Southern Relief Road	7.504	29.703	13.347	43.049	47.588	4.538
Street Lighting Transformation	-	0.150	0.020	0.170	0.150	-0.020
A46 Welton Roundabout (Integrated Transport/NPIF)	1.135	0.361	2.490	2.851	1.760	-1.091
A1084 Safer Road Fund	0.012	-	-	-	-	-
A631 Middle Rasen to Bishops Bridge Safer Road Fund	0.007	-	-	-	-	-
Gainsborough Corringham Road (Dev with WLDC)	0.003	-	0.221	0.221	0.181	-0.040
Sleaford Rugby Club (Sleaford Growth Scheme)	-0.022	1.014	-0.774	0.240	-0.005	-0.245
A631 Louth to Middle Rasen Safer Road Fund	0.023	-	0.700	0.700	0.700	-
A52 Skegness Roman Bank Reconstruction	0.451	0.325	1.216	1.541	2.284	0.742
North Hykeham Relief Road	0.079	-	-	-	0.180	0.180
Spalding Western Relief Road Phase 1	-	10.400	-	10.400	0.100	-10.300
Spalding Western Relief Road Phase 1 S106	-	-1.800	-	-1.800	-1.800	-
Lincoln East-West Link	-	-	-	-	-	-
Highways	13.588	57.546	15.094	72.639	64.293	-8.347
Place	14.198	64.996	16.974	81.969	71.623	-10.347
Project Total	20.116	68.078	22.598	90.676	77.164	-13.513

## Capital Monitoring Report for Projects Whole Life Cost

	Whole Life total				
	Original Approved Budget £m	Total Net Budget and CGU £m	Total Net Expenditure to Date £m	Scheme Total Forecast £m	Variance £m
De Wint Court - Extra Care Housing	-	1.400	1.405	1.400	--
Linelands – Extra Care Housing	1.990	1.990	0.011	1.990	--
Adult Frailty & Long Term Conditions	-	-	-	-	-
Adult Care and Community Wellbeing	1.990	3.390	1.416	3.390	--
Broadband	10.000	13.042	2.207	13.042	--
Care Management System (CMPP)	2.500	4.648	4.634	4.648	--
IMT (Cloud Navigator/Windows 10)	16.500	11.196	3.108	11.182	-0.014
Azure Data Migration Project	1.165	1.348	0.707	1.274	-0.073
Information Management Technology	30.165	30.233	10.657	30.146	-0.088
Blue Light South Park	7.140	6.910	6.717	6.910	-
Lexicon House	1.975	1.975	0.975	1.975	-
County Emergency Centre	0.500	0.574	0.582	0.574	-
Property Area Review	0.550	0.550	0.107	0.550	-
School Mobile Classroom Replacement	0.600	2.400	0.484	2.400	-
County Farms Private Roads	0.239	0.122	0.082	0.115	-0.007
Property Improvement	0.500	0.521	0.541	0.500	-0.021
Orchard House Repairs	-	1.424	1.484	1.400	-0.024
Horncastle Estate	-	0.114	0.114	-	-0.114
Castle Motte Repairs	-	0.558	0.463	-	-0.558
Grantham Fire Property	-	--	0.008	-	-
Property	11.504	15.148	11.558	14.424	-0.724
Commercial	41.669	45.381	22.214	44.570	-0.811
SEND capital funding with pupils with EHC plans	-	27.246	21.287	27.246	--
Educator	-	27.246	21.287	27.246	--
Children's Homes	1.500	1.500	0.026	1.500	--
Social Care	1.500	1.500	0.026	1.500	--
Children's Services	1.500	28.746	21.314	28.746	--
New HWRCs	4.000	4.000	0.013	4.000	--
Lincoln Castle Revealed phase 2	1.200	0.146	0.146	0.480	0.334
Heritage / Archives	5.000	5.000	-	5.000	-
Electronic Ticket Machines	-	0.365	0.349	0.250	-0.115
Communities	10.200	9.511	0.508	9.730	0.219
Holbeach Food Enterprise Zone	6.025	6.789	3.798	8.586	1.797
Economic Development – Horncastle Industrial Estate	1.500	1.500	-	1.500	-
Skegness Countryside Business Park 2	2.398	0.559	0.931	-	-0.559
Growth	9.923	8.848	4.729	10.086	1.238
Lincoln Eastern Bypass	47.640	85.079	71.949	82.486	-2.593
Spalding Western Relief Road (Section 5)	10.000	13.958	0.365	13.958	-
Grantham Southern Relief Road	64.000	80.179	20.492	81.092	0.913
Street Lighting Transformation	2.082	1.332	1.162	2.082	0.750
A46 Welton Roundabout (Integrated Transport/NPIF)	3.216	4.833	3.117	4.728	-0.105
A1084 Safer Road Fund	-	--	-0.882	-	-
A631 Middle Rasen to Bishops Bridge Safer Road Fun	-	-	-0.536	-	--
Gainsborough Corringham Road (Dev with WLDC)	1.500	1.154	0.936	1.082	-0.072
Sleaford Rugby Club (Sleaford Growth Scheme)	-	1.456	1.195	1.376	-0.080
A631 Louth to Middle Rasen Safer Road Fund	-	0.700	-1.043	0.700	--
A52 Skegness Roman Bank Reconstruction	-	1.616	-1.330	1.600	-0.016
North Hykeham Relief Road	-	48.000	0.079	48.000	-
Spalding Western Relief Road Phase 1	-	27.800	-	27.800	-
Spalding Western Relief Road Phase 1 S106	-	-5.520	-	-5.520	-
Lincoln East-West Link	15.197	12.628	12.628	12.626	-0.002
Highways	143.635	273.216	108.131	272.010	-1.206
Place	163.758	291.574	113.368	291.825	0.251
Project Total	208.917	369.092	158.312	368.532	-0.560

### Capital Programme Detail for Selected Projects and Blocks as at 30 June 2021

Type of Scheme Block Scheme  
 Directorate Adult Care and Community Wellbeing  
 Area Better Care Fund  
**Scheme Name Better Care Fund - Disabled Facility Grants**

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.000	Net Expenditure Budget	0.000
Gross Income Budget	<u>0.000</u>	Actual	-5.796
Net Expenditure Budget	0.000	Forecast Net Outturn	0.000
<b>Forecast Net Over/(Underspend)</b>			<b>0.000</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>0.000</b>		

#### Purpose of Scheme

A Disabled Facility Grant or DFG is means tested and is available from Lincolnshire County Council to pay for essential housing adaptations to help disabled people live safely and independently in their own homes.

#### Performance of Scheme

All funds for 2021/22 have now been passported to the 7 District Councils as per the grant conditions.

Type of Scheme Block Scheme  
 Directorate Commercial  
 Area Information Management Technology  
**Scheme Name Infrastructure and Refresh Programme**

Financial Information 2021/22 £m			
Gross Expenditure Budget	4.095	Net Expenditure Budget	4.095
Gross Income Budget	0.000	Actual	0.160
Net Expenditure Budget	4.095	Forecast Net Outturn	2.092
<b>Forecast Net Over/(Underspend)</b>			<b>-2.004</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	3.539	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.556	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>4.095</b>	<b>Gross Income Budget</b>	<b>0.000</b>

Purpose of Scheme
General ICT programmes including :  IT developmets Replacement of PCs Other IT equipment ICT Infrastructure

Performance of Scheme
Ongoing projects to date are forecast to spend £1.200m with probably pipeline projects to total £0.800m.  Spend within this block is subject to change and has high dependency on the availability of project management resource to ensure timely delivery and is therefore subject to change.  This budget is reviewed monthly and can be materially impacted due to emergeing corporate or service priorities.  Any unspent budget will be transferred into future years as part of the ongoing programme.

Type of Scheme Block Scheme  
 Directorate Commercial  
 Area Information Management Technology  
**Scheme Name Improvement Transformation**

Financial Information 2021/22 £m			
Gross Expenditure Budget	2.000	Net Expenditure Budget	2.000
Gross Income Budget	<u>0.000</u>	Actual	0.000
Net Expenditure Budget	2.000	Forecast Net Outturn	0.000
<b>Forecast Net Over/(Underspend)</b>			<b>-2.000</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	2.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>2.000</b>		

**Purpose of Scheme**  
 To support the Transformation Programme by delivering enabling strategies in line with the Council's IMT strategy.

**Performance of Scheme**  
 It is not envisaged that any expenditure will be incurred during the 21/22 financial year and this budget will be rephased into future years.  
  
 The level and type of spend will be determined by customer, workforce and digital strategies supported by a related business case.

Type of Scheme Block Scheme  
 Directorate Commercial  
 Area Property  
**Scheme Name Property**

Financial Information 2021/22 £m			
Gross Expenditure Budget	5.196	Net Expenditure Budget	5.196
Gross Income Budget	<u>0.000</u>	Actual	0.345
Net Expenditure Budget	5.196	Forecast Net Outturn	3.687
		<b>Forecast Net Over/(Underspend)</b>	<b>-1.509</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	6.125	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.853	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	-1.782	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>5.196</b>	<b>Gross Income Budget</b>	<b>0.000</b>

Purpose of Scheme
To fund the improvement programme for council properties based on assessments and the property Asset Management Plan.
This includes
- Repairs and Maintenance
- Disabled Access
- Asbestos work

Performance of Scheme
This area is forecasting an underspend of £1.509m.
Included in this is an allocation of up to £1m that is proposed to be transferred to fund the Grantham Fire Station project with tenders expected in the late summer.
This budget also includes an allocation of £0.468m earmarked to support the funding of a new fire station at Leverton funding to be provided from the Corporate Capital Development Fund.
Each of these will subsequently be presented as separate items in monitoring reports.
It is also planned to transfer budget to cover the small overspends for Property Improvement and County Emergency centre projects which are now completed (£0.029m).
Consequently, following all budget transfers, this budget will be broadly on target for the financial year.

Type of Scheme Block Scheme  
 Directorate Fire and Rescue  
 Area Fire and Rescue  
**Scheme Name Fire Fleet & Equipment**

Financial Information 2021/22 £m			
Gross Expenditure Budget	3.936	Net Expenditure Budget	3.936
Gross Income Budget	<u>0.000</u>	Actual	0.032
Net Expenditure Budget	3.936	Forecast Net Outturn	3.070
			<b>Forecast Net Over/(Underspend)</b>
			<b>-0.866</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	3.128	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.808	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>3.936</b>	<b>Gross Income Budget</b>	<b>0.000</b>

**Purpose of Scheme**  
 To deliver a rolling programme for fire fleet assets in line with operational replacement cycles.

**Performance of Scheme**  
 LFR are forecasting an underspend in 21/22 of £0.866m.  
 A number of delays have been experienced due to a combination of Brexit and Covid resulting in the underspend.  
 A review of the long term programme is under way prior to rephasing the remaining approved programme in August.  
 This will enable the service to align the budget with the service's long term spend profile.

Type of Scheme Block Scheme  
 Directorate Children's Services  
 Area Education  
**Scheme Name Provision of School Places - Basic Need**

Financial Information 2021/22 £m			
Gross Expenditure Budget	2.900	Net Expenditure Budget	0.000
Gross Income Budget	-2.900	Actual	-0.503
Net Expenditure Budget	0.000	Forecast Net Outturn	-1.056
			<b>Forecast Net Over/(Underspend)</b>
			<b>-1.056</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	3.863	Original Gross Income Budget 2021/22	-3.863
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	-0.963	New Grants and Contributions	0.963
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>2.900</b>	<b>Gross Income Budget</b>	<b>-2.900</b>

**Purpose of Scheme**  
 Allocation paid by the Department for Education to support the capital requirement for providing new pupil places by expanding existing maintained schools, free schools or academies, and by establishing new schools. This capital funding is not ring-fenced and is not time-bound so that local authorities can make the best decisions for their local area.

**Performance of Scheme**  
 Expenditure on schemes is expected to be £0.972m which is funded by government grant. As there is no time limit on the grant any balance will be transferred to reserves to be utilised in future years.



Type of Scheme Block Scheme  
 Directorate Children's Services  
 Area Education  
**Scheme Name School Modernisation Condition**

Financial Information 2021/22 £m			
Gross Expenditure Budget	4.945	Net Expenditure Budget	0.000
Gross Income Budget	-4.945	Actual	-0.814
Net Expenditure Budget	0.000	Forecast Net Outturn	-0.742
<b>Forecast Net Over/(Underspend)</b>			<b>-0.742</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	3.500	Original Gross Income Budget 2021/22	-3.500
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	1.445	New Grants and Contributions	-1.445
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>-4.945</b>
<b>Gross Expenditure Budget</b>	<b>4.945</b>		

**Purpose of Scheme**  
 Allocation paid by the Department for Education to support the capital requirement to improve and maintain the condition of the school estate (buildings and grounds). Investment should be prioritised on keeping school buildings safe and in good working order by tackling poor building condition, building compliance, energy efficiency, and health and safety issues.

**Performance of Scheme**  
 Expenditure on schemes is expected to be £4.2m which is funded by government grant. As there is no time limit on the grant any balance will be transferred to reserves to be utilised in future years.

Type of Scheme Block Scheme  
 Directorate Children's Services  
 Area Education  
**Scheme Name Provision of School Places (Basic Needs - Sleaford)**

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.000	Net Expenditure Budget	0.000
Gross Income Budget	<u>0.000</u>	Actual	0.738
Net Expenditure Budget	0.000	Forecast Net Outturn	1.107
			<b>Forecast Net Over/(Underspend)</b>
			<b>1.107</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>0.000</b>	<b>Gross Income Budget</b>	<b>0.000</b>

**Purpose of Scheme**  
 Allocation paid by the Department for Education to support the capital requirement for providing new pupil places by expanding existing maintained schools, free schools or academies, and by establishing new schools. This capital funding is not ring-fenced and is not time-bound so that local authorities can make the best decisions for their local area.

**Performance of Scheme**  
 Expenditure on this particular scheme is expected to be £1.107m which is to be funded by government grant currently held in reserves.

Type of Scheme Block Scheme  
 Directorate Children's Services  
 Area Education  
**Scheme Name Early Years Sufficiency / Extended Provision**

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.148	Net Expenditure Budget	0.148
Gross Income Budget	<u>0.000</u>	Actual	0.283
Net Expenditure Budget	0.148	Forecast Net Outturn	0.559
			<b>Forecast Net Over/(Underspend)</b>
			<b>0.411</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.148	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>0.148</b>	<b>Gross Income Budget</b>	<b>0.000</b>

**Purpose of Scheme**  
 Funding to support the development of new childcare places in Early Years settings.

**Performance of Scheme**  
 Expenditure on schemes is expected to be £0.559m which is funded by government grant currently held in reserves.

Type of Scheme Block Scheme  
 Directorate Children's Services  
 Area Education  
**Scheme Name Full Fibre Broadband Capital**

Financial Information 2021/22 £m			
Gross Expenditure Budget	-0.001	Net Expenditure Budget	-0.001
Gross Income Budget	<u>0.000</u>	Actual	-0.040
Net Expenditure Budget	-0.001	Forecast Net Outturn	0.348
			<b>Forecast Net Over/(Underspend)</b>
			<b>0.349</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	-0.001	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>-0.001</b>	<b>Gross Income Budget</b>	<b>0.000</b>

**Purpose of Scheme**  
 Department for Education grant funding intended for schools that would, with their local community, benefit from the installation of high-speed fibre to the premises. The funding is ring-fenced for the sole purpose of the installation.

**Performance of Scheme**  
 Expenditure on schemes is expected to be £0.496m which will be partially funded by grant income received in year with the remainder from grant currently held in reserves.

Type of Scheme Block Scheme  
 Directorate Children's Services  
 Area Social Care  
**Scheme Name Other Children's Social care**

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.660	Net Expenditure Budget	0.683
Gross Income Budget	<u>0.023</u>	Actual	0.018
Net Expenditure Budget	0.683	Forecast Net Outturn	0.042
<b>Forecast Net Over/(Underspend)</b>			<b>-0.641</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.628	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.031	Grants & Contributions Previous Years	0.023
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>0.660</b>	<b>Gross Income Budget</b>	<b>0.023</b>

**Purpose of Scheme**  
 Capital funding to support in-house provision of safeguarding services for care leavers.

**Performance of Scheme**  
 Due to projects not yet being sufficiently advanced, it is expected this underspend will be rephased to 2022/23.

Type of Scheme Block Scheme  
 Directorate Place  
 Area Communities  
**Scheme Name Flood & Water Risk Management**

Financial Information 2021/22 £m			
Gross Expenditure Budget	-0.076	Net Expenditure Budget	-0.076
Gross Income Budget	<u>0.000</u>	Actual	0.039
Net Expenditure Budget	-0.076	Forecast Net Outturn	0.866
<b>Forecast Net Over/(Underspend)</b>			<b>0.942</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	-0.076	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>-0.076</b>		

**Purpose of Scheme**  
 A range of projects to alleviate flood risk, generally on a matched funding basis with national government agencies.

**Performance of Scheme**  
 Virement to follow from the Local Flood Defence Schemes to accommodate work within this area

Type of Scheme Block Scheme  
 Directorate Place  
 Area Communities  
**Scheme Name Local Flood Defence Schemes**

Financial Information 2021/22 £m			
Gross Expenditure Budget	2.245	Net Expenditure Budget	2.245
Gross Income Budget	<u>0.000</u>	Actual	0.016
Net Expenditure Budget	2.245	Forecast Net Outturn	0.522
<b>Forecast Net Over/(Underspend)</b>			<b>-1.723</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	1.350	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.895	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>2.245</b>		

Purpose of Scheme
Development of flood elevation schemes.

Performance of Scheme
Some projects are expected to be rephased to future years together with a virement to fund Flood and Water risk management schemes

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

Financial Information 2021/22 £m			
Gross Expenditure Budget	46.951	Net Expenditure Budget	4.942
Gross Income Budget	<u>-42.009</u>	Actual	13.887
Net Expenditure Budget	4.942	Forecast Net Outturn	9.087
		<b>Forecast Net Over/(Underspend)</b>	<b>4.145</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	33.464	Original Gross Income Budget 2021/22	-37.121
Budget b/f from Previous Year	3.428	Grants & Contributions Previous Years	0.372
Budget Allocated from Other Schemes	10.059	New Grants and Contributions	-5.259
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>46.951</b>	<b>Gross Income Budget</b>	<b>-42.009</b>

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

**Performance of Scheme**  
 Budget has been allocated to meet the maintenance programme. There is likely to be a pressure on the pain / gain element of the contract with Balfour Beatty that will need to be managed within the DfT grant.



Type of Scheme Block Scheme  
 Directorate Place  
 Area Highways  
**Scheme Name Integrated Transport**

Financial Information 2021/22 £m			
Gross Expenditure Budget	4.066	Net Expenditure Budget	0.799
Gross Income Budget	<u>-3.267</u>	Actual	-0.715
Net Expenditure Budget	0.799	Forecast Net Outturn	-1.681
<b>Forecast Net Over/(Underspend)</b>			<b>-2.480</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	3.312	Original Gross Income Budget 2021/22	-3.312
Budget b/f from Previous Year	0.754	Grants & Contributions Previous Years	0.045
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>-3.267</b>
<b>Gross Expenditure Budget</b>	<b>4.066</b>		

**Purpose of Scheme**  
 Annual grant from DfT with a flexibility to be used to fund (or part fund) a range of projects. The grant can be used across financial years as projects can be delayed.

**Performance of Scheme**  
 Further allocations to follow within the year to spend the DfT grant

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

Financial Information 2021/22 £m			
Gross Expenditure Budget	6.710	Net Expenditure Budget	6.710
Gross Income Budget	<u>0.000</u>	Actual	2.672
Net Expenditure Budget	6.710	Forecast Net Outturn	6.362
			<b>Forecast Net Over/(Underspend)</b>
			<b>-0.347</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	3.839	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	2.871	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>6.710</b>	<b>Gross Income Budget</b>	<b>0.000</b>

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

**Performance of Scheme**  
 Following a delay caused by the pandemic, work commenced in February 2021 resulting in an under spend in 2020/21 which was carried forward into this year. Despite some minor weather delays, the expanded programme of work, which now includes resurfacing of sections of the A15, is currently progressing as expected with completion scheduled by Christmas 2021 and within budget.

Type of Scheme Block Scheme  
 Directorate Place  
 Area Highways  
**Scheme Name Local Highways Improvements (pinchpoints) to support coastal routes**

Financial Information 2021/22 £m			
Gross Expenditure Budget	1.619	Net Expenditure Budget	1.619
Gross Income Budget	<u>0.000</u>	Actual	0.019
Net Expenditure Budget	1.619	Forecast Net Outturn	0.370
			<b>Forecast Net Over/(Underspend)</b>
			<b>-1.249</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	1.705	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	-0.086	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>1.619</b>	<b>Gross Income Budget</b>	<b>0.000</b>

**Purpose of Scheme**  
 A range of projects to alleviate traffic issues in support of coastal routes.

**Performance of Scheme**  
 Target changes to follow with a balance of £370k to forecast in August

Type of Scheme Block Scheme  
 Directorate Centralised  
 Area  
**Scheme Name New Developments Capital Fund**

Financial Information 2021/22 £m			
Gross Expenditure Budget	10.633	Net Expenditure Budget	10.633
Gross Income Budget	<u>0.000</u>	Actual	0.000
Net Expenditure Budget	10.633	Forecast Net Outturn	5.200
			<b>Forecast Net Over/(Underspend)</b>
			<b>-5.433</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	5.200	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	3.926	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	1.507	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>10.633</b>	<b>Gross Income Budget</b>	<b>0.000</b>

Purpose of Scheme
Funds set aside for capital schemes which emerge throughout the year.

Performance of Scheme
Funds have been earmarked for spending this year from the New Developments Capital Fund, but as at 30 June 2021 had not been allocated. These totalled £0.883m for: A1073 Part One compensation claims; Grantham Fire Station works; Cross Keys Bridge morning dolphins. Funds will be allocated when amounts required are confirmed. The remaining contingency amount is available for bids during the rest of the year. At this early stage in the year, no forecast is made as to whether or not the funds will be used in full.

Type of Scheme Project  
 Directorate Commercial  
 Area Information Management Technology

**Scheme Name Broadband**

**Status of Project In progress**

Financial Information 2021/22 £m			
Gross Expenditure Budget	5.510	Net Expenditure Budget	5.510
Gross Income Budget	0.000	Actual	-1.574
Net Expenditure Budget	5.510	Forecast Net Outturn	2.660
<b>Forecast Net Over/(Underspend)</b>			<b>-2.850</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	5.510	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>5.510</b>		

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

Direction of Travel from previous forecast ↑

Purpose of Scheme
To improve access to Broadband across Lincolnshire.

Performance of Scheme
The overall remaining net budget for Broadband across the current contract and into future years is £9.260m with a forecasted spend during 21/22 of £2.660m.
This identifies an in year underspend of £2.850m and it is intended to rephase this into future years in line with profiled spend commitments.
Spend for the year includes a 50% reimbursement to BD UK of £2.500m (LCC received the total £5.000m during 20/21).
Contracted and project management costs (Phase 3) are estimated at a maximum of £2.375m during the year as part of the overall contract of £3.453m to March 2023.
Performance income clawback from the previous contract is £1.300m.
ERDF grant funding totalling £1.500m has also been secured and will be recovered against contracted spend in line with grant conditions.

Type of Scheme Project  
 Directorate Commercial  
 Area Property

**Scheme Name Castle Motte Repairs**

**Status of Project Complete**

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.389	Net Expenditure Budget	0.389
Gross Income Budget	<u>0.000</u>	Actual	0.408
Net Expenditure Budget	0.389	Forecast Net Outturn	0.389
			<b>Forecast Net Over/(Underspend)</b>
			<b>0.000</b>

Direction of Travel from previous forecast →

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.389	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>0.389</b>	<b>Gross Income Budget</b>	<b>0.000</b>

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	2.819	Net Expenditure budget	0.558
Gross Income Budget	<u>-2.260</u>	Scheme Total Forecast	0.000
Net Expenditure Budget	0.558	<b>Whole Life Variance</b>	<b>-0.558</b>

Direction of Travel from previous forecast →

Purpose of Scheme
Essential Maintenance at Lincoln Castle

Performance of Scheme
The project has been delayed due to covid safety and is now expected to be completed during August.
This has resulted in increased cost of £70k which will be recovered via Covid grant.

Type of Scheme Project  
 Directorate Commercial  
 Area Property  
**Scheme Name Grantham Fire**

**Status of Project Approved in principle**

Financial Information 2021/22 £m			
Gross Expenditure Budget	-0.007	Net Expenditure Budget	-0.007
Gross Income Budget	<u>0.000</u>	Actual	0.000
Net Expenditure Budget	-0.007	Forecast Net Outturn	0.250
			<b>Forecast Net Over/(Underspend)</b>
			<b>0.257</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	-0.007	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>-0.007</b>		

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

Direction of Travel from previous forecast 

**Purpose of Scheme**  
 The review of Grantham Fire Station to deliver an updated, fit for purpose fire station for the residents of Grantham and the surrounding area.

**Performance of Scheme**  
 Final tenders are due in the near future at which point cost certainty will be available alongside a more accurate timeline of construction delivery with completion likely to be in 2022/23.  
 A notional allocation of £0.250m has been made in 21/22.  
 Funding of up to £1.000m is available from the property block and will be transferred when costs are known.

Type of Scheme Project  
 Directorate Commercial  
 Area Property

**Scheme Name** Blue Light South Park

**Status of Project**

In progress

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.208	Net Expenditure Budget	0.208
Gross Income Budget	0.000	Actual	0.016
Net Expenditure Budget	0.208	Forecast Net Outturn	0.000
			<b>Forecast Net Over/(Underspend)</b>
			<b>-0.208</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.208	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>0.208</b>	<b>Gross Income Budget</b>	<b>0.000</b>

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	22.030	Net Expenditure budget	6.910
Gross Income Budget	-15.120	Scheme Total Forecast	6.910
Net Expenditure Budget	6.910	<b>Whole Life Variance</b>	<b>0.000</b>

Direction of Travel from previous forecast →

Purpose of Scheme
To build a new tri-service Police, Fire & Rescue and Ambulance station on the former site at South Park Avenue, Lincoln.

Performance of Scheme
Whilst property build is complete there is still ongoing IMT work to be concluded.
The exact costs of these have yet to be clarified and the timeframe for completion remains unclear, however these are not expected to be material.
Should there be any remaining underspend at completion funding will be returned to the capital development fund.
A further update will be provided in Quarter 2.



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

Financial Information 2021/22 £m			
Gross Expenditure Budget	32.696	Net Expenditure Budget	0.000
Gross Income Budget	<u>-32.696</u>	Actual	6.779
Net Expenditure Budget	0.000	Forecast Net Outturn	0.000
<b>Forecast Net Over/(Underspend)</b>			<b>0.000</b>

Direction of Travel from previous forecast →

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	29.710	Original Gross Income Budget 2021/22	-29.710
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	2.986	New Grants and Contributions	-2.986
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>32.696</b>	<b>Gross Income Budget</b>	<b>-32.696</b>

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	89.931	Net Expenditure budget	27.246
Gross Income Budget	<u>-62.685</u>	Scheme Total Forecast	27.246
Net Expenditure Budget	27.246	<b>Whole Life Variance</b>	<b>0.000</b>

Direction of Travel from previous forecast →

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

**Performance of Scheme**  
 The budgets reflect the revised project timescales. It should be noted that the forecasts are based on the current project plan and its delivery timetable. As the entire SEND strategy is subject to a continuing decision making process, projects may be re-prioritised over the coming months. Expenditure on the project is expected to be £24.240m with the majority of this covered by grant funding. Any remaining grant funding will be transferred to capital reserves for use in future years.

Type of Scheme Project  
 Directorate Place  
 Area Communities  
**Scheme Name New HWRCs**

**Status of Project Approved in principle**

<b>Financial Information 2021/22 £m</b>			
Gross Expenditure Budget	3.998	Net Expenditure Budget	3.998
Gross Income Budget	<u>0.000</u>	Actual	0.011
Net Expenditure Budget	3.998	Forecast Net Outturn	1.998
<b>Forecast Net Over/(Underspend)</b>			<b>-2.000</b>

Direction of Travel from previous forecast ↓

<b>Movement of Budget in 2021/22 £m</b>			
<b>Gross Expenditure</b>		<b>Gross Income</b>	
Original Gross Expend. Budget 2021/22	3.950	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.048	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>3.998</b>		

<b>Whole Lifetime Financial Information £m</b>			
Gross Expenditure Budget	4.000	Net Expenditure budget	4.000
Gross Income Budget	<u>0.000</u>	Scheme Total Forecast	4.000
Net Expenditure Budget	4.000	<b>Whole Life Variance</b>	<b>0.000</b>

Direction of Travel from previous forecast →

**Purpose of Scheme**  
 Replacement programme for 2 Household Waste Recycling Centres at Skegness and Kirby on Bain.

**Performance of Scheme**  
 Expectation of £2m rephasing to future years.

Type of Scheme Project  
 Directorate Place  
 Area Communities

**Scheme Name** Lincoln Castle Revealed phase 2      **Status of Project** In progress

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.000	Net Expenditure Budget	0.000
Gross Income Budget	<u>0.000</u>	Actual	0.000
Net Expenditure Budget	0.000	Forecast Net Outturn	0.000
			<b>Forecast Net Over/(Underspend)</b> <b>0.000</b>

Direction of Travel from previous forecast ➡

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>0.000</b>		

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	1.110	Net Expenditure budget	0.146
Gross Income Budget	<u>-0.965</u>	Scheme Total Forecast	0.480
Net Expenditure Budget	0.146	<b>Whole Life Variance</b>	<b>0.334</b>

Direction of Travel from previous forecast ➡

Purpose of Scheme
Capital investment for improvements to Lincoln Castle.

Performance of Scheme
Forecast to be updated in August

Type of Scheme Project  
 Directorate Place  
 Area Growth

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

<b>Financial Information 2021/22 £m</b>			
Gross Expenditure Budget	-1.040	Net Expenditure Budget	-1.040
Gross Income Budget	<u>0.000</u>	Actual	0.370
Net Expenditure Budget	-1.040	Forecast Net Outturn	-1.040
			<b>Forecast Net Over/(Underspend)</b> <b>0.000</b>

Direction of Travel from previous forecast ➡

<b>Movement of Budget in 2021/22 £m</b>			
<b>Gross Expenditure</b>		<b>Gross Income</b>	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	-1.040	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>-1.040</b>	<b>Gross Income Budget</b>	<b>0.000</b>

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

Direction of Travel from previous forecast ➡

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

**Performance of Scheme**  
 This project is funded by Greater Lincolnshire LEP (Growth Deal III and Getting Building Fund) with match funding provided by LCC and SHDC. The recent award of Getting Building Fund will cover the apparent overspend reported above but is not included in the figures at this stage pending the contract between the LEP and LCC being finalised following the purchase of land (distillery farm) to facilitate phase 2 development. Planning consent for the Hub building was granted in March 2021 and the construction programme currently shows completion in early 2022.

Type of Scheme Project  
 Directorate Place  
 Area Growth

**Scheme Name Skegness Countryside Business Park 2**      **Status of Project In progress**

Financial Information 2021/22 £m			
Gross Expenditure Budget	-0.258	Net Expenditure Budget	-0.258
Gross Income Budget	<u>0.000</u>	Actual	0.114
Net Expenditure Budget	-0.258	Forecast Net Outturn	-0.258
			<b>Forecast Net Over/(Underspend) 0.000</b>

Direction of Travel from previous forecast →

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	-0.258	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>-0.258</b>	<b>Gross Income Budget</b>	<b>0.000</b>

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	1.614	Net Expenditure budget	0.559
Gross Income Budget	<u>-1.055</u>	Scheme Total Forecast	0.000
Net Expenditure Budget	0.559	<b>Whole Life Variance</b>	<b>-0.559</b>

Direction of Travel from previous forecast →

Purpose of Scheme
Development of a business park to facilitate economic development in Skegness.

Performance of Scheme
Finance meeting due in August with virement expected from business units allocation

Type of Scheme Project  
 Directorate Place  
 Area Highways

Scheme Name Lincoln Eastern Bypass

Status of Project In progress

Financial Information 2021/22 £m			
Gross Expenditure Budget	3.720	Net Expenditure Budget	3.720
Gross Income Budget	0.000	Actual	3.725
Net Expenditure Budget	3.720	Forecast Net Outturn	9.664
			<b>Forecast Net Over/(Underspend)</b>
			<b>5.944</b>

Direction of Travel from previous forecast ↑

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	5.847	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	-2.127	Grants & Contributions Previous Years	10.163
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	-10.163
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>3.720</b>		

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	135.576	Net Expenditure budget	85.079
Gross Income Budget	-50.497	Scheme Total Forecast	82.486
Net Expenditure Budget	85.079	<b>Whole Life Variance</b>	<b>-2.593</b>

Direction of Travel from previous forecast ↓

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

Performance of Scheme
The forecast costs for the Lincoln Eastern Bypass increased as a result of a number of extreme weather events and the need to modify working practices to comply with The Health Protection (Coronavirus) Regulations 2020. The forecast expenditure is based on the contractor's forecast costs and the Council's assessment of the other costs associated with the project but contain a number of uncertainties and are therefore still subject to change. Although construction is now substantially complete, several Compensation Events (CEs) are yet to be resolved. The 2021/22 capital programme was updated to reflect these pressures and fund the increased cost.

Type of Scheme Project  
 Directorate Place  
 Area Highways

**Scheme Name** Grantham Southern Relief Road **Status of Project** In progress

Financial Information 2021/22 £m			
Gross Expenditure Budget	43.049	Net Expenditure Budget	43.049
Gross Income Budget	<u>0.000</u>	Actual	7.504
Net Expenditure Budget	43.049	Forecast Net Outturn	47.588
			<b>Forecast Net Over/(Underspend)</b> <b>4.538</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	29.703	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	13.347	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>43.049</b>		

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

Direction of Travel from previous forecast 

**Purpose of Scheme**

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

**Performance of Scheme**

In common with other major schemes, work on the Grantham Southern Relief Road has been affected by extreme weather events, exacerbated by technical issues and ecological considerations. Operation of the site was further affected by the COVID-19 pandemic and although work has continued with appropriate social distancing measures implemented, some activity such as the diversion of high voltage power cables, that are dependent on third party agencies, has been delayed. The 2021/22 capital programme has been updated to reflect these pressures and fund the increased cost. However, the forecast expenditure is based on the contractor's forecast costs but contains a number of risks and uncertainties and is therefore still subject to change. Consequently, on the basis of current cost estimates, the whole-life project cost may eventually rise further than the forecasts stated above. Work on phase 3 of the project is progressing well although global material supply and price issues are starting to have a noticeable impact.

Type of Scheme Project  
 Directorate Place  
 Area Highways

**Scheme Name** Spalding Western Relief Road **Status of Project** In progress  
**(Section 5)**

Financial Information 2021/22 £m			
Gross Expenditure Budget	31.334	Net Expenditure Budget	11.547
Gross Income Budget	<u>-19.787</u>	Actual	0.670
Net Expenditure Budget	11.547	Forecast Net Outturn	3.491
			<b>Forecast Net Over/(Underspend)</b>
			<b>-8.056</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	31.334	Original Gross Income Budget 2021/22	-19.787
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>31.334</b>	<b>Gross Income Budget</b>	<b>-19.787</b>

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	42.655	Net Expenditure budget	13.958
Gross Income Budget	<u>-28.697</u>	Scheme Total Forecast	13.958
Net Expenditure Budget	13.958	<b>Whole Life Variance</b>	<b>0.000</b>

Direction of Travel from previous forecast ↑

**Purpose of Scheme**

The Spalding Western Relief Road (SWRR) will be a 6.5km road linking the A1175 and A16 to the south and east of Spalding, to the B1356 Spalding Road to the north of Spalding, via the B1172 Spalding Common. The SWRR is a strategic infrastructure project essential to delivering the growth of Spalding and required to address the strategic transport connectivity around the town as well as addressing specific transport problems within Spalding.

**Performance of Scheme**

The completion of detailed design for the embankments of the scheme resulted in a significant increase in forecast construction costs from that envisaged at the planning stage. The requirement for construction traffic access to further land has also caused increases in the forecast costs. However an additional grant allocation of £8.130m secured from the Housing Infrastructure Fund will be used to accommodate these additional costs. Work continues to address technical queries and test the viability of cost saving options put forward by the contractor.



Type of Scheme Project  
 Directorate Place  
 Area Highways

**Scheme Name** Street Lighting Transformation **Status of Project** In progress

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.170	Net Expenditure Budget	0.170
Gross Income Budget	<u>0.000</u>	Actual	0.000
Net Expenditure Budget	0.170	Forecast Net Outturn	0.150
<b>Forecast Net Over/(Underspend)</b>			<b>-0.020</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.150	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.020	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>0.170</b>		

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	6.750	Net Expenditure budget	1.332
Gross Income Budget	<u>-5.418</u>	Scheme Total Forecast	2.082
Net Expenditure Budget	1.332	<b>Whole Life Variance</b>	<b>0.750</b>

Direction of Travel from previous forecast →

**Purpose of Scheme**  
 A programme to install lamps that are more energy efficient than traditional street lighting.

**Performance of Scheme**  
 Forecast to be updated in August but expecting to be on target

Type of Scheme Project  
 Directorate Place  
 Area Highways

**Scheme Name** A46 Welton Roundabout **Status of Project** In progress  
 (Integrated Transport/NPIF)

Financial Information 2021/22 £m			
Gross Expenditure Budget	2.851	Net Expenditure Budget	2.851
Gross Income Budget	<u>0.000</u>	Actual	1.135
Net Expenditure Budget	2.851	Forecast Net Outturn	1.760
<b>Forecast Net Over/(Underspend)</b>			<b>-1.091</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.361	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	2.490	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>2.851</b>		

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

Direction of Travel from previous forecast →

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

**Performance of Scheme**  
 Project progressing to completion with a final outturn to balance with DfT funding

Type of Scheme Project  
 Directorate Place  
 Area Highways

**Scheme Name** A52 Skegness Roman Bank **Status of Project** In progress  
**Reconstruction**

Financial Information 2021/22 £m			
Gross Expenditure Budget	1.541	Net Expenditure Budget	1.541
Gross Income Budget	0.000	Actual	0.451
Net Expenditure Budget	1.541	Forecast Net Outturn	2.284
			<b>Forecast Net Over/(Underspend)</b> <b>0.742</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.325	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	1.216	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>1.541</b>	<b>Gross Income Budget</b>	<b>0.000</b>

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

Direction of Travel from previous forecast 

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

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

Type of Scheme Project  
 Directorate Place  
 Area Highways

**Scheme Name** North Hykeham Relief Road **Status of Project** TBC

Financial Information 2021/22 £m			
Gross Expenditure Budget	0.000	Net Expenditure Budget	0.000
Gross Income Budget	<u>0.000</u>	Actual	0.079
Net Expenditure Budget	0.000	Forecast Net Outturn	0.180
			<b>Forecast Net Over/(Underspend)</b> <b>0.180</b>

Direction of Travel from previous forecast 

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	0.000	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>0.000</b>	<b>Gross Income Budget</b>	<b>0.000</b>

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	48.000	Net Expenditure budget	48.000
Gross Income Budget	<u>0.000</u>	Scheme Total Forecast	48.000
Net Expenditure Budget	48.000	<b>Whole Life Variance</b>	<b>0.000</b>

Direction of Travel from previous forecast 

**Purpose of Scheme**  
 Highway construction to join the newly opened Lincoln Eastern Bypass (LEB) from the A15 to the A46 south of Lincoln

**Performance of Scheme**  
 No forecast for future years entered in BW but early indications are on target.

Type of Scheme Project  
 Directorate Place  
 Area Highways

**Scheme Name** Spalding Western Relief Road **Status of Project** TBC  
**Phase 1**

Financial Information 2021/22 £m			
Gross Expenditure Budget	10.400	Net Expenditure Budget	10.400
Gross Income Budget	<u>0.000</u>	Actual	0.000
Net Expenditure Budget	10.400	Forecast Net Outturn	0.100
<b>Forecast Net Over/(Underspend)</b>			<b>-10.300</b>

Direction of Travel from previous forecast ↓

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	10.400	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	<b>Gross Income Budget</b>	<b>0.000</b>
<b>Gross Expenditure Budget</b>	<b>10.400</b>		

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	27.800	Net Expenditure budget	27.800
Gross Income Budget	<u>0.000</u>	Scheme Total Forecast	27.800
Net Expenditure Budget	27.800	<b>Whole Life Variance</b>	<b>0.000</b>

Direction of Travel from previous forecast ↑

**Purpose of Scheme**  
 The SWRR is a strategic infrastructure project essential to delivering the growth of Spalding and required to address the strategic transport connectivity around the town as well as addressing specific transport problems within Spalding. This is phase 1 of the construction.

**Performance of Scheme**  
 No forecast for future years entered in BW but early indications are on target.

Type of Scheme Project  
 Directorate Place  
 Area Highways  
**Scheme Name Spalding Western Relief Road**      **Status of Project TBC**  
**Phase 1 S106**

Financial Information 2021/22 £m			
Gross Expenditure Budget	-1.800	Net Expenditure Budget	-1.800
Gross Income Budget	<u>0.000</u>	Actual	0.000
Net Expenditure Budget	-1.800	Forecast Net Outturn	-1.800
			<b>Forecast Net Over/(Underspend) 0.000</b>

Direction of Travel from previous forecast →

Movement of Budget in 2021/22 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2021/22	-1.800	Original Gross Income Budget 2021/22	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
<b>Gross Expenditure Budget</b>	<b>-1.800</b>	<b>Gross Income Budget</b>	<b>0.000</b>

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	-5.520	Net Expenditure budget	-5.520
Gross Income Budget	<u>0.000</u>	Scheme Total Forecast	-5.520
Net Expenditure Budget	-5.520	<b>Whole Life Variance</b>	<b>0.000</b>

Direction of Travel from previous forecast ↓

**Purpose of Scheme**

The SWRR is a strategic infrastructure project essential to delivering the growth of Spalding and required to address the strategic transport connectivity around the town as well as addressing specific transport problems within Spalding. This is the Developer income (section 106) expected to fund part of the project.

**Performance of Scheme**

No forecast for future years entered in BW but early indications are on target.

## APPENDIX E

### Monitoring of Development Fund Initiatives 2021/22

DEVELOPMENT FUND PROJECTS							
Directorate	Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised in 2020/21 £000's	Planned Use of Funding		Update on Progress
					2021/22 £000's	Future Years £000's	
<b>CAPITAL</b>							
Children's Services	Strategic Commissioning	Education Transport links to School (Route sustainability)	440	0	100	340	<p>The Sustainable Travel Group (STG) has focused on two specific routes for improvement as a priority with work to commence this financial year. A third route is subject to further cost-benefit analysis work.</p> <ul style="list-style-type: none"> <li>Fishtoft- A project lead has been assigned the work. Technical Services Partnership is currently scoping costs and this has been scheduled into the timetable. It is envisaged this will be completed late 2021 or early 2022. This is an improvement to an existing suitable route but where there is no footpath and further supports the removal of previously existing transport entitlements to specific students and safeguards against future applications/appeals. Estimated cost c. £60k. Annual savings estimate c. £12-18 p.a.</li> <li>Toynton All Saints- All landowners are in agreement with proposals for the new track. The owner of part of the track is unknown and so we are awaiting dispensation from the Secretary of State to post legal notices of the proposal on the land. The Public Rights of Way (PROW) team is undertaking informal consultation with relevant stakeholders before progressing to the design stage. Depending on any objections raised, this may take 3-12m to progress. Estimated cost c. £100k. Annual savings estimate £7k.</li> </ul> <p>Expenditure is still expected in 21/22 but no costs have been incurred year to date.</p>
Place	Highways	Traffic signals - Wireless communications	80	80			Two regions have been fully commissioned and are utilising the wireless facilities. All the equipment has been installed into the additional regions by the contractor. The network settings require changing for these additional regions to allow the contractor to test the wireless links and complete the project.
Place	Highways	Community Maintenance Gangs	3,981	3,981			The full allocation was fully committed in 2020/21 to deliver a variety of community maintenance gangs throughout the financial year. This additional resource was well received by local members and the general public in solving a variety of minor maintenance improvements and repairs.
Place	Highways	Drainage Investigation and Flood Repairs	2,000	646	1,354		Schemes totalling £700k were commissioned in 2020/21 with an in year spend of £646k; the remaining budget is expected to be spent in 2021/22. Our contractors, Balfour Beatty, identified additional resources for delivering these works and we have also employed additional specialist drainage engineers to complete all investigation and design work on the more complex schemes that our Technical Services Partnership design team is overseeing.
Fire and Rescue and Public Protection	Fire and Rescue	Flood Management Pumps	116	116			Project completed in terms of asset purchase and auxiliary equipment added. Stations equipped with necessary charging systems to ensure 24/7 response. Driver training to be under taken at Holbeach & Alford stations however other stations have necessary training to mobilise if required. Project now complete.
Fire and Rescue and Public Protection	Fire and Rescue	Replacement Trading standards Metrology	50	0	24	26	New software and licences have been delivered for 3 out of 5 machines and these are installed and working. Remote installation was carried out with a remote training session due to pandemic. 2 more licences are on order and due to be delivered and installed with support.
Commercial	IMT	Broadband - 4G	800	0	200	600	Delivery of the overall Broadband project is currently on track and in line with the contractual milestones. The need for funding 4G development as a means of providing wider, mobile broadband access is being reviewed and consequently the scope and funding for the project is currently being re-assessed.
<b>TOTAL DEVELOPMENT INITIATIVES CAPITAL</b>			<b>7,467</b>	<b>4,823</b>	<b>1,678</b>	<b>966</b>	

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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>26 August 2021</b>
Subject:	<b>Re-procurement of the Occupational Health Contract</b>

**Summary:**

This item invites the Overview and Scrutiny Management Board to consider a report regarding the Re-procurement of the Occupational Health Contract.

This decision is due to be considered by the Executive Councillor for People Management, Legal and Corporate Property between 06 and 10 September 2021. The views of the Overview and Scrutiny Management Board will be reported to the Executive Councillor as part of his consideration of this item.

**Actions Required:**

The Overview and Scrutiny Management Board is invited to:

- 1) consider the attached report and to determine whether the Board supports the recommendations to the Executive Councillor as set out in the report.
- 2) agree any additional comments to be passed on to the Executive Councillor in relation to this item.

**1. Background**

The Executive Councillor for People Management, Legal and Corporate Property is due to consider the Re-procurement of the Occupational Health Contract between 06 and 10 September 2021. The full report to the Executive Councillor is attached at Appendix 1 to this report.

**2. Conclusion**

Following consideration of the attached report, the Board is requested to consider whether it supports the recommendations in the report and whether it wishes to make

any additional comments to the Executive Councillor. Comments from the Board will be reported to the Executive Councillor for consideration.

### 3. Consultation

The Overview and Scrutiny Management Board is being consulted on the proposed decision of the Executive Councillor for People Management, Legal and Corporate Property between 06 and 10 September 2021.

### 4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive Councillor for People Management, Legal and Corporate Property on the Re-procurement of the Occupational Health Contract

### 5. Background Papers

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

This report was written by Vicki Sharpe, who can be contacted on 07766 602455 or [Vicki.sharpe@lincolnshire.gov.uk](mailto:Vicki.sharpe@lincolnshire.gov.uk).

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

Report to:	<b>Councillor R D Butroid, Executive Councillor: People Management, Legal and Corporate Property</b>
Date:	<b>Between 06 September – 10 September 2021</b>
Subject:	<b>Re-procurement of the Occupational Health Contract</b>
Decision Reference:	<b>I022292</b>
Key decision?	<b>Yes</b>

**Summary:**

This report sets out a proposal for the re-procurement of the Occupational Health Contract for four years from April 2022 to March 2026. The estimated value of the contract over this period is £1.1M.

**Recommendation(s):**

That the Executive Councillor:

- (i) Approves the procurement of an Occupational Health Service to cover the period April 2022-March 2026.
- (ii) Delegates to the Executive Director of Resources, in consultation with the Executive Councillor for People Management, Legal and Corporate Property, the authority to determine the final terms of the procurement and contract and approve the form and entering into of all contractual and other documentation necessary to give effect to the procurement.

**Alternatives Considered:**

- **Do nothing:** This is not a viable option as the current contractual arrangement will expire on 31 March 2022 and the Council requires an Occupational Health service to meet its statutory duties.
- **Decommissioning:** This is not a viable option as decommissioning of the service will result in a gap in provision for Lincolnshire County Council staff and will mean

the Council is not meeting its expected responsibilities in relation to monitoring and managing the health of its employees.

- **Partnership:** This is an option that has been explored with the Local Acute Sector Trust, United Lincolnshire Hospital Trust, who has their own in-house provision. The Trust is not able to prioritise any work on exploring this and their service capacity is fully utilised with the needs of their own staff. A Section 75 Agreement under the NHS Act 2006 is not a viable option as the provision of Occupational Health is a pure service and not a sharing of functions. Therefore, this cannot be delegated through a Section 75 Agreement.
- **Insourcing:** This is not a viable option as the Council does not currently have the infrastructure or specialist skills in place in order to directly undertake Occupational Health services.

#### **Reasons for Recommendation:**

Re-procurement of the Occupational Health Service is the only viable option currently available to maintain delivery; utilising ESPO's Occupational Health Services Framework will help ensure a contract that is good value.

It will ensure that the Council continues to fulfil its statutory duties in respect of the provision of Occupational Health services and supports good practice in the recruitment and management of staff.

As part of the Council's Health and Wellbeing Strategy, there are a number of projects on-going that will impact on the management of Mental Health support. The new contract will have flexibility to enable a better integration of support from internal and external provision. We are currently exploring alongside this procurement, what support the specialist mental health NHS trust for Lincolnshire could provide in addition to the local integrated care system initiatives already in place, to complement any occupational health service.

## **1. Background**

### **1.1 The service**

The Council has a legal obligation to ensure the health and safety of its employees and Lincolnshire Fire and Rescue (LFR) has a statutory obligation to carry out regular fitness tests and health surveillance. The Council's Occupational Health Contract facilitates fulfilment of these obligations.

In addition to the statutory responsibilities described above the Council's Occupational Health Contract facilitates or fulfils a number of other objectives and important functions for the Council including:

- The key objective – as prioritised by the Corporate Leadership Team (CLT) - to support employee health and wellbeing; this priority has gained impetus since the onset of Covid, and the resultant strain and difficulties experienced by employees dealing with the pandemic and working from home.
- Facilitating a quicker return to work for absent employees, helping to retain essential skills, improve service delivery and reducing the cost of sick pay and cover.
- Identifying reasonable adjustments to support employees with long-term health conditions and to enable them to work in a safe manner.
- Provision of access to Independent Qualified Medical Practitioners is a statutory requirement of the Council's and LFR's pension schemes when making assessments for ill-health retirements.

Other core services of the contract include:

- Pre-Employment Screening, Medicals & Enquiries
- Management Referrals for Occupational Health Assessments
- Pensions and Ill Health Retirements
- Night Worker Health Assessments
- Workstation/ Workplace Assessments (incl. Redeployment)
- On-site Clinics
- Maternity Assessments

In addition to the core services, there are optional services that are charged for as used e.g., specialist psychological support, dyslexia assessments and support, and physiotherapy.

## **1.2 Current contract arrangements**

The Council has been in contract with its incumbent Occupational Health supplier, HML, since 7 March 2017.

In March 2021 the Council extended the contract by a further 12 months due to prevailing difficulties brought about by the pandemic, including:

- The already limited Occupational Health market's resources were occupied elsewhere to deal with the Covid outbreak, meaning suppliers in this market were not in a position to have bid for our opportunity.
- Uncertainty as to how the contract would operate going forward, during and after Covid restrictions. This meant that the Council was not in a position to accurately specify its requirements.

- Uncertainty over if and how face-to-face appointments would work during and after Covid restrictions.

A number of issues have been experienced with the current contract resulting in late appointments; these issues will be addressed through the specification and performance management of the new contract to ensure that the new contract offers a better service:

- Recruitment of doctors to deliver the Medical Assessments: there is a national shortage of doctors, and this impacts the availability of doctors to fulfil Occupational Health requirements. To mitigate this issue, video appointments for medical appointments will be utilised extensively reducing the requirement for doctors to travel into Lincoln to carry out their work, freeing up resources and extending the geographical range from which doctors can be drawn.
- Supplier presence on site in Lincoln: Lincolnshire's rurality and the current requirement for on-site premises at different locations in Lincolnshire from which to deliver appointments has affected the supplier's ability to deliver appointments and to deliver them on time. Video appointments will mitigate this as we are moving away from face-to-face appointments for each medical appointment carried out. However some appointments cannot be carried out via video appointments: hearing assessments require a soundproof room and LGV medicals for fire-fighters which are required to be carried out in face-to-face facilities.

### 1.3 Procurement

- Proposed route to Market: ESPO's Occupational Health Services Framework 985\_19.
- Contract Length: 4 years (2 years fixed +1 extension year +1 extension year) from April 2022- March 2026.
- Estimated Contract Value based on the current working volumes at current rates (the Council's pay unit rates for each appointment): As shown in the table below (Table 1), the Council's, including LFR's, total contract value estimate is approximately £1.1 million for the 4-year period from April 2022 until March 2026.

**Table 1: Estimated Total Contract Value**

<b>Council</b>	<b>Average Annual Spend</b>	<b>Total Contract Value (4 years)</b>
Lincolnshire County Council (LCC)	£181,000 including approximately £50,000 per annum recharged to schools.	£724,000
Lincolnshire Fire & Rescue	£86,000	£344,000
North Kesteven District Council (NKDC)	£5,000	£20,000
<b>TOTAL:</b>	<b>£272,000</b>	<b>£1,088,000</b>

All of the Lincolnshire District Councils were invited to collaborate in this procurement, and all but North Kesteven declined. Therefore, two contracts will be let: one contract for LCC including LFR and one for NKDC.

An open tender procedure was considered but at the procurement of the current Occupational Health contract only one tender was received demonstrating low market availability and interest in the previous opportunity and so an alternative procurement approach is preferred.

The ESPO Occupational Health Services Framework is populated with 11 established service providers. Pre-market engagement was carried out with these 11 providers and four suppliers responded confirming that they were able to meet our requirements fully. Utilising the ESPO framework significantly reduces the administration, resources, and cost to the Council to conduct the procurement and reduces the risk and burden on suppliers of understanding and responding to the Council's bespoke requirements and terms and conditions – a critical factor given the current market situation. The framework call-off contract is a known entity to suppliers and offers the Council and the supplier balanced commercial terms. Further to this an effective framework for performance management is built into ESPO's call-off contracts and this can be modified to suit the Council's own requirements for Key Performance Indicators (KPIs). As members of ESPO, the Council will share in the "rebate" the supplier pays to ESPO for calling off the ESPO Framework.

#### **1.4 Cost Implications**

- The anticipated spend is in line with the provision provided for in the HR budget in recent years. Currently services are recharged for additional services such as Dyslexia Assessments, Psychological treatments, and Physiotherapy. Additional charges may be incurred if it is felt a changed provision could bring a return on investment, for example: investment in a different route for mental health referrals may bring about an earlier return to work.
- Responses from suppliers will be scored using an appropriate ratio of cost against quality. The previous tender used a price quality split of 40%/60% which is being considered for this procurement or alternatively a 30%/70% split. Inclusion on the ESPO framework entails suppliers meeting a set of selection criteria reducing the importance of evaluating quality elements and responses at the award stage. That said, given the nature of the service and the importance of keeping people well and in work, quality remains a priority. From experience the likely variation of quality responses from suppliers on the framework (who are used to tendering for such work) means a 40%/60% split is still likely to result in price being the determining factor between good responses.
- Savings will be made by an efficient service which allows employees to return to work or stay in work thus retaining skills and reducing sick pay, but these are difficult to quantify.

- Health surveillance and specialist assessments can identify issues and treatments at an early stage and prevent more serious illness for individuals and risks of personal injury claims.
- The use of more video appointments and mobile units will also reduce travel time and costs for both the supplier and the employee.

## **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 service will be available to all employees of the County Council, including Lincolnshire Fire and Rescue. A range of access routes – telephone, video call and face to face assessments will ensure the service is accessible in all circumstances.

The service is intended to support employees to manage health needs that may impact on their ability to remain gainfully employed. Individual advice and appointments are offered to identify adjustments that can be made and any equipment to be provided, as required in line with duties under the Equality Act. Pre-employment checks also identify adjustments required during the recruitment process, to enable persons with disabilities to be supported into employment.

If a severe and long-term illness results in a need for ill health retirements, the service will positively support this, and be relevant particularly for employees who may have a disability.

#### 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 contract is an important element of the way in which the Council supports the health and wellbeing of its staff and in so doing contributes to the health and wellbeing of a proportion of the county's population.

It thereby contributes directly to the objectives of the JHWS.

#### Crime and Disorder

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

The Occupational Health Service can support employees who may be misusing alcohol, drugs or other substances to identify treatment and therapy. The assistance and treatment provided may also help to address issues which if left unaddressed may lead to crime or anti-social behaviour.

### 3. Conclusion

Re-procurement of the contract by utilisation of the ESPO's Occupational Health Services Framework 985\_19 is the most efficient and fair process. This will provide a contract that is good value.

It will ensure that the Council continues to fulfil its statutory duties in respect of the provision of Occupational Health services and supports good practice in the recruitment and management of staff.

As part of the Council's Health and Wellbeing Strategy, there are a number of projects on-going that will impact on the management of Mental Health support, such as the introduction of Mental Health First Aiders. There is also a review of the Employee Support and Counselling Service to offer a wider range of service and flexible access. The new contract will have flexibility to enable a better integration of support from internal and external provision.

#### 4. Legal Comments:

The Council has the power to procure the contract proposed.

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

#### 5. Resource Comments:

The expected cost of the proposed contract is budgeted for in the Council's approved Revenue Budget which is reviewed on an annual basis as part of the normal budget setting process.

### 6. Consultation

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

Not Applicable

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

Yes

#### c) Scrutiny Comments

The decision will be considered by the Overview and Scrutiny Management Board at its meeting on 26 August 2021. The comments of the Board will be reported to the Executive Councillor.

#### d) Risks and Impact Analysis

- **Low market interest:** The previous procurement exercise had only one response (from the current supplier) as there is a shortage of skilled Occupational Health staff, particularly in this geographical area.

Allowing the supplier to offer the majority of the appointments on a virtual basis as well as allowing suppliers to carry out certain assessments from their own mobile units should provide a more attractive proposition. Market engagement, utilising a supplier questionnaire, has indicated that there are four potential suppliers that are interested in the contract delivered on this basis.

- **Management of Supplier's Performance:** with only a very limited resource for contract management, the Service Area requires a performance management framework including KPIs which are robust and easy to administer. We will ensure that the standard framework KPIs are modified in such a way as to make administration quick and easy. Further, ESPO's Framework Agreement has built-in termination clauses in relation (but not limited) to the supplier not meeting their obligations under the contract, or severely breaching the contract in some way.

Performance will be managed via the in-house HR Services team, with input from the LFR Management team for the Fire provision. Procurement will assist HR Services by ensuring that formal management reviews are written into the contract and that Key Performance Indicators are linked to financial penalties.

#### 7. Background Papers

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

This report was written by Vicki Sharpe, who can be contacted on 07766 602455 or [Vicki.sharpe@lincolnshire.gov.uk](mailto:Vicki.sharpe@lincolnshire.gov.uk).

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**Open Report on behalf of Debbie Barnes OBE, Chief Executive**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>26 August 2021</b>
Subject:	<b>Customer Strategy</b>

**Summary:**

This item invites the Overview and Scrutiny Management Board to consider a report regarding the Customer Strategy.

This decision is due to be considered by the Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) on 07 September 2021. The views of the Overview and Scrutiny Management Board will be reported to the Leader of the Council as part of his consideration of this item.

**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 Leader of the Council as set out in the report.
- 2) agree any additional comments to be passed on to the Leader of the Council in relation to this item.

**1. Background**

The Leader of the Council is due to consider the Customer Strategy on 07 September 2021. The full report to the Leader of the Council is attached at Appendix 1 to this report.

**2. Conclusion**

Following consideration of the attached report, 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 Leader of the Council. Comments from the Board will be reported to the Leader of the Council for consideration.

### 3. Consultation

The Overview and Scrutiny Management Board is being consulted on the proposed decision of the Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) on 07 September 2021.

### 4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) on Customer Strategy.

### 5. Background Papers

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

This report was written by Andrew Hancy, who can be contacted on 01522 554031 or [andrew.hancy@lincolnshire.gov.uk](mailto:andrew.hancy@lincolnshire.gov.uk).

**Open Report on behalf of Debbie Barnes OBE, Chief Executive**

Report to:	<b>Councillor M J Hill OBE, Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)</b>
Date:	<b>07 September 2021</b>
Subject:	<b>Customer Strategy</b>
Decision Reference:	<b>I022418</b>
Key decision?	<b>Yes</b>

**Summary:**

This report sets out a proposed Customer Strategy to support the achievement of our ambition to provide good value Council services. It seeks to engage, listen, and respond to our customers and involve them in designing our processes and services to better meet their current and future needs. Co-designing our services will enable an efficient customer journey, ensuring we put customers first and that they receive a good quality experience when interacting with us.

**Recommendation(s):**

That the Leader of the Council approves the adoption of the Customer Strategy 2021-2024 in the form set out in Appendix A.

**Alternatives Considered:**

1. The Council could operate without a Customer Strategy. However, this would limit the Council's ability to coordinate and align activities around current and future customer needs and ensure the delivery of the benefits contained in the action plan.

**Reasons for Recommendation:**

The Customer Strategy will help residents to access services and ensure that they are designed to meet both their current and future needs. The strategy supports customers to be able to transact independently at a time and place that suits them, whilst still ensuring that those with the greatest need are able to access services through traditional

means. The Customer Strategy is one of a number of strategies that are being developed to enable the Council to achieve its outcomes within the Corporate Plan alongside the Digital, Community Engagement, People, and Business Intelligence Strategies.

## 1. Background

The Corporate Plan sets out what we want to achieve for our residents and local communities. We know that expectations continue to change in relation to when and how customers want to access services. There is a need to ensure a good quality customer experience, whether over the phone, online or face to face. In addition, customers want to be able to engage with us at a time and in a manner which suits their personal situation. This is increasingly through digital means. The strategy reinforces our drive to use existing and emerging technologies to become more efficient and accessible to the public, thereby increasing community participation, and enhancing the overall customer experience.

### **Overview of the Customer Strategy**

The Customer Strategy (attached at Appendix A) sets the following vision:

**“We will deliver strong, joined up services that are designed to ensure we are able to meet our customer’s current and future needs”**

Our research has told us that customers want to have more flexibility on how and when they interact with us to enable them to operate independently and deal with us at a time and in a way that meets their needs.

The strategy and supporting action plan set out how we will enhance our services to provide easier access and improved end-to-end solutions. The Customer Strategy builds on the aspirations of the Digital Strategy and the People Strategy to ensure that we have the right tools and skills in place to consistently deliver a high-quality customer experience. We know that our customers want to be able to transact with us in a convenient, efficient and increasingly digital manner as well as being able to find out information and seek reassurance where necessary. The strategy helps to enable customers to become more self-sufficient and ultimately seeks to reduce demand in our contact centre.

To achieve the outcomes of the strategy, services must be simple to access and customers must have confidence that the technology that they are using meets their needs. We know that customers don’t like numerous levels of telephone menus, robots that don’t understand them or complicated forms that require them to search for additional information they don’t have to hand. We will therefore need to use modern technologies to ensure their experience is simple, quick, and trusted.

However, it is recognised that Lincolnshire is diverse and not all customers will either choose to interact with us digitally or have the skills and confidence required. The strategy



therefore continues to maintain and where appropriate enhance other access channels, including telephone interactions and face to face meetings, to enable access for residents.

The strategy has been developed with three core priorities:

1. **Customer Experience** – putting our customers at the heart of what we do, and ensuring our employees are clear and fair when communicating with customers
2. **Voice of the Customer** – ensuring a strong customer voice across the organisation, working with customers to improve the way that we do things
3. **Our Future Offer** – Enabling the Council to be in the best possible place to determine the right operating model from 2024 onwards

### **Customer Experience**

This element of the strategy seeks to ensure all our teams provide a good quality experience to our customers and that it is not seen as purely the role of the Customer Service Centre (CSC). Whilst many services already have a strong focus on the customer, the strategy seeks to bolster this and ensure a consistent approach.

We want to make it as easy as possible for customers to know what they are entitled to and to be able to access our services. A customer's journey may involve multiple teams or working across partners. Through the Customer Strategy we will work across our teams, with partners, contractors, and suppliers to help deliver joined-up services based around customer need rather than the needs of individual teams or the systems we use. Our Customer Charter will set out the standards around how we engage with customers, whether internal or external, focusing on the way we communicate, behave, and treat each other respectfully.

By promoting self-service, we will reduce our cost of direct service delivery. We will continue to offer the flexibility of different routes to deal with us; however, it is recognised that some services will be more appropriate to be provided digitally than others. By moving transactional interactions to digital channels allows us to spend more time working with those customers who have more complex needs.

### **Voice of the Customer**

We want to build on our current levels of engagement with customers to understand their views and to help improve our service delivery. This builds on the principles set out within our proposed Community Strategy. To support this, we will develop a community of customer advocates who will support us in designing and delivering services to meet our customers' needs. This will see us working with customers to build, test and improve solutions based on what matters to them and where we can enhance the experience.

Being more proactive with our customers will help us understand how things are going and enable us to resolve any problems before they become major issues. We will do this through responding to their feedback and using data to find better ways of doing things. Many areas across the Council already obtain valuable feedback on the services we

provide, and we will work to consolidate this information and improve the feedback loops we have between different teams.

As we make improvements we will go back to the data, checking for positive impacts, and look for further opportunities to enhance our offer.

### **Our Future Offer**

Our contact centre is currently managed on an outsourced contract that comes to an end in 2024. We therefore need to give some thought to our future operating model. This includes the size and scale of the operation, the use of supporting technologies and whether we can best meet customer needs through an in-sourced or outsourced provision. Work is already underway to evaluate options in this area. We will be seeking to refine our operations between now and 2024 so that we have a more efficient and effective solution in place by the end of the existing contract. This will see us working actively with Serco to improve our services, as well as drawing on the actions within the Digital Strategy and wider transformation agenda to modernise operations.

Consideration will also be given to the most appropriate performance measures that will be used in the future to ensure best value and high levels of customer satisfaction.

To achieve the higher levels of performance and satisfaction, we expect that our future operating model will utilise data more effectively to predict customer needs and the services customers want to receive from us in the future. This will allow proactive promotion of key information and access channels at the right point in time. This will be supplemented by appropriate benchmarking activities to assess our performance alongside other public and private sector organisations and to help us to continually improve how we deliver better customer service in the future.

### **Engagement**

In developing the Customer Strategy, we have undertaken engagement to ensure our priorities are aligned to the customer.

Engagement with staff performing front facing roles dealing with customers, senior managers, staff at the CSC and two sessions with members has been completed. Through the Serco Experience Lab, targeted customers have been interviewed to gain their views on what they consider good service should look or feel like and how they would want to interact with us in the future.

Wider engagement with residents was carried out through the community engagement team from 17 May to 18 June 2021. In summary, from the responses received, this evidences that:

- Having knowledgeable staff who are able to resolve the issue is a reflection of good customer service.

- Customers wish to retain a choice of how to contact us and not be passed around to get the answer they need.
- A significant proportion of contacts are either to find out information or to complain about something.
- Over half of respondents were concerned about moving more towards digital and there being fewer staff to support them if needed.

With the above feedback in mind, our Customer Strategy has been developed to provide a framework from which we can build upon our current strengths to provide the best experience when dealing with us. Our strategy will support us to actively engage, listen to and respond to our communities whilst promoting innovation and technology to meet changing expectations, ensuring we continue to provide good value services into the future.

In addition to the Customer Strategy at Appendix A, an Action Plan has been developed which will be a live document kept under regular review so as to be responsive to our growing understanding of our customers' needs. A copy is attached for information at Appendix B.

## **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 Customer Strategy has been developed to improve access and the quality of services to our customers. It enhances the channels available and provides greater choice, support and independence to customers. It will support those with protected characteristics to be able to interact with the Council in a time, place and manner that meets their needs.

#### 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 Customer Strategy will see a positive impact on the health and wellbeing of individuals through its links with both the community and digital strategies. It will enable improved access to services and where necessary, enable greater support to those in need.

#### 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 strategy will enable the voices of communities to be heard and services to be better targeted including communities experiencing crime and disorder and services designed to address those behaviours.

### 3. Conclusion

Our Customer Strategy will enable Lincolnshire County Council to achieve the following outcomes:

- Enhance the skills of colleagues to deliver a high-quality customer experience.
- Enable customers to operate independently and interact with the Council at a time and manner that best meets their needs.
- Share information to enable communities to thrive, be sustainable and progressive.
- Engage with our customers to ensure we design services to meet their current and future needs.
- Utilise the principles of our Digital Strategy to enhance the ways our services are accessed and delivered.
- Use modern technologies to ensure digital channels are effective and efficient whilst still ensuring that those unable to interact with us in this way receive the help and support they need.
- Ability to meet changing expectations whilst ensuring good value services.

It is therefore recommended that the Leader of the Council considers the content of the draft Customer Strategy and approves its adoption by the Council in the form as detailed within Appendix A.

#### 4. Legal Comments:

The Council has the power to adopt the Strategy in the form attached at Appendix A.

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

#### 5. Resource Comments:

Delivery of the Action Plan to implement the Customer Strategy is expected to be achieved within existing resources including those committed to this purpose in the Transformation Programme.

As services evolve as an outcome of the Strategy and Action Plan, any changes in the capital or revenue resourcing requirements will be monitored and reviewed through the Council's normal budget setting and medium term financial planning processes.

### 6. Consultation

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

Not Applicable

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

Yes

## **c) Scrutiny Comments**

The decision will be considered by the Overview and Scrutiny Management Board at its meeting on 26 August 2021 and the comments of the Board will be reported to the Leader of the Council.

Members have been engaged in developing the Customer Strategy at two workshops in June/July 2021 with 24 councillors attending. The Leader of the Council and Councillor Mrs S Woolley, Executive Councillor for NHS Liaison, Community Engagement, Registration and Coroners, have been collaborated with, in developing the proposed Customer Strategy.

## **d) Risks and Impact Analysis**

An Equality Impact Analysis (attached at Appendix C) has been completed on the strategy and the benefits that will be achieved through implementing our action plan are predominantly positive, including greater accessibility to information and services, at a time and place that suits the customer, through a range of different access channels.

It is acknowledged that across Lincolnshire there are areas of poor digital connectivity and pockets of individuals or communities who may not have the technology to access services through digital; however, to support these individuals we will not be removing access via telephone or where required face to face services.

Our customer digital offer is being developed to enhance our service provision and increase opportunities for access.

## **7. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Customer Strategy
Appendix B	Customer Strategy Action Plan
Appendix C	Customer Strategy Equality Impact Analysis (EIA)

## **8. 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 Andrew Hancy, who can be contacted on 01522 554031 or [andrew.hancy@lincolnshire.gov.uk](mailto:andrew.hancy@lincolnshire.gov.uk).

# Customer Strategy

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**Lincolnshire**  
COUNTY COUNCIL  
*Working for a better future*



# Introduction

Our corporate plan sets out four priorities:



**High Aspirations**



**Enabling everyone to enjoy life to the full**



**Create thriving environments**



**Provide good value council services**

To deliver on these priorities everything we do for Lincolnshire must be focused around delivering services that empower customers and meets their needs.

This customer strategy will enhance the skills of our colleagues to ensure that they deliver a high quality customer experience. We want to increasingly enable customers to operate independently and interact with the council at a time and in a manner that best meets their needs. Customer service, and this strategy aren't just about transactions. They are also about how we share information to enable our communities to thrive, be sustainable and progressive. To deliver our corporate plan and this strategy we must ensure that we both meet growing and evolving customer expectations whilst also keeping a careful eye on the bottom line.

The customer strategy sees us utilising principles of the digital strategy to enhance the ways that our services are accessed and delivered. Our customers increasingly want to access our services through digital channels. We will utilise modern technologies to ensure that this channel of choice is as effective and efficient as possible whilst still ensuring that those who are unable to interact with us in this way receive the help and support that they need.





# Customer Vision

Our Customer Vision statement is...

***“ We will deliver strong, joined up services, that are designed to ensure we are able to meet our customer’s current and future needs. ”***

We have set out our work to achieve this in 3 priorities:



## Customer Experience

We put our customers at the heart of what we do, and we will ensure our employees are clear and fair when communicating with customers.



## Voice of the Customer

Ensuring a strong customer voice across the organisation, working with customers to improve the way that we do things.



## Our Future Offer

Enabling the council to be in the best possible place to determine the right operating model from 2024 onwards.



# CUSTOMER EXPERIENCE

*“ Putting our customers at the heart of what we do and ensuring our employees are clear and fair when communicating with customers. ”*

## OBJECTIVE 1:

### Developing employees to provide good quality customer services

From our research with employees, at the moment customer service can be seen as the responsibility of our dedicated customer service centre. Over the next 3 years we will make sure that providing good customer services is everybody's responsibility. This includes using appropriate language when communicating, and being transparent and open about our timelines for service delivery and our decision making process.

We will develop and support our staff to further improve how customer services are delivered to ensure that we provide a consistently good customer experience. This will include the creation of a customer charter that sets a standard for how all our employees engage in a fair, polite, and compassionate way, using clear and straight forward language.

Our principles and our charter will be applied even when we are not communicating with a customer directly. By providing information in a clear format and timely manner to other teams that engage with customers, we are working as 'One Council' to be transparent and effective in our delivery of customer services.

## OBJECTIVE 2:

### Reviewing how we deliver services from end to end in order to make it as quick and easy as possible to get to the right outcome

We will work with each other and with partners to help deliver joined-up services that are based around customer need. A customer's experience with us often involves multiple teams, including our customer service centre, our back office teams, our front-line services and partner organisations. Meeting a customer's need may involve multiple systems and cross-over multiple business processes.

We will dedicate effort and attention to evaluate how services are delivered, making sure they are aligned around the needs of the customer rather than the needs of individual teams or systems. In our communications we will use clear language to help our customers understand what services they are eligible for and how to access them in the most convenient way.

# CUSTOMER EXPERIENCE

*“ Putting our customers at the heart of what we do and ensuring our employees are clear and fair when communicating with customers. ”*

## OBJECTIVE 3:

**Enhancing our digital solutions to enable self-service and more resources to be directed to those who need our help the most**

Our research with customers tells us that people often contact us by phone or email because they struggle with finding what they need on our website. As part of delivering upon our digital strategy we will make digital the channel of choice, so that anyone that wants to engage with us digitally can do so confidently. We will do this by designing services in a way which is being mobile-friendly, utilises modern technology, and is underpinned by joined-up support processes. This, will help the majority of our customers communicate with us at a time that best suits them, without being constrained to the opening hours of our customer service centre.

Self-serve options reduce the cost of service delivery, and will allow us to spend more time and resource working with customers that need our support. Our digital solutions will also enable our teams to be more effective in managing and responding to customer requirements in a consistent way.



# VOICE OF THE CUSTOMER

*“ Ensuring a strong customer voice across the organisation, working with customers to improve the way that we do things. ”*

## **OBJECTIVE 1:**

### **Creation of customer advocates to embed the voice of the customer in all that we do**

We aim to complement the knowledge and professionalism of our employees with customer input. We will do this by creating a group of customer advocates, that are passionate about local services and that can help us as we design new processes, policies and strategies. We already engage with our customers regularly to understand their views and to refine our service delivery. By adopting the principles of our community strategy we are looking to further improve our engagement processes and approach, and we will be implementing a new engagement platform that will enable us to be at the forefront of engagement and dialogue within Local Government.

Through this customer strategy we will go beyond our statutory obligations to hear what customers say. Our customer advocates will engage and consult on the way we design and deliver services to make sure they meet customer's needs and expectations. This is to ensure that our processes are designed to deliver a great customer experience. We will consult with customer advocates on how we can work with our partners and our suppliers to help customers access a range of public and third sector services in the way that best suits their needs. We will make sure our customer advocates are representative of the communities we serve, so that a broad range of views and different access needs are considered.

## **OBJECTIVE 2:**

### **Work with customers to test and refine our processes and procedures**

Our customer advocate group will work beyond initial design and implementation. In line with our aspiration to be digital by design, we will work in an iterative way in how we build and implement new processes. We will work with customers to develop, build, test and improve solutions. This will give customers the opportunity to tell us what matters the most to them and identify where enhancements could further improve the customer experience.

# VOICE OF THE CUSTOMER

*“ Ensuring a strong customer voice across the organisation, working with customers to improve the way that we do things. ”*

## OBJECTIVE 3:

**A focus on feedback – we don’t wait to be told – we’re actively finding out what people think and we’re seen to respond**

We will work proactively with our customers, their advocates and our teams to understand how things are going and dedicate attention and effort to resolve problems before they become major issues. To deliver a good customer experience we must consistently improve the quality of the service over time, responding to feedback and data to find better ways of doing things. To do this we will improve the feedback loop between our different teams so that insight we get from customers is triangulated with data on how services are being used, to inform how we work.

After making changes, we will go back to the data, to check that the improvements have had a positive impact, and look for opportunities to enhance our offer in collaboration with our customer advocates, our colleagues and our partners.



# FUTURE OFFER

*“ Enabling the council to be in the best possible place to determine the right operating model from 2024 onwards. ”*

## OBJECTIVE 1:

### Determine our future operating model

The Council currently has a long-standing arrangement which sees our customer service centre being run by an external service provider. The contract is due for renewal in 2024. Over the period of this strategy we will evaluate how we can best deliver customer services in the future in order to meet the needs of our customers. To do this we will look at the entire customer journey, from when a customer needs us, to how contact is made, to how it is picked up, triaged and handled between the customer services department and other teams across the Council.

We will prioritise taking a One Council approach to make sure that everybody involved in the customer journey is measuring their performance in a way that collectively delivers the best-value experience to the customer. Sometimes this may mean spending more time with a customer on the initial call, rather than passing it on to another team. It may mean supporting the customer to show them how they can self-serve by finding the information they need or completing a webform online, so that next time the customer can help themselves at a time that suits them. It will also involve looking at the use of technology and data to make sure our people, processes and systems are all organised around the needs of the customer.

As part of this customer strategy we will appraise our options for potential delivery models, by assessing all the capabilities we need to deliver customer services in the future. This will cover our skills, processes, people, technology and data. In the meantime, we will continue to work collaboratively with our provider to look for opportunities to improve performance within the framework of our existing agreement.



# FUTURE OFFER

*“ Enabling the council to be in the best possible place to determine the right operating model from 2024 onwards. ”*

## **OBJECTIVE 2:**

### **Investigate opportunities for future innovation**

As part of preparing for the future, we will investigate what the opportunities for innovation are. This will include utilising technologies like chatbots and automated intelligence to improve the way we do things and to meet future customer expectations.

As customers become more self-sufficient we must consider how services will be delivered in the future. We will aim to resolve issues earlier, before customers inform us. As we develop our technology and data capabilities, we will look for opportunities to experiment with how we can work more proactively within services. By being more data-driven and innovative with how services are run, we can target our resources to proactively resolve issues before they arise. This will improve customer experience and could help us reduce costs.

## **OBJECTIVE 3:**

### **Focus on data collection to provide customer insight**

Every day we collect hundreds of data points that we can utilise to build a picture of how customers engage with us. Every phone call, written complaint, and half-completed webform is a snapshot of an individual customer’s experience. Combined, this is a bank of information that we can tap into to guide us on how we run our services.

Over the next few years we will put a strong focus on data collection. In collaboration with our data teams, we will make sure we are set up to have robust insight into customer behaviour that we can visualise and analyse to improve our services. We will supplement our own data with customer data from available market data sets to further enhance the understanding of our customer demographics and behaviour.

We will review our metrics and benchmark our performance alongside other organisations, both public and private sector, to help us learn and to prepare us for delivering better customer services in the future.

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# Customer Strategy Plan

## Customer Experience

Need	Activity	Channel / approach	Outputs	Outcomes	Impact
There is a need to develop our employees and help them deliver good quality customer services	Create a customer charter (dependent upon creation of customer advocates)	Consult with customers on what they expect from LCC when engaging with us, and what behaviours and customer service standards they would like to see. Consult with staff on what they think constitutes good customer service and how they would like LCC to operate	A Customer Charter with clear expectations of how LCC and CSC will interact with customers.	Clarity on the standards LCC want to set when interacting with customers	Improvement in customer service communications  Improvement in customer experience
	Communication of customer charter	Briefings, corporate communications	Communication messages, and instructions for managers and leaders on	Awareness of customer charter	

Need	Activity	Channel / approach	Outputs	Outcomes	Impact
			disseminating and promoting the customer charter		
	Carry out recommendations identified within Customer Service Excellence Standard Report	In collaboration with Serco, address any recommendations through training, process changes and system changes.	Maintained Customer Service Excellence Standard	Improved and consistent customer service delivery	
	Training on customer service best practice	Blended approach of e-learning and workshops with back-office services that interact directly with customers	Training programme	Improved customer service delivery and consistency in approach between LCC and CSC. Increased customer satisfaction and reduction in number of complaints	
	Regular CSC training on LCC processes and technologies	In collaboration with Serco, develop regular training packages and assess the impact the training	Training programme, Updated training materials	Improved and consistent customer service delivery	

Need	Activity	Channel / approach	Outputs	Outcomes	Impact
	Nominate a senior officer to be responsible for customer experience across the Council, who can champion good practice and can address services that do not meet the expectations of the charter	To be decided by CX or discussed by CLT	Nominated officer	Clarity over leadership and direction for improving customer services	
Review how services are delivered in order to make it as quick and easy as possible to get to the right outcome	Undertake end-to-end service design activity to review how customer needs are met	This should be done as part of the process design workshops and digital implementation	Updated process designs, and changes to policy where applicable	A modernised customer journey that meets the customer's needs	Improved customer experience Quicker resolution of cases
	Develop user research skills	Training through GDS Academy or online channels	Completed training	Increased knowledge of user research best practice	Process design techniques will embed user perspective
Enhance digital solutions to enable self-service	Utilisation of digital technologies to improve take-up of online services	Through form building, web development, content changes and use of robotic technology	Improved web content Improved web forms Automated responses	Improved online experience	Higher proportion of contacts to come from online channels

Need	Activity	Channel / approach	Outputs	Outcomes	Impact
	Regular reviews of web structure and page content	Review the website to ensure information is accurate and timely and links are working.	Improved web content		
	Review of forms and contact details	Review the website and decide where to make it easier to find forms and harder to find contact numbers and email addresses	Online content that makes it easier to self-serve	Increased take up of online channels	
Review all correspondence to ensure that it directs people towards digital channels to interact with the council	Political support for making digital channel of choice	Political consultation and sign-off for the Digital Strategy	Agreement that digital should be the preferred channel for customer contact wherever possible and desirable	Clarity for all services that they should be designing for digital	Higher proportion of contacts to come from online channels
	Review all correspondence to ensure digital channels are promoted in the first instance	Corporate communications	Correspondence promoting digital channels	Increased take up of online channels	

## Voice of the Customer

Need	Activity	Channel / approach	Outputs	Outcomes	Impact
To create a body of customer advocates to embed the voice of the customer in all that we do	Select customer advocates internally	Promote the position, recruit staff to the customer advocate group and work with managers to ensure there is time for the advocates to do their jobs	A group of customer advocates, with clear role description and set of expectations for managers	A passionate group of staff that represent the organisation and who have time allocated to improving customer experience	Voice of customer embedded in process design work
	Involve customer advocates in Customer Digital Delivery team	Involve customer advocates when conducting process mapping workshops. The advocates feed information to and from the service areas.	Drafting processes to meet customer's needs	Processes designed to improved customer experience	
	Engage with external customers to test and support and process redesign	Utilise existing channels in the Community Engagement team	A network of customers that customer advocates can engage with	Quick access to user perspective when required	
There is a need to ensure that customers are represented in the	Involve Customer Advocates in testing and refining processes and	Develop testing strategies and plans that require customer advocate involvement	Clear approach for engaging customers and customer advocates	Improved voice of customer in testing and review	

Need	Activity	Channel / approach	Outputs	Outcomes	Impact
testing process	procedures			processes	
As an organisation we need to focus on generating feedback proactively, then respond to it	Collate and review intelligence on all channels of customer feedback across the authority	Collating and analysing all data sources to understand customer feedback enabling us to gain insight into customer needs	Customer feedback is used to inform service provision and improve processes that are customer focussed	Customers feel engaged and listened to	Improved customer experience
	Include customer feedback as part of process redesign	Ensure there is sufficient capacity and capability to include customer feedback when reviewing and implementing processes Iterative approach to digital product development so small changes can be made to meet customer need			
	Utilise Hotjar, Google Analytics and Elastic Search	Set up automated reports using software such as Power BI that show how users are using the website, including drop-offs, page hits	Reports that show patterns of user behaviour when engaging with website	Insight into customer behaviour	

## Our Future Offer

Need	Activity	Resources	Channel / approach	Outputs	Outcomes	Impact
Develop a Future Operating Model	Review Current Operating Model	CSC Future Workstream (CSC Review)	Build a clear picture of the COM by looking at the constituent parts of the current model. Map current capabilities and evaluate the strengths and weaknesses	Current Operating Model Log of issues and opportunities Design principles for TOM	Insight into the strengths and weaknesses of the current approach to delivering customer services	Improved customer Experience  Confidence that LCC will be operating the most effective customer service centre
	Develop a Target Operating Model	CSC Future Workstream (CSC Review)	Review best practice elsewhere, conduct a mini-discovery to understand what could be possible and what ideas there are for improvements – from both staff and customers. Establish a design authority that can agree an ideal future state that LCC should target	Target Operating Model – a blueprint for the future state of customer services with key functions, processes, information, technology and resource requirements	A future vision of customer services that all stakeholders can understand	
	Conduct Gap Analysis, and set out Transition States	CSC Future Workstream (CSC Review)	Map the difference between the COM and TOM, and set out a series of transition states that will help LCC iteratively get to the TOM	A set of transition states that show how the organisation priorities it's activity over the next few years	A clear way forward for achieving the TOM	

Need	Activity	Resources	Channel / approach	Outputs	Outcomes	Impact
Future Innovation	Periodically review latest technology being used to deliver customer services (through research bodies, such as Gartner, and interacting with other authorities), and assess feasibility of usage and implementation at LCC.	Solutions Architect, CSC Client Lead	Undertake research to inform opportunities to improve customer experience through promoting greater technological innovation	Input into backlog of ideas	Insight into potential new models and mechanisms for the delivery of customer services	Confidence that LCC's approach to customer services stays relevant
	Create a catalogue of ideas that could be included either in the TOM, or in future improvements to the customer contact operating model	CSC Client Lead	Establish a catalogue of ideas for continuous improvement that contributes to the technology roadmap	A roadmap of ideas, with varying levels of detail and deliverability	A constant pipeline of new ideas for future innovation	
Collection	Develop an architectural model and implementation plan for future management of customer Data	Solutions architect, Performance Team, IMT	Link through data into the Business Intelligence Team	Prediction of customer future needs. Increased targeted approach to service provision. Data Architecture	An agreed technical direction for management of customer data, that can inform systems procurement and	Insight into the success of customer service delivery at LCC



Need	Activity	Resources	Channel / approach	Outputs	Outcomes	Impact
					integration decisions	
	Define Data Needs and Requirements	Business analyst or data analyst, solutions architect	Establish a set of prospective data requirements, through analysis of commercial best practice and through user research and discovery work with customer service centre	Set of Data Requirements	A shared understanding of what a future customer contact centre needs to deliver to meet requirements of LCC and customers	
	Establish Benchmarking	CSC Client Lead, Performance Team	Find comparative data from similar County Councils to assess how successful LCC's customer services are against comparators	Benchmark of performance	Confidence in comparative quality of customer service delivery at LCC	
	Develop predictive modelling	Data analyst	Data science and analytical frameworks that can forecast demand based on: <ul style="list-style-type: none"> <li>- Volumes of contact types at different times of the year/day/month/week</li> <li>- Volumes based on weather</li> </ul>	Analytical models	Insight into potential patterns of customer behaviour	

Need	Activity	Resources	Channel / approach	Outputs	Outcomes	Impact
			conditions - Customer satisfaction based on contact type and channel			

## Equality Impact Analysis to enable informed decisions

### The purpose of this document is to:-

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

### Using this form

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

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

### Equality Act 2010

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

### Protected characteristics

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

### Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

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

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

### **Decision makers duty under the Act**

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

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

## **Conducting an Impact Analysis**

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

### **The Lead Officer responsibility**

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

### **Summary of findings**

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

## Impact – definition

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

### How much detail to include?

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

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

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

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

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

## Background Information

<b>Title of the policy / project / service being considered</b>	Customer Strategy	<b>Person / people completing analysis</b>	Andrew Hancy Lucy Robertson
<b>Service Area</b>	All Directorate Areas	<b>Lead Officer</b>	Andrew Hancy
<b>Who is the decision maker?</b>	Councillor M Hill, Leader of the Council	<b>How was the Equality Impact Analysis undertaken?</b>	Desktop initially, based on existing data with further development through engagement activity internal and external
<b>Date of meeting when decision will be made</b>	07/09/2021	<b>Version control</b>	v0.1
<b>Is this proposed change to an existing policy/service/project or is it new?</b>	New	<b>LCC directly delivered, commissioned, re-commissioned or de-commissioned?</b>	Directly delivered
<b>Describe the proposed change</b>	<p>To deliver the priorities within our Corporate Plan everything we do for Lincolnshire must be focused around delivering services that empower customers and meets their needs.</p> <p>The customer strategy will enhance the skills of our colleagues to ensure that they deliver a high quality customer experience. We want to increasingly enable customers to operate independently and interact with the council at a time and in a manner that best meets their needs. Customer service, and our strategy aren't just about transactions. They are also about how we share information to enable our communities to thrive, be sustainable and progressive. To deliver our corporate plan and this strategy we must ensure that we both meet growing and evolving customer expectations whilst also keeping a careful eye on the bottom line.</p> <p>The customer strategy sees us utilising principles of the digital strategy to enhance the ways that our services are accessed and delivered. Our customers increasingly want to access our services through digital channels. We will utilise modern technologies to ensure that this channel of choice is as effective and efficient as possible whilst still ensuring that those who are unable to interact with us in this way receive the help and support that they need.</p>		

### **Evidencing the impacts**

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

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

### **Data to support impacts of proposed changes**

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

#### Population data and the Joint Strategic Needs Assessment

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

#### Workforce profiles

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

**Positive impacts**

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

<p><b>Age</b></p>	<p>Lincolnshire has an ageing population with 23% of residents over the age of 65. Although the age distribution across the districts is proportionally similar, there are some noticeable differences (highest in East Lindsey with 30% of population over 65 years old)</p> <p>The customer strategy provides a framework upon which customer services will be provided to Lincolnshire residents, business and visitors and reflects the knowledge that Lincolnshire has a very diverse geographically spread and in some areas a lack of digital skills to effectively utilise technology. To support this we are not intending to close any channels of communication to access our services, but prioritise them based on the needs and preferences of the customer. We know that many older individuals are now accessing services online either themselves, or through family support, but not everyone will want or have the ability and the technology to do so. It should also be reflected that it is not only older individuals who may not want to interact with us through digital, there are also a number of younger people who would prefer face to face or telephone interactions and the strategy continues to support these individuals. The customer experience work may also improve access to older residents who will be able to access services remotely, without the need to travel or interact through a telephony-based service.</p> <p>77% of organisations recently surveyed were helping people to do new things online. The strategy builds on our preference to provide digital by choice, not by default, and adopting a supporting others to self-service approach to enable greater independence, particularly for the aged population who may struggle with learning new digital skills.</p>
<p><b>Disability</b></p>	<p>Research shows that for organisations and groups who support people, the pandemic has created a greater urgency to help those most at risk, which may include those with a disability. There has been a clear aim to contact people and assess how they need support with everyday services and where there is a digital challenge. Examples include accessing healthcare and Universal Credit (UC) applications and Lincolnshire County Council itself, or through partners and volunteers, provided services either face to face, online or over the phone to support our vulnerable customers ensuring they have the ability to access service.</p> <p>The strategy continues to provide customers with disabilities the option to contact us through traditional means, however for some using digital channels may be more appropriate particularly those with speech and language/communication issues meaning they can access services who and when they prefer.</p> <p>People with different disabilities find different methods of participation easier.</p> <p>Engaging people with disabilities and their representatives will help us better understand their specific needs and possible mitigation/support requirements</p>



<b>Gender reassignment</b>	<p>As with all other customers with protected characteristics, those with gender reassignment will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics. The Customer Experience work is aiming to improve access to services and provide more digital access channels. This may benefit individuals transitioning as they may not have to visit face to face or via telephone whilst transitioning due to potential of social stigma of the transitioning process. It may also make it easier when requested changes to names, gender, title etc. on LCC records.</p>
<b>Marriage and civil partnership</b>	<p>As with all other customers with protected characteristics, those with marriage and civil partnerships will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics.</p> <p>Our customer service centre already provides services in respect of marriage and civil partnerships and we engage with these individuals to obtain feedback on services received. In future there will be greater emphasis on using digital to book appointments for services which will positively impact this group.</p>
<b>Pregnancy and maternity</b>	<p>As with all other customers with protected characteristics, those relating to pregnancy and maternity will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics.</p> <p>Our Health Single Point of Access, Childrens Centres and other services relating to pregnancy and maternity already provide high quality services and we engage with these individuals to obtain feedback on the quality of those services. In future there will be greater emphasis on using digital to book appointments for services which will positively impact this group</p>

<b>Race</b>	As with all other customers with protected characteristics, those relating to race will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics. The customer experience work is aiming to improve access to services. Where language is a barrier in verbal communication and the need to be accompanied by someone to interpret, online access could make it easier to have a family member or friend help with the online access.
<b>Religion or belief</b>	As with all other customers with protected characteristics, those relating to religion and belief will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics.
<b>Sex</b>	Lincolnshire is a largely rural county with a population 761,224 of (Source: ONS 2019 mid-year estimate), with a 49% male and 51% female breakdown. As with all other customers with protected characteristics, those relating to sex will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics.
<b>Sexual orientation</b>	As with all other customers with protected characteristics, those relating to sexual orientation will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent those with protected characteristics

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

**Carers:** As with all other customers with protected characteristics, those with caring responsibilities will be able to access our services in the best way that meets their needs either through traditional channels or online and by digital. Our strategy to treat all customers the same and to ensure all customers receive a good quality experience when dealing with us reinforces our commitment to valuing and respecting diversity. We will do this through training our staff in what good customer service is, creating a customer charter that will clarify how we deal and behave with customers and through engaging individual and group who use our services, as well as those that don't, in developing, designing and testing processes to ensure they fit their individual needs. We will ensure any groups we engage with are representative of the wider community and include individuals who represent this group.

**Those living in poverty:** This group is likely to have greater need for additional support. Community-led activities and volunteers to support individual to learn digital skills could benefit this group significantly.

**Those living in rural areas:** Services in rural areas are patchier than in more densely populated, urban areas because they are less financially viable. Further enhancing and supporting rural communities to help customer to self-serve will have a positive impact in creating independent access to services.

**All customers:** As well as aiming to improve access to services, the Customer experience work is aiming to make the services more streamlined for the customer with more contacts resolved at first call which will hopefully improve the customer experience.

### Adverse/negative impacts

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

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

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

<p>Age</p>	<p>Digital will be the preferred contact means for some areas of service provision going forward. However it is noted there is a significant digital divide among 50–70 year olds, exacerbated by the pandemic. Across the UK, 3 million people are offline (ONS 2020). Of these, 32% or approximately 1 million people are aged 50-69. The majority (67%) were aged 70 or over. Someone's age may be a leading factor in whether or not they're online, but it is not the only one. We know that low income is also a key risk factor in digital exclusion (Lloyd's Bank 2020).</p> <p>In addition 16% of the UK population cannot undertake Foundation digital activities such as turning on a device, connecting to Wi-Fi or opening an app by themselves. The behavioural data shows that 7% of the UK (3.6 million people) are almost completely offline and the attitudinal data reports that 8% have not used the Internet in the past three months, down from 11% in 2016. However, in the last twelve months, an estimated 1.2 million more people have developed Foundation skills meaning they are able to use the Internet and their devices by themselves.</p> <p>We are aware that older people generally prefer non-digital means of engagement and there are no plans to remove this as an option however the general perception that by offering more of our services via digital that this may reduce the number of staff we have able to answer the phones which may result in additional delays in call answering or not being able to speak to an adviser with the knowledge needed to answer the enquiry.</p> <p>Mitigation: In line with customer and digital strategies, various/alternative options will be provided. Digital is preferred, but this will not be the only means of accessing services. Quality of customer experience and response across these different channels should be monitored to ensure equity is maintained, regardless of route of access.</p>
<p>Disability</p>	<p>We will continue to provide accessible services through online, telephone and where necessary face to face. Services, venues and approaches can present significant barriers to people with physical and emotional disabilities.</p> <p>Mitigation: Alternative formats, approaches and communications methods will be used to reach people with disabilities and find potential solutions, working with/through organisations who specialise in engaging these groups, such as sensory loss or learning disabilities.</p> <p>For some with disabilities the provision of digital services may be a significant advantage e.g. deaf. As this makes services more accessible in means they prefer. For other services we need to ensure the way we communicate is plain, simple and</p>

	<p>easy to understand to those with a range of disabilities.</p> <p>Mitigation: Engage directly with representatives and organisation who advocate for and help people with disabilities To ensure they work with Customer Advocates to ensure processes, etc are designed to meet their needs. Consideration will be given to testing new access channels with a range of people with disabilities.</p>
<b>Gender reassignment</b>	<p>There are no known negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community. Through our training and the behaviours detailed within our Customer Charter we will promote/educate our staff regarding rights, benefits and general challenges of LGBTQI+ people across the board and to avoid transgender people feeling excluded, such as avoiding salutations that use titles such as Mr/Mrs in our communications or using the terminology him/her.</p>
<b>Marriage and civil partnership</b>	<p>There are no known negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community.</p>
<b>Pregnancy and maternity</b>	<p>There are no known negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community.</p>
<b>Race</b>	<p>There are no known negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community. Through our training and the behaviours detailed within our Customer Charter we will promote/educate our staff regarding rights, benefits and general challenges of differences within race to avoid individuals feeling excluded. We will also ensure that any virtual based technology implemented has the ability to recognise different languages and dialects to ensure customers from all backgrounds receive the same good quality experience.</p>
<b>Religion or belief</b>	<p>There are no known negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community. Through our training and the behaviours detailed within our Customer Charter we will promote/educate our staff regarding rights, benefits and general challenges of differences within religion and beliefs to avoid individuals feeling excluded.</p>
<b>Sex</b>	<p>There are no known negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community.</p>

**Sexual orientation**

There are no known negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community. Through our training and the behaviours detailed within our Customer Charter we will promote/educate our staff regarding rights, benefits and general challenges of differences due to an individual's sexual orientation to avoid feeling of being excluded.

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

**Carers:** There are no known negative impacts on this group, however through our approach to engaging with the wider community/customers/residents we will ensure equal representation is sought into the development and design of our systems and processes to be confident they will meet their needs and are representative of the Lincolnshire community.

**Those living in poverty:** This group is likely to have less ability to use digital due to lack of available technology or infrastructure to support them, such a smartphone or broadband. To mitigate this, we will continue to provide access by phone as well as face to face contact where necessary to provide services.

**Those living in rural areas:** Services, in particular broadband speeds, in rural areas are patchier than in more densely populated, urban areas because they are less financially viable. To mitigate this, we will continue to provide access by phone as well as face to face contact where necessary to provide services.

## Stakeholders

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

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

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

## Objective(s) of the EIA consultation/engagement activity

The Customer Strategy has been developed with significant levels of engagement with both internal staff and external individuals (customers). The feedback received has supported the development of the strategy to ensure it meets the needs of all individuals across the county and recognises and reflects the communities and residents we serve.

A public engagement exercise was carried out to obtain views of respondents on the customer strategy during June/July 2021. A total of 83 responses were received. 78 of the responses were from individuals who categorised themselves as Lincolnshire residents. Others included businesses, councillors and community groups.

15 (18.5%) out of 81 declared responses were from ages 25-44, 32 (39.5%) were aged 45-64 and 34 (42%) were aged over 65.

The highest responses came from South Holland with 26 of responses against the base of 79 responses.

78% of the base responses recorded that they do not have a disability or a long term condition.

The survey requested feedback on customer's thoughts regarding customer service provision based on staff, accessibility and actions relating to the enquiry.

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

<p><b>Age</b></p>	<p>42% of the overall responses to the public engagement were from aged over 65, with 40% at age 45-64 and 19% from age range 25-44. There were no responses for 15 and under and 16 – 24.</p> <p>The highest response to what good customer services means was staff 'Able to resolve issues' at 56%. 'Knowledgeable' staff was next at 38% (65 and over with 16 counts - 20%). The third joint highest counts came in at 14 responses each for 45-64; 'Friendly, but professional' at 14 points (54%) and 'Able to resolve issues' at 31% also for 45-64.</p> <p>For 'accessibility' to services the age most responded too was 65 and over at 42% of the overall response. The lowest was 15 and under and 16 – 24 at no responses each. The highest response was 'Not passed from pillar to post' at 51% of the overall questions for accessibility. 'Choice of how to interact' was next at 36% (65 and over with 21 counts - 47%). 'Fair' and 'Local' were responded to at 2% each; 1 response in each for 45-64, 65 and over.</p> <p>Relating to actions taken - the highest response was 'Find information' at 34% and 'Complain' was next at 28%. The age groups 45-64 and 65 and over had 9 responses each at 82% on the 'Complain' response.</p> <p>When asked if there were concerns about customer service in the future - 65 and over had the highest level of concerns with 25 counts of the total 47 who said 'Yes'. The highest concern was 'Becoming more digitalised' with 38 responses. 45-64 had the highest count for the response at 18, with 65 and over a close second at 17. 65-over was highest in the response 'On hold for longer if fewer staff to help' at 17 with 45-64 at 15.</p>
<p><b>Disability</b></p>	<p>Of the 16 responded who stated they had a disability or long term condition – 10 stated they had a physical disability, 4 a sensory disability and 2 mental ill health.</p> <p>For those without a disability staff being 'Able to resolve issues' was the highest response at 80%. The next highest was 'Knowledgeable' at 38% overall. For those with a disability the highest response was staff 'Able to resolve issues' at 11% and 'Friendly, but professional' at 6%.</p> <p>For accessibility to services; those with no disability 'Not passed from pillar to post' was the highest at 51% followed by 'Choice of how to interact' at 35%. For those with a stated disability the highest response was 'Not passed from pillar to post' at 20% and 'Friendly, but professional' at 19%.</p> <p>Relating to actions taken - those with no disability 'Find information' at 35% was the highest response and the next highest was 'Complain' and 'Get advice' at 57% and 52% respectively. Those with a disability stated to 'Complain' at 30% and 'Find information' at 18%.</p> <p>When asked if there were concerns about customer service in the future – of the 16 who stated they had a disability 11 stated they had concerns (67%). The highest concern was 'Becoming more digitalised' with 11 responses then 'On hold for longer if fewer staff to help' with 9 responses.</p>



<b>Gender reassignment</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Marriage and civil partnership</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Pregnancy and maternity</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Race</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Religion or belief</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Sex</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<b>Sexual orientation</b>	The survey did not request equality information to be disclosed for this area. Any findings from the data potentially relating to this characteristic have been addressed in the negative impacts above.
<p><b>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</b></p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>Yes – engagement has been completed both internally and externally. Internally we have engaged with service areas that would represent or provide services to customers in the above protected areas, and feedback have been received to ensure the strategy reflects the diversity of Lincolnshire customers:</p> <p>Customer Experience - Objective 2: "We will dedicate effort and attention to evaluate how services are delivered, making sure they are aligned around the <b>needs of the customer</b> rather than the needs of individual teams or systems. In our communications we will use clear language to help our customers understand what services they are eligible for and how to <b>access them in the most convenient way</b>"</p>

	Voice of the Customer – Objective 1 "We will make sure our customer advocates are <b>representative of the communities we serve, so that a broad range of views and different access needs are considered</b> ".
<b>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</b>	Governance arrangements will be implemented as part of the action plan for implementation of the strategy priorities and objectives. Existing customer engagement groups which already have a diverse representation will be utilised in addition to recruiting new individuals including those with protected characteristics

**Further Details**

<b>Are you handling personal data?</b>	<p>Yes</p> <p>If yes, please give details.</p> <p> Names and contact information will be sought from customers who will work with advocates and wish to be informed and engaged in our work within LCC and partners on addressing issues identified. Such data will be held already for some customers and new recruits to support the work will be held in line with Information Assurance guidance in place.  </p>
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<b>Actions required</b>	<b>Action</b>	<b>Lead officer</b>	<b>Timescale</b>
Include any actions identified in this analysis for on-going monitoring of impacts.	Any actions identified will be included within the action plan which supports the achievement of the core priorities and objectives within the strategy	Andrew Hancy/Lucy Robertson	On-going as this is a long term strategy to 2024 and beyond

<b>Version</b>	<b>Description</b>	<b>Created/amended by</b>	<b>Date created/amended</b>	<b>Approved by</b>	<b>Date approved</b>
0.1	Issued following development of the draft Customer Strategy.	Andrew Hancy	23 July 2021	Lee Sirdifield	



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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>26 August 2021</b>
Subject:	<b>Performance of the Corporate Support Services Contract</b>

**Summary:**

This report provides an update on Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract between March and July 2021. The last report to the Overview and Scrutiny Management Board (OSMB) was on 17 March 2021.

**Actions Required:**

The Board is asked to:

1. Seek assurance about the performance of the Corporate Support Services Contract.
2. Provide feedback and challenge as required.

## 1. Abbreviations

<b>CSS</b>	Corporate Support Services	<b>F</b>	Finance (Exchequer)
<b>KPI</b>	Key Performance Indicator	<b>ACF</b>	Adult Care Finance
<b>TSL</b>	Target Service Level	<b>CSC</b>	Customer Service Centre
<b>MSL</b>	Minimum Service Level	<b>RAG</b>	Red/ Amber/ Green
<b>IMT</b>	Information Management and Technology		

## 2. Background

This report provides an update on Serco's performance against the contract KPIs between March and July 2021 (months 72 to 76 since the service commencement date 1 April 2015). Included for the first time is the Corporate Support Services Review (CSSR) high-level status report (Table 6 below).

### 3. Performance

Table 1 below provides the summary red/ amber/ green (RAG) status of the Key Performance Indicator (KPI) results since the last report, covering the period from March to July 2021.

Red status indicates that Serco's performance against the KPI has failed to meet the Minimum Service Level (MSL). Amber indicates a failure to meet the Target Service Level (TSL) but has achieved MSL. Green indicates that Serco's performance as measured against the KPI has either met or exceeded the TSL as set out under the Corporate Support Services Contract.

Agreed mitigation is shown as blue status. The Board is asked to note that following general suspension of service credits in the early stages of the crisis last year, which ended on 30 June (30 November for CSC), some specific instances of Covid-related mitigation have continued during this reporting period. These are outlined in table 4.2 below. This has allowed Serco to continue to deploy their resources in the most effective way to support the Council in its continuing response to Covid-19.

**Table 1: Overall KPI Summary Performance**

(All Services) Contract Performance	Number of KPIs					
	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21
<b>TSL achieved</b>	<b>35</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>32</b>	<b>36</b>
<b>MSL achieved</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Below MSL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>
<b>Mitigation</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>
<b>TOTAL</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

### 4. Exceptions

Table 2 sets out the KPIs which failed to meet the MSL (red status) during the review period together with commentary.

**Table 2: KPIs which failed to meet MSL, Mar – Jul 21:**

KPI Ref No	Short Description	MSL	Actual	Comment, impact, resolution
<b>CSC_KPI_04</b> (May)	% of total Calls that are Abandoned Calls	10.00%	12.32%	A significant proportion of the cause was beyond Serco's control (see section 9 below). Resource was managed to minimise impact on vulnerable service areas. Returned to green in July.

Table 3 sets out the KPIs which failed to meet the TSL (amber status) during the review period together with commentary.

**Table 3: KPIs which failed to meet TSL, Mar – Jul 21:**

KPI Ref No	Short Description	TSL	Actual	Comment, impact, resolution
<b>CSC_KPI_04</b> (Apr)	% of total Calls that are Abandoned Calls	7.00%	7.02%	A very minor miss of the target caused by pressures beyond Serco's control (see section 9 below). Returned to green in July.
<b>CSC_KPI_05</b> (May)	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month.*	95.00%	92.81%	A significant proportion of the cause was beyond Serco's control (see section 9 below). Resource was managed to minimise impact on vulnerable service areas. Returned to green in July.

*\*these PIs are concerned with the speed at which email messages are responded to.*

Tables 4.1 and 4.2 show the background and rationale for the Council granting mitigation where a dependency outside Serco's control (e.g. implementation of Mosaic) prevents agreed targets from being fully met. Granting mitigation relieves Serco from the application of Service Credits (deductions). Table 4.2 specifically identifies mitigation directly associated with Covid-19.

**Table 4.1: Details of KPI Mitigation, Mar – Jul 21:**

KPI Ref No (period in mitigation)	Short Description	Reason for granting Mitigation	Impact	Path to Green
<b>ACF_KPI_03</b> (Mar-Apr, Jul)  <b>ACF_KPI_04</b> (Mar-Jul)	% of new, and change of circumstance, financial assessments for non-res and res care completed within 15 Business Days of referral from the Council.	In mitigation automatically as a result of how the contract works since December 2016 as a result of Mosaic implementation which is yet to extend to financial payments as committed to by the Council in 2015. This means Serco still have to use two systems - Mosaic and Abacus, which hinders their ability to meet a very optimistic 15-day target. LCC and Serco have worked to optimise the service by streamlining the supporting evidence required.	The end-user experience has improved as a result of the optimisation/ streamlining work.	The intention is to replace these KPIs with two new KPIs 11 and 12 respectively, and these have already been agreed between the Council and Serco.  Go-live is currently anticipated to be 1 April 2022 due to diversion of resource at the Council's direction to resolve issues raised by a recent Abacus upgrade.
<b>CSC_KPI_04</b> (Jun)	% of total Calls that are Abandoned Calls	A significant proportion of the cause was beyond Serco's control (see section 9 below) and mitigation was granted on this basis.	Abandoned rates increased in all areas, but no crisis incidents arose.	LCC and Serco have worked together to accommodate the new Registrar system and continuation of Impower changes in Adult Care BAU delivery designed to promote independence.
<b>CSC_KPI_05</b> (Jun)	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month.	As CSC_KPI_04	As CSC_KPI_04	As CSC_KPI_04
<b>CSC_KPI_10</b> (Jun)	% of LRSP Calls that are Abandoned Calls	As CSC_KPI_04	As CSC_KPI_04	As CSC_KPI_04

KPI Ref No (period in mitigation)	Short Description	Reason for granting Mitigation	Impact	Path to Green
CSC_KPI_12 (Mar-Jul)	% of callers the CSC attempt to contact to discuss Access Channel Preferences.	This is a new KPI. Systems not ready yet – still requires: 1. Upgrade to Verint EMPro. 2. Avaya upgrade to v8, followed by; 3. Enterprise Feedback Management system.	n/a.  (The abatement points for this KPI are being temporarily redistributed to the other CSC KPIs)	Systems readiness. Expected date of readiness is 1 January 2022. The Council is responsible for the Avaya upgrade and in this regard is reliant on Vodafone which needs to be completed before the KPI can be measured.

**Table 4.2: Details of KPI Mitigation specifically as a result of Covid-19, Mar – Jul 21:**

KPI Ref No (period in mitigation)	Short Description	Reason for granting Mitigation	Impact	Path to Green
IMT_KPI_14 (Mar-Jul)	% Windows end user devices patched within 21 days of release of critical operating system updates	Patching depends on end users connecting to the system regularly. Following roll-out of remote working together with unpredictable office use, the level of take-up is currently beyond Serco's control.	The main impact has been delays as opposed to failure to patch. Security levels remain high.	Since the last report this measure has remained <b>amber</b> . The average achievement rate for March to July was 91.25% compared to October-February which was 91.79%. The TSL is 95% and the MSL is 90%. The imminent roll-out of Office 365 will restore Serco's control of patching and allow this measure to come out of mitigation.

## 5. KPI Changes

There are currently 40 Key Performance Indicators in total for the Serco support services contract, and at any one time some may be in a process of review. The outcome of a review may effect no change, a re-draft of the KPI or its machinery, or a closure and replacement with a completely new KPI. The purpose of these changes is to respond to external factors and to changing Council priorities so that measures continue to be relevant to the overall management of the contract.

Table 5 summarises the changes which have been made to KPIs since the last report.

**Table 5: Details of KPI changes, Mar – Jul 21:**

KPI	KPI Description	Previous			Revised			Change Date	Description of Change	Reason for Change	Current Status
		pts	TSL	MSL	pts	TSL	MSL				
ACF_KPI_10	% of the total Adult Care Service Users who have an up to date and accurate financial assessment in place.	20	95.00	90.00	n/a	n/a	n/a	30/06/2021	Decommissioned on 30/06/21.	This KPI was established to ensure accuracy and control backlogs. It has not been measurable since contract start and is now no longer considered a key indicator in the absence of any notable consequences of inability to measure.	Discontinued.  The abatement points for this KPI have been redistributed to the other ACF KPIs ref. CCN103.
CSC_KPI_09	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days	30	98.00	95.00				31/05/2021	This KPI was decommissioned on 31/05/21 and replaced with new KPI 11.	KPI 09 was no longer acting as a meaningful measure as the target regularly scored 100%. It has been replaced by a set of measures comprising three new PIs (11-13) combined. The revised targets are based on a trial run and will be reviewed following a period of operation.	Operational.  The results for June and July have been green.
CSC_KPI_11	Portion of Light Touch Reviews, Annual Reviews, and Carer's Assessments started within agreed timescales				30	70.00	50.00	01/06/2021	A revised KPI, replacing KPI 09.  Ref. CCN102.		



KPI	KPI Description	Previous			Revised			Change Date	Description of Change	Reason for Change	Current Status
		pts	TSL	MSL	pts	TSL	MSL				
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	40	95.00	85.00				30/06/2021	This KPI has been replaced with two new KPIs 18 and 19.		
IMT_KPI_18	% of P3 & P4 incidents notified to the Service Desk achieving the Incident resolution target as detailed in the Specified Services Description or the Service Catalogue.				20	each 85.00 to 93.00	each 75.00 to 83.00	both 01/07/2021	Revised KPIs replacing KPI 09.  Ref. CCN100.	P3 and P4 incidents were previously not included in the overall IMT KPI measures. At busy times this could lead to service request fulfilment (for which there was a KPI) being prioritised over P3 and P4 incident resolution (where there was not).  This change aims to rebalance this.	Operational.  Results for July are green.
IMT_KPI_19	% of Service Requests notified to the Service Desk achieving Service Request Fulfilment within the time detailed in the Specified Services Description or the Service Catalogue.				20	*four month glide plus ratchet	*four month glide plus ratchet				

## 6. Corporate Support Services Review Project

**Table 6: Position Update:**

### Corporate Support Services Project Overview

Workstream	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22 to end Mar-24	Current Status	
IMT		Investigation		Options Appraisal & Future Model Design		Engagement, Scrutiny & Decision Making												Transition	On plan
CSC			Investigation		Options Appraisal & Future Model Design		Engagement, Scrutiny & Decision Making											Transition	On plan
HR Admin			Investigation		Options Appraisal & Future Model Design		Engagement, Scrutiny & Decision Making											Transition	On plan
HR Payroll			Investigation		Options Appraisal & Future Model Design		Engagement, Scrutiny & Decision Making											Transition	On plan
Exchequer			Investigation		Options Appraisal & Future Model Design		Engagement, Scrutiny & Decision Making											Transition	On plan
AC Finance			Investigation		Options Appraisal & Future Model Design		Engagement, Scrutiny & Decision Making											Transition	On plan

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#### High Level Summary - Position as at 31/07/21

IMT	Having agreed the principles of a multi source IMT model with lead officers and members, we are currently undertaking more detailed market engagement to explore this with suppliers and further develop a preferred model. This will be completed by the end of September and will be used to inform the options appraisal stage for this workstream.
CSC	Whilst we are not yet due to start the investigation work for non IMT services, we have begun to gather information about the Customer Service Centre (CSC) and HR and finance services within the current Serco contract in order to consider our key future requirements and begin to explore how these may be met. This work will gather pace in September, as planned, to ensure the scope is clearly defined, the detailed 'as is' mapping can be undertaken and the 'to be' requirements can be clearly articulated during the autumn of 2021.
HR Admin	
HR Payroll	
Exchequer	
AC Finance	

## 7. Green Trend Analysis

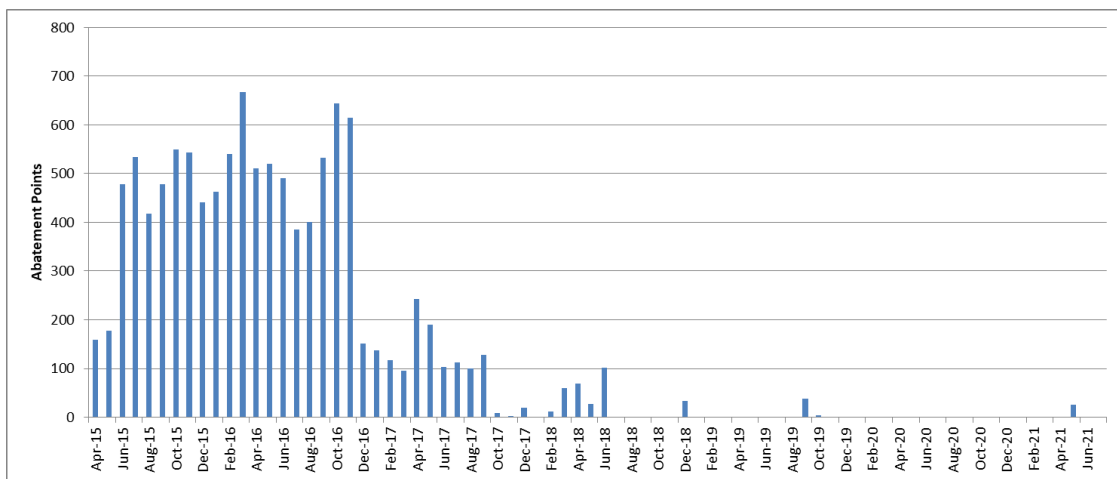
This section aims to note any significant changing trends in those KPIs which have met the TSL, but may be showing signs of significant performance change - deterioration or improvement. This green KPI trend data has been tracked from April 2018 to July 2021. It is important to note that the purpose of this analysis is to detect long-term changes in 'normal' delivery, ie when the results are green. Instances where a particular KPI scores red or amber are treated as exceptions and not counted in this analysis. The results are therefore not an indicator of overall performance, but an examination of underlying background trends.

For the period ending July 2021, 79% of the green KPIs are currently stable or improving. This is a slight reduction compared to March 2021 when the result was 81%, however still an overall long-term improvement compared to the first analysis in November 2019, when 68% of the green KPIs were stable or improving.

## 8. Abatement Points

Table 7 shows the total number of abatement points the Serco CSS Contract has attracted in each month since contract start. A total of 902 points is currently distributed amongst the KPIs. The maximum service credits payable by each service area is capped at 10% of the financial volume for that month. As previously indicated, for some of this reporting period service credits were suspended because of Covid-19.

**Table 7: Total monthly abatement points from contract start to July 2021:**



## 9. Conclusion

### **KPI Performance Summary March to July 2021:**

This period showed a strong 'green' performance, with the notable exception of the pressures placed on the Customer Service Centre. Serco has responded to demands made on them by LCC, each time doing what they can to mitigate situations that could adversely affect services.

During the pandemic, CSC scheduling has been and continues to be more difficult because the 'normal' patterns of demand have been disrupted, and are less readily predicted.

The pandemic has increased overall call handling time, which has continued to create further pressure.

On 17 June the Avaya Contact Centre suffered an outage and was not fully restored until 22 June. Serco deployed mobile phones. However without the underpinning Avaya system a full service cannot be provided. As a result:

- system restoration saw a large increase in 'catch-up' and call back contacts in the period after the outage which had a significant effect on the abandoned call rates.
- customer emails were not answerable during the outage which led to a backlog taking up resource when the system was restored.

The backlogs drew on resource to recover, and thereby in turn created further resourcing issues re current workload extending the recovery period.

During this reporting period, the Council has also implemented a new system – NEO e-ceremony in the Registrar's service, and has carried out additional activity at the request of Adult Social Care to support individual service users to maximise their independence. Both of these have required additional capacity which Serco has had to respond to whilst maintaining business as usual (BAU) services.

These issues and pressures were substantially the cause of CSC KPI failures outlined in tables 2 and 3 above.

All failed KPIs have returned to green in July.

### **Serco Highlights for the review period March to July 2021:**

Kevin Hales, Serco Operations Director, will provide an additional verbal update at the meeting.

## **10. Consultation**

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

Not Applicable

## **11. 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 Arnd Hobohm who can be contacted on 01522 552563. Alternatively, via email at [arnd.hobohm@lincolnshire.gov.uk](mailto:arnd.hobohm@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>26 August 2021</b>
Subject:	<b>Overview and Scrutiny Annual Report 2020-21</b>

**Summary:**

This report enables the Overview and Scrutiny Management Board to consider the draft Overview and Scrutiny Annual Report for 2020-21.

The annual report is considered in draft form by the Overview and Scrutiny Management Board before a final version is put before the County Council for approval.

**Actions Required:**

The Overview and Scrutiny Management Board is invited to:

1. consider and comment on the draft Overview and Scrutiny Annual Report for 2020-21.
2. agree the submission of the Overview and Scrutiny Annual Report 2020-21, with or without amendment, to the next meeting of the County Council on 17 September 2021 for final approval.

**1. Background**

Each year a report is prepared outlining the work of the Overview and Scrutiny function over the last year. This year the report focuses on the key successes of Overview and Scrutiny for 2020-21.

The annual report is considered in draft form by the Overview and Scrutiny Management Board before a final version is put before the annual meeting of the County Council for approval. In years when elections are held, the annual report is considered at the first appropriate meeting after the annual meeting.

## 2. Conclusion

The Overview and Scrutiny Annual Report for 2020-21 provides an opportunity to consider the work of the Overview and Scrutiny function over the past year. The Board is invited to agree the submission of the Overview and Scrutiny Annual Report 2020-21, with or without amendment, to the next meeting of the County Council on 17 September 2021 for final approval.

## 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 Annual Report 2020-21

## 5. Background Papers

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

This report was written by 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 Annual Report 2020-21



## FOREWORD

I am delighted to present the Overview and Scrutiny Annual Report for 2020-21. The report contains a look at the key activities and successes for Overview and Scrutiny over the past year. The key aims of scrutiny work in the council are to:-

- Provide healthy and constructive challenge
- Give voice to public concerns
- Support improvement in services
- Provide an independent review

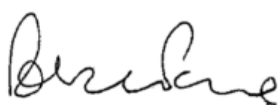
The 2020/21 year was severely affected by the Covid-19 pandemic, resulting in a number of scrutiny committee meetings being cancelled at the start of the council year. On 4 April 2020, the government published regulations to enable remote council meetings. Following a swift rollout of Microsoft Teams by IMT, and training of councillors on the functionality of Teams and procedures for virtual meetings by Democratic Services, the scrutiny committees were soon able to start holding virtual meetings to ensure the continuation of the democratic process during the pandemic.

Despite the impact of the pandemic, 67 scrutiny committee meetings were held, and 65% of all formal decisions were considered by a scrutiny committee in 2020/21 prior to them being made. Key achievements where overview and scrutiny has made a difference include:-

- supporting the development of the Fifth Local Transport Plan;
- recommending changes to the draft Infrastructure Funding Statement which were accepted;
- advising on the Green Master Plan adopted by the County Council in February 2021;
- providing a steer on the direction of the Corporate Support Services Review; and
- recommending a 'One Council' centralised system be developed to request, record and monitor Developer Contributions across the council.

Looking forward, a new cohort of councillors elected to the council in May 2021 are already getting to grips with Overview and Scrutiny, having completed a busy induction programme, and their work will be the subject of next year's Overview and Scrutiny Annual Report. With the easing of Covid-19 restrictions, we are getting back to holding face to face meetings in County Offices again.

Should you want to know more about our overview and scrutiny work then please feel free to get in touch using the contact details at the end of the report.

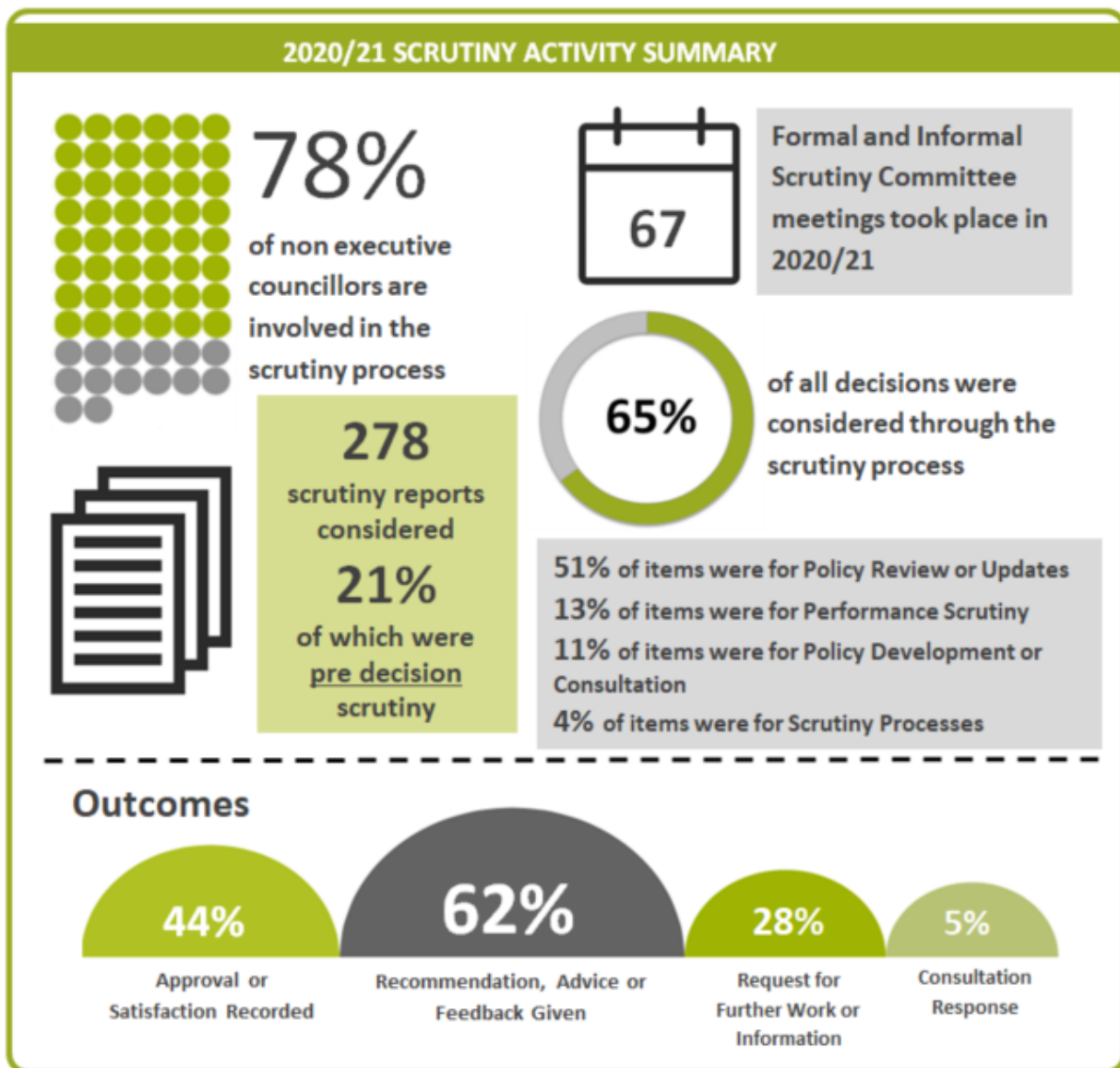


**Councillor Robert Parker**  
**Chairman, Overview and Scrutiny Management Board**

## INTRODUCTION TO OVERVIEW AND SCRUTINY

Overview and scrutiny is the process whereby non-executive councillors of the council examine the authority's functions and services, plus those of partner organisations. 2020 marked the 20<sup>th</sup> anniversary of the legislative changes that led to the establishment of the overview and scrutiny function in English and Welsh councils, a function of local authorities in which all non-Executive councillors are eligible to participate in. Joining them to scrutinise particular issues are parent governors, church representatives, councillors from the district councils and representatives from other local organisations.

Lincolnshire County Council has eight overview and scrutiny committees that consider new policies and strategies, existing policies to see how well they are working and performance information to check that the council is meeting the standards that have been set.



## KEY OUTCOMES AND ACHIEVEMENTS

### EAST COAST INUNDATION PLAN

#### *Public Protection and Communities Scrutiny Committee*

*"The Committee was reassured by the work being undertaken by Lincolnshire Fire and Rescue to respond to any inundation event on the East coast." – January 2021*

At its meeting in October 2020, the Executive requested that the **Public Protection and Communities Scrutiny Committee** consider the impact of a coastal inundation on Lincolnshire Fire and Rescue (LFR) Service's resources, particularly in the light of the decision by East Lindsey District Council (ELDC) to extend the caravan season into the winter/flood season.

The East Coast Inundation Plan had been developed and updated over a number of years, but had been written on the planning assumption that East coast caravan sites were closed during winter months. Following ELDC's decision to extend the caravan season into the winter/flood season from next winter season, the Committee acknowledged that further work would be required to gain a full understanding of the impacts that winter occupancy of caravan sites would have on the existing planning assumption, and that additional processes and resource requirements may need to be put in place before assurance could be given that the additional risk was accounted for.

Lincolnshire's Local Resilience Forum and partners participated in a virtual tabletop exercise of the East Coast Inundation Plan which took place on 10 February 2021 and was facilitated by the Emergency Planning Team to test LFR's response to an East coast flooding event alongside the concurrent pandemic incident, and by doing so complete the annual exercise of the East Coast Inundation Plan.



## NHS RESPONSE TO COVID-19 PANDEMIC

### *Health Scrutiny Committee for Lincolnshire*

*"That the Committee's gratitude be recorded to all NHS staff, key workers and volunteers in Lincolnshire on their response to Covid-19, and for the Committee's condolences to be extended to the families who have lost loved ones." - June 2020*

The **Health Scrutiny Committee for Lincolnshire** has focused on the impact of the Covid-19 pandemic on the local NHS. The first challenge was the NHS's response to the pandemic, which peaked with over 250 Covid-19 in-patients in Lincolnshire's hospitals in early December 2020, representing over 30% of the available beds. The second strand was the restoration of other services such as treating cancer and other urgent procedures.

There were a number of temporary changes to services locally, for example, Grantham Hospital was designated a 'green site' allowing patients to receive cancer and other treatments in a safe environment, free of Covid-19. Other temporary changes included some urgent treatment centres closing overnight. Plans for the restoration of services have included reinstating service at Grantham Hospital, and the re-opening of urgent treatment centres overnight in Louth and Skegness, with new urgent treatment centres established in Gainsborough and Spalding. The Committee will be continuing to review the impact of the pandemic on the NHS in the coming year, focusing on specific services such as cancer treatment.



## DRAFT INFRASTRUCTURE FUNDING STATEMENT

### *Overview and Scrutiny Management Board*

***"The Overview and Scrutiny Management Board unanimously agreed to support the recommendation to the Leader, subject to the draft Statement being amended to include more detail and made clearer so that it was appropriate for the public domain." – December 2020***

Under Regulation 121A of the Community Infrastructure Levy Regulations 2010, the council must publish an annual infrastructure funding statement before 31 December each year detailing: a statement of the infrastructure projects or types of infrastructure which the council intend to fund using the Community Infrastructure Levy; a report setting out specific information about the 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.

The draft Infrastructure Funding Statement was considered by the **Overview and Scrutiny Management Board** in December 2020, prior to a decision by the Leader of the Council to approve it for publication as Lincolnshire County Council's Infrastructure Funding Statement for 2019/20.

For a public facing document, the Board identified that the draft Infrastructure Funding Statement did not contain enough detail about how the Section 106 obligations totalling £11,854,236 would be spent; and that it should highlight the benefits of developer contributions to the community and public and what the council was trying to achieve with them. The Board suggested that 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 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 draft Infrastructure Funding Statement was reviewed and amended taking into account the comments from the Board, before the decision was taken by the Leader of the Council. In addition, a public statement was included on the council's website to explain what the Infrastructure Funding Statement was to the public.

## IMPACT OF COVID-19 PANDEMIC ON CHILDREN AND YOUNG PEOPLE'S EDUCATION

### *Children and Young People Scrutiny Committee*

*"The Children and Young People Scrutiny Committee extends its thanks to all teams within the council, who had worked hard through unprecedented times to ensure that children and young people in Lincolnshire were able to return to school." – October 2020*

The Covid-19 pandemic has had a huge impact on schools and education in Lincolnshire which the **Children and Young People Scrutiny Committee** has been monitoring over the past year.

In September 2020, the vast majority of Lincolnshire schools reopened with 91.5% of pupils on average in attendance. To facilitate pupils being able to return to school, the council ensured that school transport was in place ahead of the new term, and also put in place additional transport provision to enable as many children and young people as possible to avoid having to use the public transport network. However, there was a new cohort of parents who made the choice to home educate to keep their children safe as a result of the pandemic, with 357 notifications received by the Elective Home Education team by early October. This was approximately 160 more referrals for the period March to October 2020 when compared to the previous year.

Ofsted carried out interim visits to schools between September and December 2020 to support schools in welcoming all pupils back and to form a national view of the response by schools to the pandemic. The Committee was pleased to hear that following the interim visits, Ofsted reported that Lincolnshire schools were generally in a better place than schools nationally regarding the establishment of remote learning. Since March 2020, the vast majority of Lincolnshire schools had offered elements of remote curriculum delivery, either on line or through the provision of paper based resources. Over 4500 laptops and tablets have already been distributed by the government to local authority maintained schools in Lincolnshire, in addition to the thousands of devices which have also been distributed to Lincolnshire academies, to enable vulnerable and disadvantaged children and young people to access remote learning when they could not attend school due to Covid-19.

The Committee was pleased to see schools re-opening again on 8 March 2021, but recognised that it could take a number of years for the educational sector to recover from the pandemic. The first review of the national impact of the pandemic on education was published in June 2021, and the government has announced that it will keep reviewing the impact in the future. The Committee will continue to closely monitor the impact of the pandemic on children and young people's education.

## GREEN MASTER PLAN

### *Environment and Economy Scrutiny Committee*

***"That the recommendation to the Executive to adopt the Green Master Plan be supported and the comments from the Committee be passed onto the Executive for consideration." – January 2021***

The county council has committed to net carbon neutrality by 2050, which is reflected in the Corporate Plan. To support this, a Green Master Plan has been developed with a focus on clean energy, transport, nature and innovative technologies. The plan also emphasises offshore wind power, using hydrogen for heating, the promotion of electric vehicles, decarbonised public transport, carbon-capture technologies, protecting and restoring the natural environment, and introducing targets such as 600,000 domestic heat pumps installed by 2028.

The **Environment and Economy Scrutiny Committee** recorded its unanimous support for the Green Master Plan and congratulated the Sustainability Team on its development. The Committee highlighted alternative fuels, such as bioethanol, to maintain the delivery range of heavy goods vehicles. As with all alternatives, the challenge would be refuelling, and new technologies were expected for this purpose.

The Committee also referred to 'plastic-free communities', where individuals were working with communities and businesses to encourage them to reduce plastic waste. Following a recommendation from the Executive, the Green Master Plan was adopted by the County Council in February 2021.



*The Wolds farmland*



## DECEMBER SURFACE WATER FLOODING AND IMPROVEMENTS TO LOCAL INCIDENCE RESPONSE

### *Flood and Water Management Scrutiny Committee*

*"That the recommendations to address the lessons learned from the events be supported." - February 2021*

The **Flood and Water Management Scrutiny Committee** has a role to show local leadership to understand the risks of flooding in Lincolnshire and the work being undertaken to mitigate the risks and impacts of flooding across the County.

Over the course of the 23 and 24 December 2020, heavy rainfall led to a number of flooding incidents in the south of Lincolnshire, which mainly affected South Kesteven and South Holland. Whilst the event had not been large enough to trigger a standard multi-agency response, it did trigger a local response. However, the forecast had indicated a much lower likelihood of significant impact than what was actually experienced. This event highlighted a need to review how those events which went beyond the forecast were prepared for.

The Committee challenged the way that the flooding incident had been handled and was pleased to hear that stronger arrangements, to prepare in advance for these kinds of events, had now been put in place. Members of the Committee recognised that there was a need to help and inform residents with what they can do to protect themselves, and that it was important that organisations work together and adopt a precautionary principle as an approach.

## FIFTH LOCAL TRANSPORT PLAN

### *Highways and Transport Scrutiny Committee*

*"The Committee supported:*

- *the balance of proposed themes in the Local Transport Plan and their link to other local plans;*
- *improved connectivity between and within communities for public transport, cycling and walking; and*
- *the need to improve rail infrastructure, both to encourage the transfer of freight from road to rail, and to address the effects of Covid-19." – December 2020*

Work has begun developing a new Local Transport Plan for Lincolnshire, as the current ten year plan expires in 2023. The new plan will be used as a reference document to support bids to the government for funding to support transport initiatives. In its policy development role, the **Highways and Transport Scrutiny Committee** considered possible themes for the plan in December 2020 and March 2021, and has provided the above advice. The Committee has also highlighted the need for more collaboration between Highways England and the county council on developing highway schemes. Other partners and stakeholders were also involved in the plan's development.

As the plan forms part of the council's policy framework, the Committee will be providing further advice on the draft plan, which will continue to be developed during 2021. The final plan will be adopted by the county council.

A white rectangular sign with a green border and a green base, mounted on two black posts. The sign features the Lincolnshire County Council logo, which includes the word "Lincolnshire" in a large, bold, black font, "COUNTY COUNCIL" in a smaller, black, all-caps font below it, and a stylized green flower icon to the right. Below the logo, the slogan "Working for a better future" is written in a green, cursive font.

**Lincolnshire**  
COUNTY COUNCIL  
*Working for a better future*

## **MENTAL HEALTH UNIVERSAL OFFER AND COMMUNITY BASED MODEL**

### ***Adults and Community Wellbeing Scrutiny Committee***

***"That the Mental Health Universal Offer and Community Based Model be endorsed."***

***- January 2021***

Lincolnshire has received national funding to transform mental health services and has tested new models of care for people of all ages with moderate to severe, long term mental health problems, in four accelerator sites: Boston, Gainsborough, Grantham and Lincoln South. The funding has helped to develop new dedicated support for people with a personality disorder; and provided support for those returning to the community from mental health rehabilitation services. It has also integrated dedicated mental health workers in primary care networks and neighbourhood teams, not as a separate service or team, but as a constituent part of the existing teams, which already included GPs, social care, emergency services, substance misuse workers and third sector providers. Based on progress at accelerator sites, it is anticipated that by 2023/24 there will be countywide integrated mental health teams, rehabilitation teams and a personality disorder service.

The **Adults and Community Wellbeing Scrutiny Committee** congratulated all those involved in developing this initiative, as an excellent example of partnership working between the council and the NHS, and looked forward to these innovative service models being extended across Lincolnshire in the coming years. The Committee also welcomed the digital offer for mental health, which had received excellent feedback from users.

## **CORPORATE SUPPORT SERVICES REVIEW**

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

***"The Overview and Scrutiny Management Board provided feedback on the emerging draft IMT model to be taken into consideration by officers as the work progressed." – March 2021***

The Corporate Support Services Review Project was 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, which had been in place since April 2014 and would reach its natural conclusion in March 2024.

Regular updates have been brought to the **Overview and Scrutiny Management Board** to report progress and seek the views of members on the way forward. The Board supported the scope of services included within the Corporate Support Services Review Project being limited to those services currently delivered by Serco and acknowledged that the single Business Process Outsourcing type provider was coming to an end and would likely be replaced by a number of specialist providers for future services.

Regarding the principles and rationale of the draft IMT model under development, the Board recognised the need to shape requirements to what the market offered. Off the shelf solutions would be introduced where appropriate, but where customised solutions would be considered, the Board requested to be informed of the risks and consequences, as customised solutions would be more expensive and likely to be riskier than off the shelf solutions. As IMT is a major part of the Serco contract, the Board recommended that change and exit should be phased to maintain stable service delivery. The Board will continue to monitor and provide feedback on this project as it progresses.

County Offices, Lincoln

## OTHER SUCCESSES

### COUNCILLOR CALL FOR ACTION – HIGHWAY OBSTRUCTION: WEST STREET, BARKSTON

Councillors have an opportunity to raise a matter of local concern using the 'Councillor Call for Action' procedure. This is rare, as it can only be used as a last resort and when all other possible means of resolution have been tried. After initial advice from the Overview and Scrutiny Management Board, the **Highways and Transport Scrutiny Committee** considered a 'Councillor Call for Action' on highway obstruction in West Street, Barkston, near Grantham, which had been submitted by the local county councillor. After considering several options such as physical or legal parking restrictions, road widening, or the provision of parking areas, the Committee agreed to request further information and later recommended two proposals, the introduction of a H bar and increased signage, to the Executive Councillor for Highways, Transport and IT to resolve the matter.

### PATHWAY PLANS FOR CARE LEAVERS

#### *Corporate Parenting Panel*

***"That the Pathway Plan, the process and associated documentation be endorsed." – September 2020***

A review of the individual experiences of young people with Special Educational Needs and Disabilities (SEND) transitioning into Adult Services was undertaken by the Transitions Scrutiny Panel in 2019. One of the recommendations from the Scrutiny Panel was the need to review the Pathway Plans for Care Leavers so that the structure of the document would be more useful in meeting the needs of young people, truly capturing their voice, tracking their progress and planning for their future.

The **Corporate Parenting Panel** was pleased to see that the revised Pathway Plan for Care Leavers had now been separated into two parts, the first of which was about the young person, their voice and their wishes; and the second part was to capture an on-going assessment and analysis of needs. The revised Pathway Plan and assessment documentation were being audited, and the Panel was pleased to hear that the initial findings had been positive. Feedback from staff and young people was that the new document was more flexible and easier to complete. Fewer young people were resistant to engage in the process of Pathway Planning, and staff believed that the document provided a better framework for discussions to help capture peoples wishes, feelings and actions.

The Panel agreed that the work undertaken on the revised Pathway Plan was an example of where the scrutiny function had been important and made a difference.

## WORKING GROUPS

Committees can establish working groups to work in a less formal way either working independently or in collaboration with council officers. These working groups have responded to national consultations, reviewed existing policies and looked to develop new policies in conjunction with officers.

### SUPPORT TO FARMERS

#### *Environment and Economy Scrutiny Committee*

In February 2021 the Environment and Economy Scrutiny Committee identified the local agricultural sector and support to Lincolnshire farmers as a potential topic for a scrutiny review, especially in the light of the uncertainty surrounding the outcome and content of the proposed Agricultural Bill currently going through Parliament.



The Committee established a working group to identify some key lines of enquiry for a potential scrutiny review. The working group met in March 2021 and agreed that a potential scrutiny review should examine:

- the impact of the introduction of the Agriculture Act 2020 on Lincolnshire farmers;
- ways of developing support to meet the unmet needs of the agricultural sector in Lincolnshire, including mental health and any hardships arising from the Covid-19 pandemic and the EU Transition;
- what skills and training provision is required for agricultural businesses; and
- ways of supporting and encouraging farms 'Going Green' in line with the Lincolnshire Green Master Plan.

These key lines of enquiry were developed into a proposed terms of reference for consideration by the Overview and Scrutiny Management Board.

## SCRUTINY REVIEW PANELS

The council has two scrutiny panels to undertake reviews that focus on a particular issue and consider it in greater detail than is possible at Committee. These reviews will typically last around six months and will include a mixture of interviews with relevant council officers, research of best practice elsewhere, meetings with service users and community groups, and consultation with wider parts of the community. These reviews culminate in a final report with recommendations which are then presented to a meeting of the council's Executive.

### REVIEW OF OVERVIEW AND SCRUTINY

A review of overview and scrutiny was completed in May 2020 by **Scrutiny Panel B**, which made eight recommendations. Four of these recommendations were endorsed by the Executive, as they fell under its remit. These included the involvement of external organisations, including large contractors, at committees; and recording satisfaction with the level of support for the overview and scrutiny function from the council's officers.

In June 2020, the County Council approved a revised *executive – scrutiny protocol* which further aligned the protocol to the statutory guidance, and also emphasised the need for early involvement of overview and scrutiny committees, and other good practice. Where there were deviations from the guidance, they were also approved by the County Council.

## DEVELOPER CONTRIBUTIONS SCRUTINY REVIEW

Developer Contributions help to ensure that the impacts of development are appropriately mitigated and that the right infrastructure is in place to ensure that the needs of current and future communities are met.

In September 2020, the Executive Councillor for Economy and Place, with the backing of Group Leaders, asked **Scrutiny Panel A** to carry out an urgent short review of Developer Contributions to see how the county council could maximise the benefits for local communities from such contributions.

The Scrutiny Panel 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 be even more crucial if the proposals for Developer Contributions in the 'Planning for the future' White Paper were introduced, which could see local authorities receiving much lower levels of funding in future.

The Scrutiny Panel identified that there was a need for councillor training on Developer Contributions and more engagement by councillors in the planning process; a 'One Council' centralised system needs to be developed to 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 review also identified the importance of Lincolnshire County Council setting a clear vision for the future of the county and of communicating that view to the government, local planning authorities, developers, and the public.

**The Executive Councillor for Commercial and Environmental Management and the Executive Councillor for Economy and Place accepted the six recommendations contained in the final report from Scrutiny Panel A which aim to address the issues identified.**



## CONTACT US

If you have any questions regarding the overview and scrutiny process, or any of the work we have undertaken then please get in touch with one of the officers listed below.

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- Health Scrutiny Committee for Lincolnshire

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- Flood and Water Management Scrutiny Committee
- Highways and Transport Scrutiny Committee
- Public Protection and Communities Scrutiny Committee
- Corporate Parenting Panel

Or write to us at The Scrutiny Team, Lincolnshire County Council, Room 5, County Offices, Lincoln, LN1 1YL

Email: [Scrutiny@lincolnshire.gov.uk](mailto:Scrutiny@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>26 August 2021</b>
Subject:	<b>Overview and Scrutiny Management Board Work Programme</b>

**Summary:**

This item informs the Board of its current work programme for 2021/22.

**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 2021/22, 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 as defined in section 100D of the Local Government Act 1972 were relied upon in the writing of this report.

This report was written by Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted 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>26 August 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Revenue Budget Monitoring Report 2021/22 – Quarter 1 to 30 June 2021	Michelle Grady, Assistant Director - Finance	Pre Decision Scrutiny (Executive decision on 7 September 2021)
Capital Budget Monitoring Report 2021/22 – Quarter 1 to 30 June 2021	Michelle Grady, Assistant Director - Finance	Pre Decision Scrutiny (Executive decision on 7 September 2021)
Re-procurement of the Occupational Health Contract	Vicki Sharpe, Human Resources Services Manager Lauren Washington, Commercial and Procurement Officer	Pre Decision Scrutiny (Executive Councillor decision between 6 – 10 September 2021)
Customer Strategy	Andrew Hancy, Head of Business Support	Pre Decision Scrutiny (Leader decision on 7 September 2021)
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director - Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review
Overview and Scrutiny Annual Report 2020-21	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny

<b>30 September 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Developer Contributions Scrutiny Review – First Monitoring Update of Action Plan	Justin Brown, Assistant Director – Growth  Warren Peppard, Head of Development Management	Scrutiny Review Activity
Update on IMT Services <ul style="list-style-type: none"> <li>• Project Portfolio</li> </ul>	Donna Fryer, Head of Portfolio and Resources	Performance Scrutiny
Treasury Management Performance 2021/22 - Quarter 1 to 30 June 2021	Karen Tonge, Treasury Manager	Performance Scrutiny
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review
Proposals for Scrutiny Reviews	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Scrutiny Review Activity
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Adults and Community Wellbeing Scrutiny Committee</li> <li>• Health Scrutiny Committee</li> </ul>	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee  Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

<b>28 October 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Transformation Programme Update	Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance  Clare Rowley, Head of Transformation	Performance Scrutiny
HR Management Information and Workforce Plan Update Report	Lucy Shevill, Strategic HR Business Partner  Fiona Thompson, Head of Human Resources	Performance Scrutiny
Health and Safety Annual Report 2020/21	Fraser Shooter, Health and Safety Team Leader	Performance Scrutiny
Establishment of the Legal Services Company – Review Report	David Coleman, Chief Legal Officer	Performance Scrutiny
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Children and Young People Scrutiny Committee</li> <li>• Public Protection and Communities Scrutiny Committee</li> </ul>	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee  Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

<b>25 November 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Performance Reporting against the Corporate Plan Performance Framework 2021/22 – Quarters 1 and 2	Caroline Jackson, Head of Corporate Performance Jasmine Sodhi, Performance and Equalities Manager	Pre Decision Scrutiny (Executive decision on 7 December 2021)
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director – Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
Update on the Corporate Support Services Review	James Drury, Executive Director - Commercial Sophie Reeve, Assistant Director – Commercial John Wickens, Assistant Director - IMT and Enterprise Architecture	Policy Review
Revenue Budget Monitoring Report 2021/22 – Quarter 2 to 30 September 2021	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 7 December 2021)
Capital Budget Monitoring Report 2021/22 – Quarter 2 to 30 September 2021	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 7 December 2021)
Treasury Management Performance 2021/22 - Quarter 2 to 30 September 2021	Karen Tonge, Treasury Manager	Performance Scrutiny
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review



<b>25 November 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<p>Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> <li>• Environment and Economy Scrutiny Committee</li> <li>• Highways and Transport Scrutiny Committee</li> <li>• Flood and Water Management Scrutiny Committee</li> </ul>	<p>Cllr Ray Wootten, Chairman of Environment and Economy Scrutiny Committee</p> <p>Cllr Bob Adams, Chairman of Highways and Transport Scrutiny Committee</p> <p>Cllr Paul Skinner, Chairman of the Flood and Water Management Scrutiny Committee</p>	<p>Performance Scrutiny</p>

<b>16 December 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Insurance Strategy	Mandy Knowlton-Rayner, Insurance and Risk Lead	Pre-Decision Scrutiny (Executive Councillor Decision January 2022)
Local Transport Plan	Vanessa Strange, Head of Infrastructure Investment Jason Copper, Transport and Growth Manager	Pre-Decision Scrutiny (Executive decision on 1 February 2022) (Council Decision on 18 February 2022)
Business World ERP System Re-Design – Progress Report	Louisa Harvey, ERP System Delivery Manager, Business World Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny

<b>16 December 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Update on IMT Services <ul style="list-style-type: none"> <li>• Data Services</li> <li>• Service KPI's &amp; Service Issues</li> </ul>	Sue Cline, Head of Data Services and Business Intelligence  Paul Elverstone, ICT Contracts and Licensing Officer	Performance Scrutiny
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Adults and Community Wellbeing Scrutiny Committee</li> <li>• Health Scrutiny Committee</li> </ul>	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee  Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

<b>27 January 2022</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Service Revenue and Capital Budget Proposals 2022/23	Keith Noyland, Head of Finance - Communities	Budget Scrutiny (Executive decision on 1 February 2022)  (Council Decision on 18 February 2022)
Council Budget 2022/23	Michelle Grady, Assistant Director - Strategic Finance	Budget Scrutiny (Executive decision on 1 February 2022)  (Council Decision on 18 February 2022)

<b>27 January 2022</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Children and Young People Scrutiny Committee</li> <li>• Public Protection and Communities Scrutiny Committee</li> </ul>	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee  Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

<b>24 February 2022</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Treasury Management Performance Quarter 3 to 31 December 2021	Karen Tonge, Treasury Manager	Performance Scrutiny
Treasury Management Strategy Statement and Annual Investment Strategy 2022/23	Karen Tonge, Treasury Manager  Chris Scott, Link Asset Services	Pre-Decision Scrutiny (Executive Councillor Decision TBC)
Performance Reporting against the Corporate Plan Performance Framework 2021/22 - Quarter 3	Caroline Jackson, Head of Corporate Performance  Jasmine Sodhi, Performance and Equalities Manager	Pre Decision Scrutiny (Executive decision on 1 March 2022)
Revenue Budget Monitoring Report 2021/22 – Quarter 3 to 31 December 2021	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 1 March 2022)
Capital Budget Monitoring Report 2021/22 – Quarter 3 to 31 December 2021	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 1 March 2022)

<b>24 February 2022</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<p>Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> <li>• Environment and Economy Scrutiny Committee</li> <li>• Highways and Transport Scrutiny Committee</li> </ul>	<p>Cllr Ray Wootten, Chairman of Environment and Economy Scrutiny Committee</p> <p>Cllr Bob Adams, Chairman of Highways and Transport Scrutiny Committee</p>	<p>Performance Scrutiny</p>

<b>24 March 2022</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<p>Performance of the Corporate Support Services Contract</p>	<p>Sophie Reeve, Assistant Director – Commercial</p> <p>Arnd Hobohm, Serco Contract Manager</p>	<p>Performance Scrutiny</p>
<p>Update on the Corporate Support Services Review</p>	<p>James Drury, Executive Director - Commercial</p> <p>Sophie Reeve, Assistant Director – Commercial</p> <p>John Wickens, Assistant Director - IMT and Enterprise Architecture</p>	<p>Policy Review</p>
<p>Developer Contributions Scrutiny Review – Second Monitoring Update of Action Plan</p>	<p>Justin Brown, Assistant Director – Growth</p> <p>Warren Peppard, Head of Development Management</p>	<p>Scrutiny Review Activity</p>
<p>Property Services Contract Year Six Report</p>	<p>Stuart Wright, Contract Manager - Corporate Property</p>	<p>Performance Scrutiny</p>

<b>24 March 2022</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Update on IMT Services - User Engagement and Project Portfolio	Donna Fryer, Head of Portfolio and Resources Allison Kapethanasis, ICT Business Relationship and User Engagement Manager	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>Adults and Community Wellbeing Scrutiny Committee</li> <li>Health Scrutiny Committee</li> </ul>	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

<b>28 April 2022</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Transformation Programme Update	Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance Clare Rowley, Head of Transformation	Performance Scrutiny
HR Management Information and Workforce Plan Update Report	Lucy Shevill, Strategic HR Business Partner Fiona Thompson, Head of Human Resources	Performance Scrutiny
Overview and Scrutiny Annual Report 2021-22	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny

28 April 2022		
Item	Contributor	Purpose
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Children and Young People Scrutiny Committee</li> <li>• Public Protection and Communities Scrutiny Committee</li> </ul>	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee  Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

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

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

PUBLISH DATE 1 JUNE 2021

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
022292	Occupational Health Contract Procurement	Open	Executive Councillor: People Management, Legal and Corporate Property  Between 6 Sep 2021 and 10 Sep 2021	Human Resources (LCC); Lincolnshire Fire and Rescue; North Kesteven District Council; West Lindsey District Council; City of Lincoln Council; \south Kesteven District Council; Public Sector Partnership Services Ltd (PSPS); East Lindsey District Council; Boston Borough Council; South Holland District Council; Occupational health market; Commercial Commissioning Board; Corporate Leadership Team; Overview and Scrutiny Management Board	Reports	Head of Human Resources E-mail: <a href="mailto:Fiona.thompson@lincolnshire.gov.uk">Fiona.thompson@lincolnshire.gov.uk</a>	n/a
1022418	Customer Strategy	Open	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)  7 Sep 2021	Corporate Leadership Team Staff engagement groups Customer engagement through digital survey Senior leadership group Overview and Scrutiny Management Board (OSMB) (26 August 2021)	Reports	Head of Business Support E-Mail: <a href="mailto:andrew.hancy@lincolnshire.gov.uk">andrew.hancy@lincolnshire.gov.uk</a>	All Divisions
1022132	Community Strategy	Open	Executive  7 Sep 2021	Public Protection and Communities Scrutiny Committee	Reports	Assistant Director - Corporate Email: <a href="mailto:lee.sirdifield@lincolnshire.gov.uk">lee.sirdifield@lincolnshire.gov.uk</a>	All Divisions

I021978	Winter Service Plan 2021	Open	Executive Councillor: Highways, Transport and IT  Between 15 Sep 2021 and 29 Sep 2021	Highways and Transport Scrutiny Committee	Reports	Head of Highways Services Email: <a href="mailto:paul.rusted@lincolnshire.gov.uk">paul.rusted@lincolnshire.gov.uk</a>	All Divisions
I022718	Lincolnshire Fire and Rescue Technical Rescue Response Unit Refresh	Open	Executive  5 Oct 2021	Public Protection and Communities Scrutiny Committee LCC Legal Services LFR Internal Personnel Representative Bodies Key external stakeholder agencies such as EMAS, NFU, EA, local identified risks such as Fantasy Island	Reports		All Divisions
I022771	Gross V Net Adult Care Payments (Local Government and Social Care Ombudsman)	Open	Executive  5 Oct 2021	Executive Councillor for Adult Care and Public Health Adult Care and Community Wellbeing Scrutiny Committee	Reports		
I022772	Publication of the Bus Service Improvement Plan (BSIP) by 31 October 2021	Open	Executive  5 Oct 2021	Operators; Public; District Councils; Greater Lincolnshire Local Enterprise Partnership; Businesses; Corporate Leadership Team; Highways and Transport Scrutiny Committee	Reports	Assistant Director - Communities E-mail: <a href="mailto:nicole.hilton@lincolnshire.gov.uk">nicole.hilton@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 22 Nov 2021 and 26 Nov 2021	Children and Young People Scrutiny Committee	Reports	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



I022290	Children in Care Transformation - Residential Estate Expansion Programme	Open	Executive Councillor: Children's Services, Community Safety and Procurement  Between 22 Nov 2021 and 30 Nov 2021	Children and Young People Scrutiny Committee	Reports	Admissions and Education Provision Manager Tel: 01522 553535 E-mail: <a href="mailto:matthew.clayton@lincolnshire.gov.uk">matthew.clayton@lincolnshire.gov.uk</a>	All Divisions
I022291	Wickenby Children's Home	Open	Executive Councillor: People Management, Legal and Corporate Property  Between 22 Nov 2021 and 30 Nov 2021	Children and Young People Scrutiny Committee	Reports	Senior Project Manager Tel: 01522 553807 E-mail: <a href="mailto:matthew.stapleton@lincolnshire.gov.uk">matthew.stapleton@lincolnshire.gov.uk</a>	Ermine and Cathedral
I022487	Flood and Coastal Resilience and Innovation Programme - submission of outline business case	Open	Executive  7 Dec 2021	Flood and Water Management Scrutiny Committee; Environment and Economy Scrutiny Committee; partner organisations; local communities	Reports	Head of Environment e-mail: david.hickman@lincolnshire.gov.uk	Louth Wolds; Market Rasen Wolds; Metheringham Rural; North Wolds
I022177	Revenue Budget Monitoring Report 2021/22	Open	Executive  7 Dec 2021	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance Tel: 01522 553235 E-mail: <a href="mailto:michelle.grady@lincolnshire.gov.uk">michelle.grady@lincolnshire.gov.uk</a>	All Divisions
I022176	Capital Budget Monitoring Report 2021/22	Open	Executive  7 Dec 2021	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance Tel: 01522 553235 E-mail: <a href="mailto:michelle.grady@lincolnshire.gov.uk">michelle.grady@lincolnshire.gov.uk</a>	All Divisions
I022785	Welton Extra Care Housing Scheme	Open	Executive  1 Feb 2022	Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Project Manager E-mail: <a href="mailto:emma.rowitt@lincolnshire.gov.uk">emma.rowitt@lincolnshire.gov.uk</a>	Welton Rural
I022179	Revenue Budget Monitoring Report 2021/22	Open	Executive  1 Mar 2022	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance Tel: 01522 553235 E-mail: <a href="mailto:michelle.grady@lincolnshire.gov.uk">michelle.grady@lincolnshire.gov.uk</a>	All Divisions
I022178	Capital Budget Monitoring Report 2021/22	Open	Executive  1 Mar 2022	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance Tel: 01522 553235 E-mail: <a href="mailto:michelle.grady@lincolnshire.gov.uk">michelle.grady@lincolnshire.gov.uk</a>	All Divisions

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