

County Offices
Newland
Lincoln
LN1 1YL

26 August 2022

Executive

A meeting of the Executive will be held on **Tuesday, 6 September 2022** in the **Council Chamber, County Offices, Newland, Lincoln LN1 1YL** at **10.30 am** for the transaction of business set out on the attached Agenda.

Yours sincerely



Debbie Barnes OBE
Chief Executive

Membership of the Executive
(9 Members of the Council)

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

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

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

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

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

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

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

Councillor D McNally, Executive Councillor for Waste and Trading Standards

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

**EXECUTIVE AGENDA
TUESDAY, 6 SEPTEMBER 2022**

Item	Title	Forward Plan Decision Reference	Pages
1	Apologies for Absence		
2	Declarations of Councillors' Interests		
3	Announcements by the Leader, Executive Councillors and Executive Directors		
4	Minutes of the Meeting of the Executive held on 5 July 2022		5 - 14
KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
5	Domestic Abuse Support Services Re-Commissioning <i>(To receive a report from the Executive Director – Adult Care and Community Wellbeing which presents the case for re-commissioning a remodelled Domestic Abuse Support Service and seeks approval to procure a new contract commencing 1 April 2023)</i>	I025685	15 - 50
NON KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
6	Revenue Budget Monitoring Report 2022/23 - Quarter 1 <i>(To receive a report from the Executive Director – Resources which invites the Executive to note the current position on the revenue budget)</i>	I027768	51 - 84
7	Capital Budget Monitoring Report 2022/23 - Quarter 1 to 30 June 2022 <i>(To receive a report from the Executive Director – Resources which invites the Executive to note the current position on the capital programme)</i>	I027769	85 - 104
8	Corporate Plan Success Framework 2022/23 - Quarter 1 <i>(To receive a report from the Executive Director – Resources which presents an overview of performance against the Corporate Plan as at 30 June 2022)</i>	I025934	105 - 148

Democratic Services Officer Contact Details

Name: **Rachel Wilson**
Direct Dial **07796 994874**
E Mail Address rachel.wilson@lincolnshire.gov.uk

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Executive on Tuesday, 6th September, 2022, 10.30 am \(moderngov.co.uk\)](#)

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



**EXECUTIVE
5 JULY 2022**

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

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

Councillors R J Kendrick (Chairman of the Children and Young People Scrutiny Committee) and R B Parker (Chairman of the Overview and Scrutiny Management Board) attended the meeting as observers

Officers in attendance:-

Michelle Andrews (Assistant Director – ICS), Debbie Barnes OBE (Chief Executive), David Coleman (Chief Legal Officer), Andrew Crookham (Executive Director Resources), Glen Garrod (Executive Director - Adult Care and Community Wellbeing), Michelle Grady (Assistant Director – Finance), Charlotte Gray (Head of Service – Children's Commissioning), Sara Gregory (Interim Commissioning Manager, Children's), Andy Gutherson (Executive Director Place), Caroline Jackson (Head of Corporate Performance), Heather Sandy (Executive Director of Children's Services), Lee Sirdifield (Assistant Director – Corporate), Professor Derek Ward (Director of Public Health), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), John Wickens (Assistant Director - IMT and Enterprise Architecture) and Rachel Wilson (Democratic Services Officer)

7 APOLOGIES FOR ABSENCE

There were no apologies for absence.

8 DECLARATIONS OF COUNCILLORS' INTERESTS

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

9 ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS

The Leader of the Council advised that he had attended the LGA Conference the previous week and reported that the Secretary of State for Local Government had confirmed there

2
EXECUTIVE
5 JULY 2022

would be a two-year financial settlement. There was also a commitment to reduce the number of different funding streams that councils had to bid for.

10 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON 7 JUNE 2022

RESOLVED

That the minutes of the previous meeting held on 7 June 2022 be signed by the Chairman as a correct record.

11 FOR LINCOLNSHIRE COUNTY COUNCIL TO JOINTLY ESTABLISH THE INTEGRATED CARE PARTNERSHIP WITH THE INTEGRATED CARE BOARD

The Executive Councillor for NHS Liaison, Community Engagement, Registration and Coroners introduced the report and advised that the Health and Care Act, which introduces the requirement for Integrated Care Systems (ICS) became law on 1 July 2022, and the first meeting of the Integrated Care Board was held on 1 July 2022.

The Assistant Director – ICS, guided the Executive through the report which provided details of the approach Lincolnshire would take regarding the requirement for Lincolnshire County Council to jointly establish an Integrated Care Partnership (ICP) with the Lincolnshire NHS Integrated Care Board (ICB) as part of the Integrated Care System (ICS) to be known locally as “Better Lives Lincolnshire”.

The Executive was advised that it was the intention to align the ICP as much as possible with the roles and responsibilities of the Health and Wellbeing Board.

The Chairman of the Overview and Scrutiny Management Board presented the comments of the Board following its consideration of this item at its meeting on 30 June 2022. The Executive was advised that the Board supported the key aims of the report, particularly around closer working. It was hoped that better outcomes would be seen, and it would be important to monitor these outcomes, whether through the Overview and Scrutiny Management Board or the Lincolnshire Health and Wellbeing Board.

During discussion by the Executive, the following was noted:

- It was queried what it was hoped would be better with the new system, and it was commented that residents should have a better understanding of what their health and care entails and offer is available to them.
- It was noted that following these legislative changes, the health system should work much more collaboratively together, as the action of one organisation could often have unintended consequences for another. The aim was that the health system would work much closer together with better decisions being made in the best interests of Lincolnshire’s communities.

- The restructure of Public Health for Greater Lincolnshire was highlighted, and it was queried there were any opportunities for the collaboration to be extended, if the pilot was successful.
- The ICB must have regard to the Joint Strategic Needs Assessment and the Joint Local Health and Wellbeing Strategy.

RESOLVED

1. That the formal establishment by the County Council of Lincolnshire Integrated Care Partnership as a joint committee with the Lincolnshire NHS Integrated Care Board in accordance with section 116ZA of the Local government and Public Involvement in Health Act 2007 as inserted by section 26 of the Health and Care Act 2022 be approved.
2. That Councillor Mrs Sue Woolley, Executive Councillor for NHS Liaison, Community Engagement, Registration and Coroners be appointed as Lincolnshire County Council's representative on the joint committee.

12 RE-COMMISSIONING OF BEST START LINCOLNSHIRE SERVICES: EARLY YEARS AND FAMILY SERVICE AND INCLUSION SERVICE, FOR CHILDREN IN THEIR EARLY YEARS AND THEIR FAMILIES WITHIN LINCOLNSHIRE

The Executive Councillor for Children's Services, Community Safety and Procurement introduced the report and advised that the Best Start Lincolnshire service performed very well and there was now a need to re-procure the contract.

The Head of Service – Children's Strategic Commissioning presented the report which set out that Lincolnshire County Council's Children's Services currently commissioned the Best Start Lincolnshire Services: Early Years and Family Service and Inclusion Service via two separate contracts which commenced in July 2017 and were extended to 31 March 2023. It was reported that these services were procured through a single open competitive tender process with two lots. The combined annual value of the current contracts was £1,936,712.

The Best Start Lincolnshire Services provide support for children aged 0 to 5 years and their families and were primarily delivered in Lincolnshire's 48 children's centres. A commissioning review commenced in August 2020 in anticipation of the contract end date.

The Chairman of the Children and Young People Scrutiny Committee presented the comments of the Committee following the consideration of this item at its meeting on 17 June 2022. It was reported that the Committee unanimously agreed to support the recommendations, however, some of the key points raised during discussion included reference to the market engagement undertaken; that within the tender a maximum contract price was to be included; the feasibility of bringing the service in-house; the need for improved promotion of children's centres; the effect of the pandemic on young children's development in communication and language skills and social skills; and the availability of progress data for young children starting school.

During discussion by the Executive, the following was noted:

- The important role of children's centres for children and families. It was also noted that they were very useful for promoting cohesion. It was queried whether there was more that could be done to promote them, and one member commented that they would like to see the outreach work that had been done continue.
- It was queried whether more could be done to set aspirations in the contract process.
- It was agreed that this was a very important service.
- It was queried whether the contract encouraged innovation within the service, and what could be done to reach those families that needed the service the most but may not be engaging with the service.
- It was highlighted that it was important that this service sat within children's centres. It was also noted that there were a number of other services that were delivered through children's centres and within communities.
- It was reported that there were some very clear KPI's for the provider.
- In terms of targets and ambitions, it was reported that 95% of children born in Lincolnshire were registered with a children's centre, and of that number over 50% would then come through the door. An important factor was also establishing consistent attendance, and the new contract would have a specific target around encouraging consistent attendance.
- Officers also advised, that in terms of the current specification for the contract, this had been very prescriptive about what needed to be included, but that the new specification would allow more space for innovation, and this was something which would be encouraged. Officers also wanted to include that there was flexibility in where services could be delivered from, for example, community buildings or outdoor venues.

RESOLVED

1. That the re-commissioning of the Best Start Lincolnshire Services: Early Years and Family Service and Inclusion Service, via an open competitive tender process with two lots, to commence 1 April 2023 for three years initially, with an option to extend for up to two years for 31 March 2028, be approved.
2. That authority be delegated to the Executive Director of Children's Services, in consultation with the Executive Councillor for Children's Services, Community Safety and Procurement, to take all decisions necessary to conduct the procurement process up to and including the award and entering into of the contract.

13 SUBSTANCE MISUSE GRANT MONIES

The Executive Councillor for Adult Care and Public Health introduced the report and advised that additional funding had been allocated to Lincolnshire to support delivery of the 2021 National Drug Strategy.

The Director of Public Health presented the report and outlined the application process for the two funding streams, as well as the conditions attached to it. It was highlighted that Lincolnshire had been encouraged to apply for two separate funding streams to support delivery of the national strategy. These were:

- The Supplemental Substance Misuse Treatment and Recovery Grant (SSMTR)
- The Rough Sleeping Drug and Alcohol Treatment Grant (RSDATG)

It was highlighted that Lincolnshire did have a successful substance misuse programme, and one of the conditions of the funding was that Lincolnshire continued to spend the funds it already received, and that this was additional funding. It was also noted that the application process had been very quick. This funding would help to increase the offer to people with substance misuse issues.

During discussion by the Executive, the following was noted:

- It was queried whether there were any guarantees that this funding would continue in the future, and also what proportion of the funding would be spent on staffing. The Executive was advised that due to the nature of the service, the majority of the funding would be spent on staffing. The vast majority of the costs would be with the provider, however, there would be a need for the Council to employ a couple of staff. There would also be a very detailed performance reporting criteria that would need to be reported to government.
- It had been confirmed that this funding would continue for three years. What funding would be available for the remainder of the 10 year strategy was unclear at this time.
- It was noted that some Executive members did have concerns around this, particularly around liability and risk. It was highlighted that the risks would fall with the providers, as they would have a set amount of funding, and the Council would set out what needed to be delivered, and it was up to the provider to take on the appropriate staff to deliver those aims.
- Executive members were reassured that staff employed for these projects were employed on one or two year projects or for the length of time the funding was expected to last. It was confirmed that the risk did lie with the provider, and there would need to be a specific clause within the contract to pass that liability onto the council.
- The Director of Public Health sought to give the Executive assurance that the delivery of commissioned public health services was within the Public Health grant. The funding being discussed at this meeting, was additional funding, and the contracts would make it clear to the providers that the funding was available for 12 months.
- It was noted that this had been a very fast application process, and the risk had been that Lincolnshire would not receive the additional £1.4m.
- It was noted that any underspend would need to be returned, and it was queried what assurance the Executive could be given that the posts would be filled. In terms of the posts that would be appointed to by the Council, it was reported that people would be employed on fixed term contracts, and would be employed on generic job descriptions and deployed to the relevant project.

- It was noted that how success was measured would need to be examined, and it was suggested if there was a need for some overall scrutiny of how the £1.4m was making a difference. Officers advised that the role of the two posts to be recruited to would be to keep track of this and to report back to central government.
- It was highlighted that most domestic violence cases involved drugs or alcohol, and so this was not just about people living on the streets. Impacts of this funding could be analysed through the Safer Lincolnshire Partnership as well.
- It was considered important that this did go to scrutiny in future and it was suggested that the performance indicators could be monitored.

RESOLVED

1. That the modification of the Substance Misuse Treatment Service contract to a maximum value of £1,161,489 to incorporate delivery of activity in support of the National Drug Strategy for a nine-month period between 1 July 2022 and 31 March 2023, be approved.
2. That the modification of the Substance Misuse Recovery Service contract to a maximum value of £97,000 to incorporate delivery of activity in support of the National Drug Strategy for a nine-month period be 1 July 2022 and 31 March 2023, be approved.
3. That authority be delegated to the Executive Director – Adult Care and Community Wellbeing, in consultation with the Executive Councillor for Adult Care and Public Health, to determine the final form of the modifications referred to in paragraphs 1 and 2 above.

14 PROCUREMENT OF LCC TELEPHONY SYSTEM

The Assistant Director - Corporate presented a report which detailed the current arrangements for the Customer Service Centre telephony platform and outlined the need for a new platform to be procured. The report also detailed the preferred supplier and why they would be more able to meet the needs of the Council. It was noted that keeping the current system would not enable the Council to meet the expectations of its customers.

The Executive was advised that the proposed solution would allow the Council to more effectively manage the different communication channels.

The Chairman of the Overview and Scrutiny Management Board presented the comments of the Board following its consideration of this item at its meeting on 30 June 2022. The Executive was advised that the Board unanimously supported the recommendations however concerns were raised regarding the consequences of the “stabilisation upgrade” to the telephony system and also the use of Artificial Intelligence (AI) “bots” as part of the automatic interface. The Board was pleased to note that testing was to be carried out on the new software solutions.

During discussion by the Executive, the following was noted:

- In terms of the upgrade for the current system, it was noted that the patches had been very successful, but these would only be effective on a temporary basis.
- In relation to the AI technology, it was queried how the new system would encourage this. It was highlighted that there was a concern about not using bots to the detriment of the Service. It was recognised that the Council provided a wide range of services, and some of these were very transactional in nature, and could be supported by AI, for example, the renewing of library books. It was acknowledged that for some of the work carried out by Adults or Children's Services there was a need to speak to someone in person. Officers would also seek options within the system where users could help themselves.
- It was noted that the AI technology would also be able to assist in providing information to the call handlers.

RESOLVED

1. That the replacement of the Avaya telephony system for LCC and its Customer Service Centre be approved.
2. That continued engagement with Symity for the implementation of the Anywhere 365 cloud contact centre solution as a replacement of the Council's existing Avaya telephony system be approved.
3. That authority be delegated to the Executive Director – Resources, in consultation with the Executive Councillor for Highways, Transport and IT, to award a contract for five years to Symity for the Anywhere 365 cloud contact centre solution in light of the engagement referred to in paragraph two above.

15 REVIEW OF FINANCIAL PERFORMANCE 2021/22

Consideration was given to a report, which was presented by the Executive Director – Resources and Assistant Director – Finance, on the Council's financial performance in 2021/22, which included an overall underspend of £13.582m on Council Budgets and £17.214m on Schools budgets. The report also identified and explained variances from the Council's revenue and capital budgets. Prudential and financial performance indicators for 2021/22 were also included.

Proposals for the use of underspends which were in excess of the 1% approved budget from 2021/22, in the current financial year were set out in paragraphs 1.65 – 1.67 of the report and would go forward to Council in September for approval.

The Assistant Director – Finance summarised the report and highlighted a number of points to the Executive. She advised that Table C of the report set out information in relation to the Revenue Budget and gave a breakdown by service area. She reported that during 2021 the Council continued to receive Covid-19 grants, and it was noted that all of the general grant had been used during 2021-22, and the Council had been advised that this would not

8
EXECUTIVE
5 JULY 2022

continue into 2022-23 even though the impacts of the pandemic would continue to filter through.

It was reported that the majority of variances were due to timing slippages on projects rather than underspends. It was noted that all capital budgets were due to be reviewed again in light of the issues around supply chains and inflation.

In terms of any underspends, it was reported that following carry forwards, and transfers to reserves, there was a balance for consideration of £7.392m. It was proposed to set aside £5m for local highways needs, and the remaining £2.392m to be allocated to the corporate contingency to enable the council to respond to issues such as increases in inflation, and other cost pressures.

The Chairman of the Overview and Scrutiny Management Board presented the comments from the Board and highlighted that some of the issues raised during consideration of the report included the significant impact of the loss of £24m of government funding over the last two years from the Highways budget, the Green Masterplan project, the considerable financial volatility faced by the Council due to inflation, on-going pay negotiations, and energy costs. It was also reported that the Board had made some suggestions including the use of ring-fenced funding for civil parking enforcement to be used to recruit additional parking attendants, and that some of the underspend proposed for the contingency budget to be allocated to the Green Masterplan to fund energy saving schemes.

During discussion by the Executive, the following was noted:

- The Council was entering very challenging times, moving forward in the coming 12 months would be very difficult in terms of setting budgets for future years. There would be a need for the Council to manage its energy costs, and there would be a need to do things differently in the future.
- In relation to the civil parking enforcement, it was noted that there were a lot of changes coming including civil parking officers being able to enforce a lot more things such as yellow boxes/obstructions. The important factor was to ensure that the enforcement officers were deployed to the right areas. It was also highlighted that this was a difficult role to recruit to.

RESOLVED

1. That the carry forwards set out in paragraphs 1.56 to 1.61 and the transfers to reserves set out in paragraphs 1.62 and 1.63 of the report, which are made in line with the Council's Financial Regulations be noted.
2. That the proposals in paragraphs 1.65 to 1.67 and Table E, relating to the treatment of the underspend remaining after the carry forwards referred to in paragraph 1 above, be recommended to the County Council for approval.
3. That the transfers to and from reserves carried out in 2021/22 as set out in Table C of the report, be noted.

4. That the financial performance in 2021/22 as set out in Table B (Key Financial Performance Measures), Table C (Revenue Budget Final Outturn), Table D (Net Capital Programme Summary Options) and Appendix M (Prudential Indicators), be noted.

16 CORPORATE PLAN SUCCESS FRAMEWORK 2021/22 - QUARTER 4

An overview of the performance against the Corporate Plan as at 31 March 2022 was introduced by the Head of Corporate Performance, and she reported that of the 39 activities, 34 (87%) of them were progressing as planned. There were four activities where a milestone had been amber rated, and one activity had been rated as red (A23 - improvement to utility infrastructure). The full list of activities was set out on page 251 of the report.

In terms of Key Performance Indicators (KPI's), there were nine measures which were able to be reported in Quarter 4, and of these eight were either meeting or exceeding ambition (target). It was noted that the one which did not meet the ambition was PI 44 – days lost to sickness absence per FTE. It was noted that this was measured on a rolling 12 month period, with the average sickness being 8.01 days per FTE, also as there was a time lag, this would also be affected by the number of Covid-19 cases during the summer, when absences from colds, flu and other viruses would normally be low. It was also noted that the level of mental health absences was higher than normal.

The Chairman of the Overview and Scrutiny Management Board presented the comments of the Board following its consideration of this item at its meeting on 30 June 2022, and unanimously agreed to support the recommendations. However, during discussion, the days lost to sickness did cause the Board some concern, but it was pleased to see a number of measures had been put in place to support staff, and looked forward to seeing the figures for the next quarter. Concerns were also raised regarding the waste and recycling indicator, as there was an indication that recycling was falling, although this was a reflection of changing habits during the pandemic. It was noted that the separate paper and card collections had been rolled out to three districts and it was queried when the remaining districts would follow, as the separate collections were already showing benefits.

RESOLVED

1. That the performance for 2021/22 as at 31 March 2022, be noted.
2. That the success framework in Appendix B to the report, which sets out the key performance indicators and targets/ambitions, along with all of the activities which will underpin the delivery of the Corporate Plan and will be reported on in 2022/23, be agreed.

The meeting closed at 12.34 pm

This page is intentionally left blank



**Open Report on behalf of Glen Garrod,
Executive Director - Adult Care and Community Wellbeing**

Report to:	Executive
Date:	06 September 2022
Subject:	Domestic Abuse Support Services Re-Commissioning
Decision Reference:	I025685
Key decision?	Yes

Summary:

The Council currently commissions domestic abuse support services through countywide contractual arrangements that have been in place since 1st August 2018 and come to an end on 31st March 2023, with no further options to extend. The existing services are:

- Outreach including Targeted Children’s Domestic Abuse Support Service; which risk assesses and provides safety and support planning for all adult victims and supportive interventions for children and young people (5 to 16 years) whose non-abusive parent is accessing outreach support.
- Independent Domestic Violence Advisor (IDVA) Service; which supports all high-risk victims (aged 16 and over) referred to a Lincolnshire Multi-Agency Risk Assessment Conference (MARAC). The service provides safety planning, advice, and support to increase the safety of victims assessed as high risk of serious harm or death.

To support decision making about the future scope, commissioning, and procurement of these services a comprehensive review of the current contracts has been undertaken. The review included learning from service delivery, performance against contract measures and an analysis of current demand and prevalence intelligence. The review findings have been considered alongside stakeholder feedback, current legislation, local strategies, and the emerging policy landscape surrounding domestic abuse to inform the proposed remodelled service from 1st April 2023.

Several changes to the current arrangements are proposed in the new Domestic Abuse Support Service (DASS) including;

- An integrated single countywide service that encompasses the core elements of the current Outreach and IDVA services.
- Revised eligibility criteria for accessing specialist interventions to focus resources on those at highest risk of harm whilst strengthening the universal offer to all domestic abuse victims, their family, friends and colleagues.

- New service elements including recovery support and a dedicated Outreach and Engagement Team to proactively target hard to reach victim groups and build community resources.

The reconfigured DASS seeks to:

- Support the Council and the Lincolnshire Domestic Abuse Partnership to meet its Domestic Abuse Act 2021 duties and the ambitions of the Preventing Domestic Abuse Strategy (2021-24) to stop domestic abuse through education, prevention, and holistic interventions.
- Embed preventative, early intervention and recovery approaches into service delivery.
- Deliver strength based and person-centred interventions to meet the diverse needs and desired outcomes of victims.
- To champion raising awareness and understanding of domestic abuse.

This report presents the case for re-commissioning a remodelled Domestic Abuse Support Service and seeks approval from the Executive to procure a new contract commencing 1st April 2023.

Recommendation(s):

That the Executive:

1. Approves the commissioning of a Domestic Abuse Support Service and the undertaking of a procurement to establish a contract, to be awarded to a single provider of a county-wide service effective from 1st April 2023.
2. Delegates to the Executive Director of Adult Care & Community Wellbeing in consultation the Executive Councillor for Adult Care and Public Health the authority to determine the final form of the contract and to approve the award of the contract and the entering into of the contract and other legal documentation necessary to give effect to the above decisions.

Alternatives Considered:

1. Negotiate revised contracts with the current provider

The Council has existing contracts for the delivery of domestic abuse support services; these contracts do not have provision for any further extension.

2. To do nothing

- Whilst there is currently no direct legal duty on the Council to deliver the proposed elements of the Domestic Abuse Support Service, further legislation and guidance is anticipated during the proposed contract term through the Victims Bill, that may impose a statutory duty for tier one local

authorities to provide community-based support for victims of domestic abuse and sexual violence.

- Re-procuring a countywide Domestic Abuse Support Service (DASS) supports the Councils' key Corporate Plan priority of creating thriving environments by improving the safety of local communities. Tackling domestic abuse is equally a core priority for the Safer Lincolnshire Partnership.
- Domestic abuse can have long-term effects on victims' psychological, emotional, and physical wellbeing. Ensuring the right support can reduce demand on costly and acute provision later, such as refuges, emergency services and statutory mental health provision.
- During 2021-22 over 6,700 adults and 700 children and young people were supported by the current services via general advice or engagement with a specialist domestic abuse worker or IDVA.
- To cease commissioning domestic abuse support services may lead to an increase in domestic homicides in Lincolnshire, as victims whom the services currently support will have limited access to local direct specialist interventions and will be reliant on national helplines and victim services for support.

Reasons for Recommendation:

1. The proposed remodelled Domestic Abuse Support Service (DASS) offers critical advice and support to victims of domestic abuse in Lincolnshire. The outcome focused service seeks to maximise the safety of victims and provide person-centred, strength and recovery focused specialist interventions to those at most risk of harm and death, whilst ensuring all victims have access to information, appropriate resources, and advice. The current contracts providing such support will have run their full contract terms including available extensions on the 31st March 2023.
2. The reconfigured service model has been designed to provide maximum flexibility and responsiveness to potential demand fluctuations, legislative and external funding changes during the proposed contract term. It builds on the learning and successes of the current services whilst seeking to address the known challenges surrounding unpredictable demand within the wider complex system.
3. The increased service budget and scope is jointly funded by the Council, Health and the Office of the Police and Crime Commissioner (OPCC) and will maximise the number of victims supported through direct and universal support methods. The service is equally likely to attract further national funding opportunities potentially through the anticipated Victims Bill that may impose a statutory duty for tier one local authorities to provide community-based support for victims of domestic abuse and sexual violence.
4. Co-commissioning the DASS alongside key partners reflects the ethos of current legislation, guidance, and the emerging policy landscape placing duties on local areas to collaborate and plan to address complex issues such as serious violence and domestic abuse. This approach also places Lincolnshire in a good position to respond to the anticipated guidance surrounding Violence Against Women and

Girls and the Victims Bill. The DASS may equally be a suitable vehicle for responding to recommendations from the Violence Reduction Programme following the conclusion of the Strategic Needs Assessment.

5. The alternatives considered have been deemed unacceptable in delivering the required outcomes of the service.

1. Background

- 1.1. Domestic abuse has a significant impact upon the communities and public services of Lincolnshire:
 - Annually there are approximately 30,000 Lincolnshire residents aged 16-74 years who will be victims of domestic abuse.
 - Data suggests a further 5,500 children may witness domestic abuse in their home each year.
 - On average over the past five years there have been over 10,000 domestic abuse incidents reported to Lincolnshire Police each year.
 - In 2020-2021, there were 930 victims who were at high risk of serious harm or death referred into Lincolnshire's Multi Agency Risk Assessment Conference (MARAC) by partner agencies.
 - Since the introduction of the Statutory Domestic Homicide Reviews in April 2011 there have been 18 cases involving 27 deaths that have met the criteria for a domestic homicide review in Lincolnshire.
 - Domestic abuse is the single most prevalent assessment factor identified in children's social care assessments.
- 1.2. The legislative and national policy landscape surrounding domestic abuse and serious violence have seen several recent and emerging developments likely to influence the local system response to domestic abuse during the proposed new contract term. Since April 2021, Lincolnshire has developed a separate Domestic Abuse Partnership that sits alongside the Safer Lincolnshire Partnership, Safeguarding Children's Partnership and Safeguarding Adults Board; putting domestic abuse at the core of the safeguarding agenda and ensuring it gets the focus and dedication it needs.
- 1.3. The Domestic Abuse Act 2021 (Part 4) placed new statutory duties on tier one local authorities to provide support to victims of domestic abuse and their children in refuges and other safe accommodation. Under the new duty, the Council appointed a Domestic Abuse Local Partnership Board and established Lincolnshire's Preventing Domestic Abuse Strategy 2021-2024. The strategy sets out the shared ambition and key priorities for the Partnership for tackling domestic abuse based on a local needs assessment for accommodation-based domestic abuse support.
- 1.4. Whilst the Domestic Abuse Act 2021 statutory duty is targeted on the provision of refuge and safe accommodation support, due regard should be given to the Draft Statutory Guidance Framework (July 2021) aimed at statutory and non-statutory bodies informing their wider response to domestic abuse and commissioning services, highlighting the essential role of agencies working together through strategic planning and co-commissioning to create effective joined-up services.

- 1.5. The newly introduced Serious Violence Duty under the Police, Crime, Sentencing and Courts Act 2022 (the PCSC Act) includes domestic abuse and sexual violence within the definition and equally requires local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence-based analysis of serious violence in their local area in order to produce and implement a strategy detailing how they will respond to those particular issues. The Duty does not specify a 'lead' organisation or person whose responsibility is to coordinate activity or prescribe a structure within which specified authorities are expected to work. Indeed, local areas are encouraged to use existing multi-agency partnerships such as the Safer Lincolnshire Partnership.
- 1.6. Lincolnshire's Preventing Domestic Abuse Strategy acknowledges the need for local strategies and delivery plans to be highly adaptive to respond to key emerging guidance and legislation. Further developments are also likely to directly impact the legal standing and delivery of domestic abuse support service including:
 - The Victims Bill: a key element of the consultation surrounds the commissioning and co-ordination of community-based services for domestic abuse and sexual violence.
 - Tackling Domestic Abuse Plan (March 2022)
 - Tackling Violence Against Women and Girls Strategy (July 2021)
 - Violence Against Women and Girls National Statement of Expectations (March 2022)
- 1.7. The national funding of domestic abuse services to date has been dominated by short-term funding opportunities, often involving providers, the Council and the OPCC applying for additional grant funding from the Ministry of Housing, Communities and Local Government (MHCLG) and the Ministry of Justice (MOJ) to support short term project work or dedicated specialist posts. Whilst the new duties within the Domestic Abuse Act 2021 did provide funding to meet these obligations for refuges and safe accommodation, any statutory duty and/or associated national funding for community-based support remains unclear. It is therefore likely that continued short-term funding initiatives to support community-based domestic abuse and sexual violence services will continue to be a feature for the foreseeable future.

2. Current Services Summary

- 2.1. In 2018 the Council re-commissioned its current arrangements for a countywide Domestic Abuse Outreach Support Service and an Independent Domestic Violence Advisor (IDVA) Service. The previous service iterations had been in place since 2013 and consisted of four Outreach Service lots based on district council boundaries delivered by three providers and a separately commissioned countywide IDVA service.
- 2.2. Following the procurement process, Ending Domestic Abuse Now in Lincolnshire (EDAN Lincs, previously known as West Lindsey Domestic Abuse Service) were awarded both coterminous contracts in 2018 which run to 31st March 2023, with all extension options having now been utilised.

- 2.3. The current IDVA Service supports all victims (adults and young people aged 16 and over) within Lincolnshire who have been assessed as at high risk of serious harm or death and have been referred to a Lincolnshire Multi-Agency Risk Assessment Conference (MARAC). The service provides timely (within 48 hours of referral) access to advice, support, and safety planning to increase the safety of high-risk victims, as well as attending local MARACs to represent the views of the victim and facilitation of access to onward support services.
- 2.4. The current iteration of the IDVA Service is largely unchanged from the previous service in place from 2013 with a similar scope and eligibility criteria. All victims who meet this criteria and consent to MARAC and support must be contacted within 48 hours of referral with the contract precluding the use of waiting lists. Demand management within the current service requires the provider to advise the Council of any demand challenges and how they intend to resolve them. Performance management is predominantly centred on timely interventions with victims, measures which the provider has maintained consistently high achievement during the current contract term. Referrals to the IDVA service are on a steadily increasing trend, mirroring the trend in MARAC cases. Future process changes and capacity within MARAC are key determining factors in demand levels for IDVA services going forward.
- 2.5. During the current contract term, the Council and the OPCC have provided additional funding for dedicated Hospital IDVA posts to support those affected by domestic abuse attending Accident and Emergency Departments. The Ministry of Justice (MOJ) has also directed additional funding to support specialist IDVA posts within the service linked to working with children, within the criminal justice system and rural areas of the county.
- 2.6. The existing Domestic Abuse Outreach Support Service supports all adult victims (16 years and upwards) assessed via the Domestic Abuse Stalking and Harassment risk assessment tool (DASH) as Standard and Medium risk. The service risk assesses and produces safety and support plans for all who engage with the service with a maximum support period of six months. An enhancement to the service in 2018 was the inclusion of a targeted Children and Young Peoples (CYP) element; widening the service scope to include interventions for 5 to 16-year-olds whose non-abusive parent is accessing domestic abuse support via outreach. This programme of support to children and young people exposed to domestic violence seeks to help them understand their experiences and develop resilience to develop healthy future relationships.
- 2.7. The Outreach Service has also maintained the same eligibility criteria from the previous contracts in place from 2013, supporting all Standard and Medium risk adult victims (16 years and upwards). The current model is purely reactive to inward referrals from partner agencies and direct self-referrals with all victims of domestic abuse that meet the eligibility criteria required to be offered support if requested. Demand management within the current Outreach contract is via waiting lists, with the Provider required to provide the Council with information about the numbers and the specific needs of those on any waiting list and agree with the Council remedies to try to alleviate the waiting list. The Provider has effectively utilised risk prioritisation

during the current contract to manage waiting lists for protracted periods of recent service delivery.

- 2.8. The Outreach Service has experienced a significant increase in demand since 2021, a key driver for this has been the increase in Police Public Protection Notification (PPN) referrals since an internal process change by Lincolnshire Police from December 2020. This has contributed to a 69% increase in referral volumes in 2021 (calendar year compared to 2020). As a result, additional staffing capacity has been funded by the Council and the OPCC to support the service to respond to the increased referral demand to mitigate the risks of victims waiting protracted periods for support.

3. Service Review

- 3.1. The services have been reviewed over the last eight months. The review was structured into a number of workstreams:
- Workstream 1: Future scope and Demand Analysis
 - Workstream 2: Review of exiting support services including consideration of feedback from the Domestic Abuse Partnership and service user feedback
 - Workstream 3: Budget and Cost Review
 - Workstream 4: Specification Development including new model development and market engagement
 - Workstream 5: Legal requirements
- 3.2. Throughout the review period there were a number of key proposals and associated options that the Domestic Abuse Programme Board was asked to consider as part of the new service. The key findings from the current services review are summarised as follows:
- The IDVA service model functions well and has maintained consistently high performance against the current Key Performance Indicators (KPIs) focused on timely interventions with victims.
 - The Outreach service has been significantly impacted by recent referral demand increases, affecting the Provider's ability to meet timescale targets for victims.
 - The targeted Children and Young Peoples (CYP) outreach service element has been highly effective, with refinements throughout the current contract leading to clear and timely support interventions to build on in a new service model.
 - The current reactive referral model means hard to reach and certain victim profiles are not being reached or proportionately presenting to service due to an absence of proactive and targeted outreach activity as part of existing commissioned services.
 - The current broad access criteria for the outreach service are no longer sustainable or advantageous.
 - Future service eligibility should ensure specialist service interventions are targeted at those at highest risk whilst strengthening the offer to all domestic abuse victims, their family, friends and colleagues through digital, self-serve information, advice, and resources.
 - Lower risk victims have been successfully supported by a reduced intervention offer through a pathway pilot, bolstering the self-serve offer to these victims

may be an opportunity to support demand management and meet needs in a more flexible way.

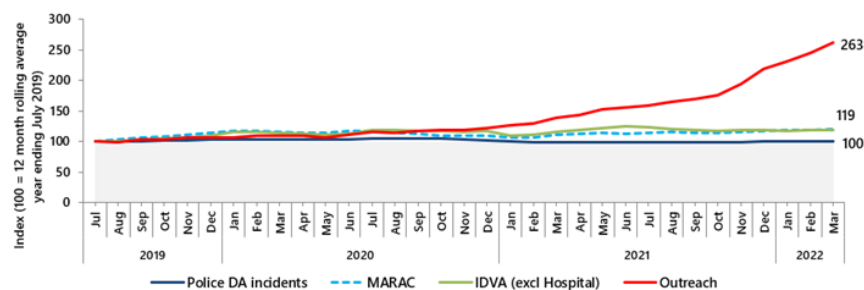
- A fully completed DASH (or equivalent updated universal tool) should be a mandatory requirement for all referring professionals to avoid unnecessary duplication.
- Tighter timescales for support interventions are recommended to focus interventions to victims and bring the service in line with comparator short term intervention offers.
- Specialist service interventions would benefit from embedding a strength-based approach to assessment and support with an enhanced offer to promote recovery from the multi-faceted impacts of domestic abuse and prevent revictimisation.
- Improved data intelligence is key to driving responsive commissioning and effective service development and capacity management.

3.3. The demand and financial modelling work undertaken focused on the specific challenges facing the current services whilst considering local prevalence intelligence to inform the management of demand in a new model. The key findings were:

- The present outreach model is highly vulnerable to demand fluctuations, especially from referring partners changing internal processes.
- The existing contract mechanism for managing demand and capacity via waiting lists has become increasingly untenable in light of continual demand increases requiring additional funding to maintain timely support to the highest risk victims.
- Referral volumes for outreach support have seen a significant increase since early 2021 as depicted below.

Comparison of Police DA incident, MARAC, IDVA and Outreach trends, indexed 12 month rolling averages, 2018-21

Sources: Lincolnshire Police, MARAC referrals and EDAN Lincs



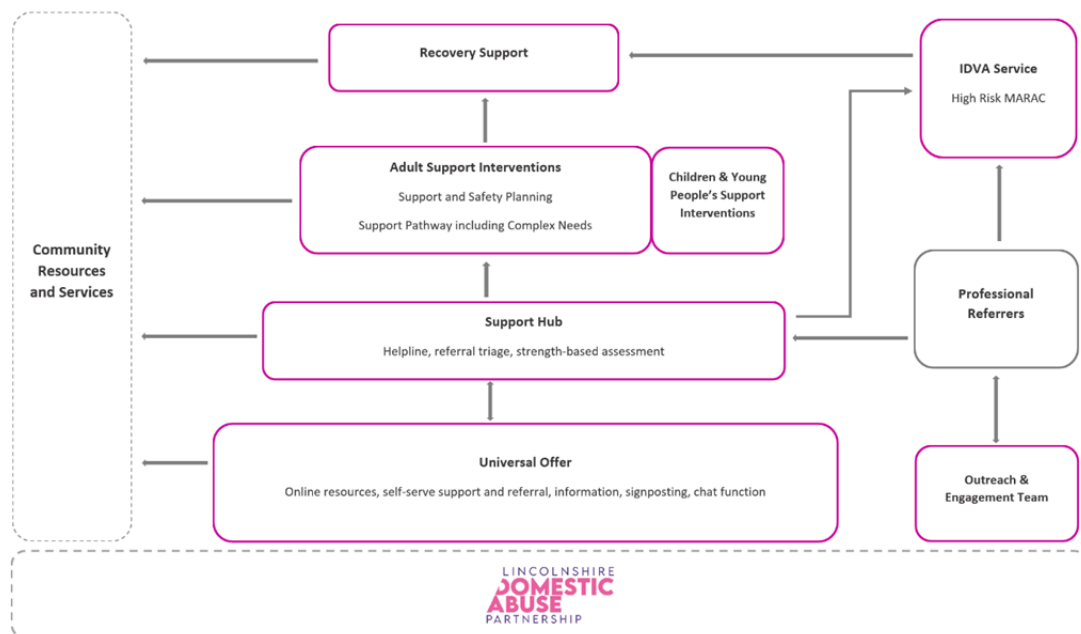
- The noted increased referrals to the Outreach service are mainly a result of a process change within Lincolnshire Police (although police demand linked to DA has not increased during this time). However, the police still only refer a minority of their demand (equivalent of 12% of DA incidents in 2021) and may refer even more in the future as their internal processes evolve. Hence, there is scope for demand on the current iteration of services to increase from current levels.
- Health referrals, while relatively high in the national context, are not as high as might be expected based on victim disclosure rates to health professionals. Referrals from GP services are especially low. Crime survey data suggests that as many people disclose their abuse to health professionals as to the police (c.

17/18% of victims). It is therefore possible that health referrals could increase to similar levels to that of the police during the next contract term, resulting in an increase of 27% to overall referral volumes.

- An effective engagement and outreach team will equally drive increased partner referrals and self-referrals from within underrepresented victim groups and localities.
- Predicting the annual need for support services from the county's victims is challenging as some of this demand may be served by other services commissioned locally/regionally/nationally. Yet, the overall need for support services in the county, is estimated to be c.2,450-5,700 victims disclosing to victim support, helpline, or specialist support services.

4. Proposed Changes to the Current Arrangements

4.1. The service and demand review, market engagement, stakeholder feedback and Lincolnshire's Preventing Domestic Abuse Strategy 2021-24 have culminated in the development of the proposed countywide Domestic Abuse Support Service model for Lincolnshire as depicted below;



4.2. The key features of the revised and enhanced model are:

- A universal digitally based support offer to all victims of domestic abuse in Lincolnshire including self-serve information and referral, a chat function, and a range of online resources and signposting for victims, their family, friends, and colleagues.
- A Support Hub, including helpline, effective triage function and strength-based assessment provision.
- Community-based Specialist Support Interventions for Adults and Children and Young People, providing person-centred, outcome focused, support and safety planning whilst leveraging community assets and collaborating with other key partners to develop complex needs pathways alongside Substance Misuse, Mental Health, and Offender Management Services.

- An integrated IDVA Service supporting the highest risk victims including children and young people through specialist and community based IDVA workers embedded within the wider service elements and offer.
 - The creation of a Recovery Support element to provide a maximum additional 8 weeks of dedicated support to adult victims navigating civil court or injunctions, accommodation transitions and/or partnership dual working to build resilience and help prevent further victimisation.
 - The introduction of a dedicated Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse.
- 4.3. The new model will seek to manage demand through revised eligibility for victims who require access to specialist interventions from Domestic Abuse Workers to prioritise support to higher risk cases. This will be implemented alongside a universal support offer to all victims of domestic abuse in Lincolnshire including a telephone helpline, digital self-serve information and referral, a chat function, and a range of online resources and signposting for victims, their family, friends, and colleagues appropriate to their circumstances.
- 4.4. For some lower risk cases, universal support will be their default offer rather than direct support from a specialist Domestic Abuse Worker. Examples of this may include cases of historic abuse, low level coercive and financial behaviours. An implication of amending the eligibility criteria for specialist interventions will be the associated children of those lower risk cases accessing universal support only would no longer be assessed for interventions in their own right. However, this can be mitigated to some extent by strengthening the offer and information available via the digital and universal offer to domestic abuse victims with children.
- 4.5. Through close monitoring of referral volumes and eligibility profiles, the proportion of victims supported via specialist intervention versus universal support can be further refined and flexed in response to demand, emerging guidance and/or intelligence during the contract term in agreement with the provider and the Domestic Abuse Programme Board.
- 4.6. As an alternative to the management of excess demand via waiting lists, in-principle agreement has been reached between the Council, the OPCC and health to include an additional volume payment mechanism within the new service contract. Therefore, should demand exceed the service volumes agreed during the procurement exercise, additional funding may be made available at the collective discretion of the Council, OPCC and CCG to support increasing service capacity.
- 4.7. In recognition of the high volume of referrals from Lincolnshire Police, the OPCC are also initiating an extension of their current role with victims of domestic abuse (excluding high risk MARAC cases) to conduct an initial triage and conversation with victims. This will be delivered through their commissioned provider Victim Lincs prior to onward referral for specialist interventions if appropriate, eligible, and consenting to engagement. It is anticipated that this change will assist in protecting the revised

model from future demand increases, focus specialist resources and act as a blueprint for other key referral partners.

- 4.8. A further proposed key change for the re-commissioning is to develop a countywide service model that builds on the features of the current service contracts for Outreach and IDVA into one Domestic Abuse Support Service for Lincolnshire. The benefits and efficiencies of this approach would enable more flexibility for supporting victims across risk profiles and staff skills in an array of circumstances. It also recognises the valued interdependency and seamless working between the current services which is advantageous to maintain through commissioning a single provider for both elements.

5. Budget and Cost Implications

- 5.1. The 2022-23 combined annual core contract price for the Outreach Support Service and IDVA Service is £839,985 (£589,995 and £249,990 respectively), with the majority (96%) making up staffing costs. The Outreach Service has especially seen an increase in demand over the term of the contract with the impact of COVID on household situations and mental health alongside changes to processes by referral organisations contributing to this trend. Additional funding from the MHCLG, MOJ, OPCC and the Council has resourced dedicated specialist posts and bolstered wider service capacity during the current contract term. The current collective investment in these services to maintain the existing service capacity and staffing resources is £1,360,000 per annum.
- 5.2. The existing service model and short-term funding sources maintaining current delivery are not sustainable and do not meet current demand effectively. The proposed DASS model has been developed to meet the needs of Lincolnshire informed by the service and demand review, prevalence data and strategic needs assessment. Costing the proposed model was informed by analysis of the cost structure of current delivery, annual demand, and current modelling on the proportions of victims reaching specialist interventions.
- 5.3. The cost of fully implementing the proposed DASS model described in section 4 is projected to be £1,752,000 per annum. This includes the creation of the new Recovery and Outreach and Engagement Team service elements and strengthening the core universal offer to all victims whilst targeting specialist interventions to those at highest risk.
- 5.4. CCG colleagues have made the decision to allocate dedicated staffing roles to support domestic abuse victims within acute settings rather than invest the full requested contribution of £250,000 per annum into the DASS. This reduces the confirmed budget for the service to £1,655,000 as the requirement to provide dedicated domestic abuse workers within acute settings will no longer be within the specification of the DASS although close working with the identified CCG employed staff will remain critical for seamless support to victims.

- 5.5. The secured combined budget for the remodelled DASS is £1,655,000 per annum, consisting of partner contributions per annum as set out below:
- The Council £853,597
 - Domestic Abuse Act allocated funding £404,547 (aligned to accommodation support needs)
 - OPCC £200,000
 - MOJ £46,600 (as distributed across the full contract term)
 - Lincolnshire CCG £150,000.
- 5.6. The tripartite in-principle agreement to fund additional volume payments in the event of excessive demand, is not included in the combined budget outlined above. Such payments would be subject to approval on a case-by-case basis with financial contributions informed by analysis of the source of additional demand.

6. Risks and Dependencies

- 6.1. The Council also commissions a countywide Domestic Abuse Refuge Service and currently co-funds the Make a Change Perpetrator Programme, these services are not within scope of this procurement exercise. Whilst these services are commissioned and procured separately, there are clear interdependencies in referral routes and support for victims requiring close collaboration between these services.
- 6.2. Accurate future demand projections are inherently challenging to predict due to the vulnerability of support services to changes in the referring practice of key partners. The demand and prevalence analysis clearly identified lower than anticipated referrals from health sources and some demographic profiles which the DASS will seek to address, the relative success of engagement activities will therefore directly influence future demand. This has been partly mitigated by the enhanced budget secured for the delivery of the remodelled DASS and agreement referred to earlier to collectively consider and potentially fund additional volume delivery if required during the contract term.
- 6.3. Further legislative changes are likely within the proposed contract term including the conclusion of the current consultation on the commissioning and any accompanying statutory duty for community-based domestic abuse services. The outcomes focused specification should allow sufficient flex and scalability to respond to emerging duties, policies, and associated expectations.
- 6.4. All indications are that there will continue to be short term funding initiatives and opportunities made available to support provision for IDVA, sexual violence and domestic abuse going forward. The tender documentation will make provision to inform the market of any known or emerging changes as further guidance is published to enable the contract to adjust as required to additional expectations that may emerge.

7. Commercial Approach

- 7.1. Taking account of the findings from the review work undertaken, including the market engagement feedback, demand, and financial modelling, and required service model improvements, it is proposed the commercial model for the new service will be structured as summarised below.
- 7.2. Delivery will be by a single countywide Domestic Abuse Support Service (DASS) including the previously separately commissioned IDVA service to maximise efficiencies and flexibility in service delivery. The competition phase will not preclude bids from consortia and sub-contracting models, which should maximise the level of competition and potential solutions.
- 7.3. This is a complex service with a fixed sum budget set by the Council which cannot be exceeded, and which has underlying budgetary pressures. Assessing the quality element will include specific method statements linked to demand prioritisation, innovation, and case management with survivors of domestic abuse involved in evaluating delivery and support scenarios.

8. Payment and Performance

- 8.1. Payment will be by way of a fixed sum (block payment) for the delivery of the DASS, bidders can submit tender costs up to but not exceeding the fixed sum confirmed by the Council prior to publication. Included as part of their pricing submission interested providers will be required to submit details of the service volumes and outcomes achievable within their respective delivery solutions and pricing proposal. Unit prices for specific service elements will also be generated via bidders' financial submissions which will be used as the basis for an additional payment mechanism, should demand exceed the service delivery volumes established during the tender process. An in-principle commitment has been reached with OPCC and CCG partner representatives that any additional payments applied through this mechanism would be subject to approval within a tripartite agreement with financial contributions informed by the source of demand.
- 8.2. It is proposed that the terms and conditions will include an indexation clause in order to support competition and ensure the market is not required to factor this into their solutions and future delivery methodology. This information will be included within the pricing schedule to ensure it is clear to bidders that this risk has been considered and mitigated.
- 8.3. Utilising the Service Provider's financial submission at tender stage, the contract will include an Open Book Accounting approach as a basis for assessing whether the Service Provider is generating any excess profit. The open book approach will enable any efficiency savings to be apportioned via a gain share mechanism should the actual costs of service delivery be below the tendered service delivery cost.
- 8.4. Performance management and monitoring will be driven by industry standard user outcome measures and timely service interventions to support individual risk mitigation. Targets will also accompany reaching key demographic and

underrepresented victim profiles identified within the demand and prevalence analysis. It is proposed that the application of Service Credits is targeted at a limited number of Key Performance Indicators aligned to service user experience and outcome measures, respectively and that they are not unduly onerous.

9. Contract Commencement and Duration

- 9.1. The current Domestic Abuse Outreach Support Service and IDVA Service contracts end on the 31st March 2023 with the new contract required to commence on the 1st April 2023.
- 9.2. The term of the new contract will be a maximum period of 5 years, with an initial period of 3 years and opportunities to extend by up to a further 2 years.
- 9.3. This approach was tested as part of the market engagement process, through which feedback suggested that this is an acceptable term for the arrangement and would provide sufficient financial assurance for the successful provider.

10. Procurement Implications

- 10.1. The Procurement will be undertaken in accordance with regulations 74 to 76 of the Public Contract Regulations 2015 (PCR) under "Light Touch Regime" utilising an Open Procedure method. A Contract Notice will be published on Find a Tender in September 2022 and a Contract Award Notice will be issued on any award to a successful bidder.
- 10.2. In undertaking the procurement, the Council will ensure the process utilised complies fully with the Principles of Openness, Fairness, Transparency and Non-discrimination.
- 10.3. The procurement process shall conform with all information as published and set out in the Contract Notice.
- 10.4. All time limits imposed on bidders in the process for responding to the Contract Notice and Invitation to Tender will be reasonable and proportionate.
- 10.5. Subject to the maximum available budget and a commitment to deliver the service requirements, which have been profiled as described at section 5, the final cost of the service will be determined via competition.
- 10.6. ITT evaluation will focus on a combination of service cost and quality, and the capability of the single provider and any organisations they may wish to form subcontracting arrangements with, to deliver the required volume of service and quality outcomes across the county set against clearly defined financial budgetary controls. The ultimate decision as to which organisation is awarded the single provider status will be based on their evaluation performance.

11. Public Services Social Value Act

- 12.1 In January 2013, the Public Services (Social Value) Act 2013 came into force. Under the Act the Council must before starting the process of procuring a contract for

services consider two things. Firstly, how what is proposed to be procured might improve the economic social and environmental wellbeing of its area. Secondly, how in conducting the process of procurement it might act with a view to securing that improvement. The Council must only consider matters that are relevant to the services being procured and must consider the extent to which it is proportionate in all the circumstances to take those matters into account. In considering this issue the Council must be aware that it remains bound by the PCR 2015 which itself through its requirement for transparency, fairness and non-discrimination places limits on what can be done to achieve these outcomes through a procurement.

- 12.2 A stronger and well-resourced Domestic Abuse Support Service will have the potential to deliver increased social and economic benefits to the area by;
- 12.3 Helping people who are victims of domestic abuse to find safety for themselves and their children; helping relieve pressure on acute hospitals, and the wider health system by assisting, supporting and sustaining arrangements that will enable them to stay safe and become independent and contributing members of society.
- 12.4 Ways will be explored of securing social value through the way the procurement is structured. The operation of sub-contracting and consortium arrangements will be explored as a means of ensuring a role for local small to medium-sized enterprises (SMEs) in the delivery of the services. The qualitative award criteria for the tender will include Social Value, and bidders proposals for the social value benefits resulting from their proposed delivery model will be assessed against this criteria as part of tender evaluation.
- 12.5 Under section 1(7) of the Public Services (Social Value) Act 2013 the Council must consider whether to undertake any consultation as to the matters referred to above. The service and the value it delivers is well understood. Best practice recently adopted elsewhere has been reviewed. This and the market consultation carried out is considered to be sufficient to inform the procurement. It is unlikely that any wider consultation would be proportionate to the scope of the procurement.

12. 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 purpose of the service is to support victims of Domestic Abuse including children of the victim. The majority of the victims of Domestic Abuse are women for whom their sex is a protected characteristic. Children of victims are more likely to themselves become victims of domestic abuse, hence having targeted interventions and universal advice support for children and young people and parents will seek to mitigate this risk. The new services will improve links with the community and create a service delivery model that provides multiple referral routes to the service and the use of online information and methods of contact. This will enable men who are victims of domestic abuse to access much needed services as it is found that traditionally they are less likely to access domestic abuse services. The community focused element will make it easier for those who identify as disabled as a protected characteristic to be supported as well as hard to reach groups such as individuals who identify with age, sexual orientation, race and religion as a protected characteristic.

An Equality Impact Assessment (EIA) has been undertaken and is available at Appendix B. This is not the final version as the EIA is a live document that is updated throughout the re-commissioning process. The EIA identifies that the new service model inclusive of the

proposed changes does not have any perceived adverse impacts on people with protected characteristics.

Joint Strategic Needs Assessment (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 re-commissioned Domestic Abuse Support Service (DASS) contributes and supports the aims set out in the Joint Health and Wellbeing Strategy;

- *A strong focus on prevention and early intervention;*
The introduction of a dedicated Outreach and Engagement Team will be focused on proactively targeting known underrepresented victim groups and develop community support networks and prevention initiatives. The DASS will equally support the Lincolnshire Domestic Abuse Partnership's priorities around early intervention and prevention through awareness raising and community engagement.
- *A focus on issues and needs which will require partnership and collective action across a range of organisations;*
Domestic abuse can have long-term effects on victims' psychological, emotional, and physical wellbeing. The re-modelled Domestic Abuse Support Service is funded in partnership with Lincolnshire CCG and the OPPC and is aligned to the support the priorities of the Lincolnshire Domestic Abuse Partnership and Safer Lincolnshire Partnership. The DASS will work in partnership with a range of organisations including Substance Misuse Services, Integrated Offender Management and Mental Health Services to ensure victims receiving specialist interventions are effectively supported to meet their wider needs as part of their support plan.
- *A focus on tackling inequalities and equitable provision of services;*
The Outreach and Engagement Team has been introduced into the service model in response to identifying victim groups and geographical locations with lower than anticipated engagement with support services. A key aim of this team will be to ensure all victims of domestic abuse and sexual violence can access information, advice and support and work to identify and overcome any barriers that persist.

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.

This service is directly designed to contribute to the furtherance of the section 17 obligations through partnership working with Substance Misuse Services and through the direct support to victims of domestic abuse and sexual violence to prevent further or future victimisation. The newly introduced Recovery Service specifically seeks to provide victims with a longer period of support to promote recovery from the impacts of abuse and prevent revictimisation. Thus, by seeking to increase victims' safety and resilience the service contributes to reducing the risk of further domestic abuse offences. The DASS will also work with the Integrated Offender Management Team to support individuals whose offending behaviours is inherently linked to their experience of domestic abuse and cohesive control.

13. Conclusion

- 13.1. Re-commissioning a countywide Domestic Abuse Support Service (DASS) supports the priorities and delivery of; the Councils' Corporate Plan, the Safer Lincolnshire Partnership, Lincolnshire Preventing Domestic Abuse Strategy 2021-24, and the Councils' statutory duties under the Domestic Abuse Act 2021. The proposed service model is scalable to respond to anticipated guidance surrounding Violence Against Women and Girls and potential new duties from the Victims Bill. The DASS may equally be a suitable vehicle for responding to recommendations from the Violence Reduction Programme following the conclusion of the Strategic Needs Assessment.
- 13.2. Co-commissioning the DASS alongside key partners from the OPCC and health reflects the ethos of current legislation, guidance, and the emerging policy landscape placing increasing duties on local areas to work together to address complex system wide issues such as serious violence and domestic abuse through joint delivery plans and service collaboration to meet the needs of Lincolnshire residents.
- 13.3. It is expected that the proposed improvements and integration of the current Outreach and IDVA Services under the umbrella of DASS, through the specification and associated processes, will enable the Council and partners to maximise the service impact and outcomes for individuals to build resilience, help prevent further victimisation and support victims to live safe, happy, and healthy lives.

14. Legal Comments:

The Council has the power to commission the services and enter into the contracts proposed.

The proposed procurement process is compliant with the Council's legal obligations.

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

15. Resource Comments:

The funding construct for this service is detailed in section 5.5 above and has been confirmed by all parties.

The service is highly likely to receive new grant funding to support delivery of the new model. Any new grant funding will reduce the partners contributions.

Demand monitoring will be in place to track the source of referrals into the service and if referrals increase, trigger the tripartite funding agreement which will be in place when the new model commences

16. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

On 19 July 2022, the Public Protection and Communities Scrutiny Committee considered a report on the Domestic Abuse Services Re-Commissioning, and unanimously supported the Recommendations to the Executive.

Members were pleased to have received a detailed report and were supportive of the proposals set out in the report which aimed at tightening support measures around vulnerable individuals.

Members commented on the supportive, proactive outreach on offer, as described in the report and believed that this was helpful to dealing with the increased number of cases reported and the various risk categories identified.

d) Risks and Impact Analysis

See body of report and Appendix B Equality Impact Assessment

17. Appendices

These are listed below and attached at the back of the report	
Appendix A	DASS Re-commissioning EIA

18. 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 Reena Fehnert, who can be contacted on reena.fehnert@lincolnshire.gov.uk.

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

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

Using this form

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

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

Equality Act 2010

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

Protected characteristics

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

Section 149 of the Equality Act 2010

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

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

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

Decision makers duty under the Act

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

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

Conducting an Impact Analysis

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

The Lead Officer responsibility

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

Summary of findings

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

Impact – definition

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

How much detail to include?

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

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

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

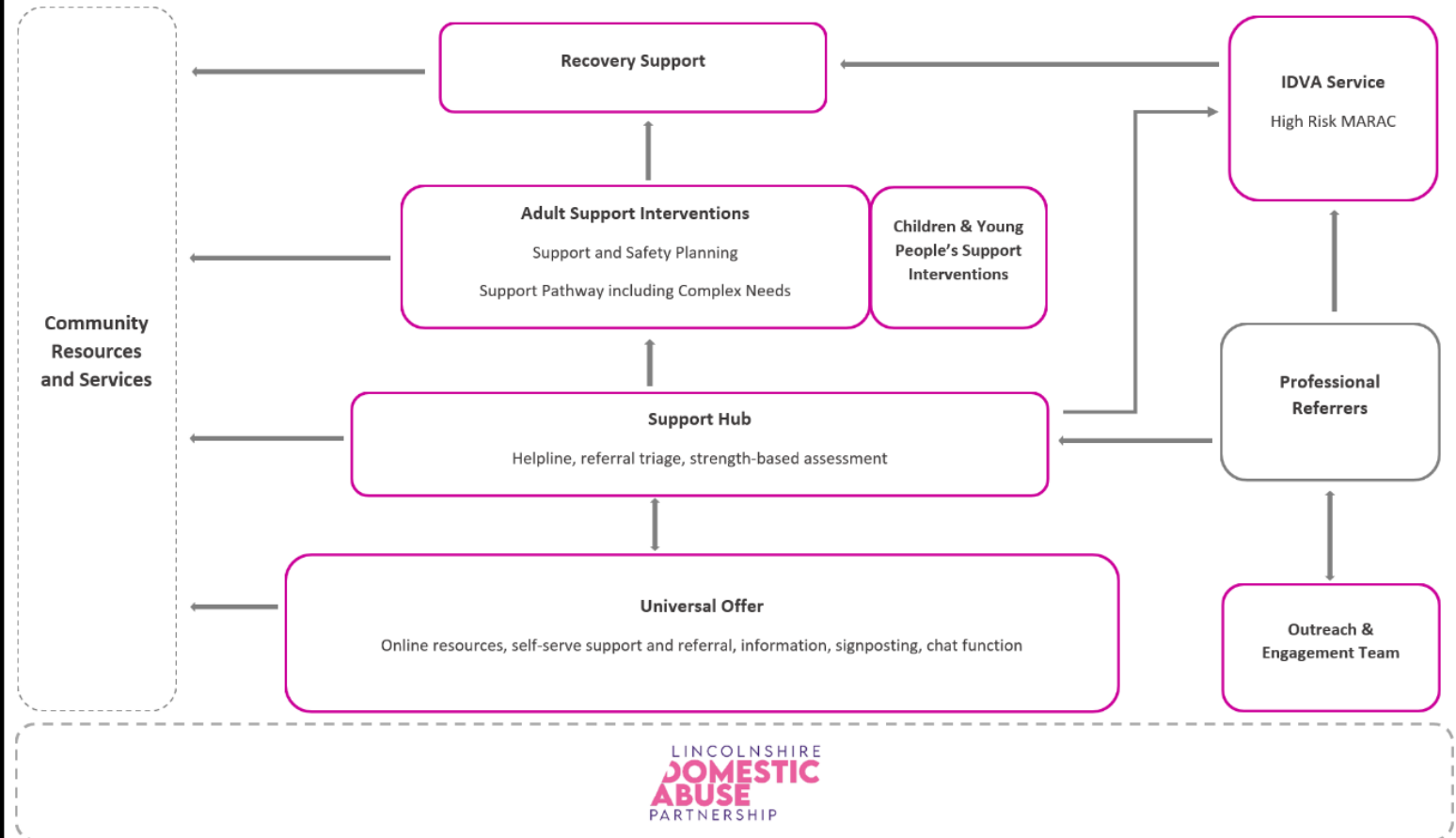
Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

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.

Title of the policy / project / service being considered	Domestic Abuse Support Services	Person / people completing analysis	Reena Fehnert Senior Commercial and Procurement Officer
Service Area	Safer Communities	Lead Officer	Sara Barry
Who is the decision maker?	Executive	How was the Equality Impact Analysis undertaken?	Discussion and email
Date of meeting when decision will be made	06/09/2022	Version control	V0.3
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Re-commissioned
Describe the proposed change	<p>To consider the impact of the re-procurement of the new Domestic Abuse Support Services.</p> <p>Background</p> <ul style="list-style-type: none"> Lincolnshire County Council (LCC) currently commissions Domestic Abuse Services in Lincolnshire. The current services comprise a contract for Outreach support for adult victims and their children and another contract for Independent Domestic Violence Advisor (IDVA) Services. These contracts are currently delivered by one provider. Safer Communities and Adult Care currently fund both Outreach and the IDVA provision. The contracts were let with a 3-year initial term and the option to extend by two years. Both the Outreach and IDVA services are reaching the end of their maximum contract length. Funding has been agreed by Adult Care and Safer Communities to re-commission these services. The new Domestic Abuse Support service will include both the 		

Outreach and IDVA services. This new service will be mainly funded by LCC and also part funded by the OPCC and Health.

The service and demand review, market engagement, stakeholder feedback and Lincolnshire’s Preventing Domestic Abuse Strategy 2021-24 have culminated in the development of the proposed countywide Domestic Abuse Support Service (DASS) model for Lincolnshire as depicted below:



Background Information

The key features of the revised and enhanced model are;

- A universal digitally based support offer to all victims of domestic abuse in Lincolnshire including self-serve information and referral, a chat function, and a range of online resources and signposting for victims, their family, friends, and colleagues.
- A Support Hub, including helpline, effective triage function and strength-based assessment provision.
- Community-based Specialist Support Interventions for Adults and Children and Young People, providing person-centred, outcome focused, support and safety planning whilst leveraging community assets and collaborating with other key partners to develop complex needs pathways alongside Substance Misuse, Mental Health, and Offender Management Services.
- An integrated IDVA Service supporting the highest risk victims including children and young people through specialist and community based IDVA workers embedded within the wider service elements and offer.
- Enhanced Recovery Support to victims managing civil injunctions, legal cases, transitions, or continuing complex needs support beyond the specialist interventions to build resilience and help prevent further victimisation.
- An Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse.

Evidencing the impacts

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

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

Data to support impacts of proposed changes

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

Population data and the Joint Strategic Needs Assessment

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

Workforce profiles

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

Positive impacts

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

Age	<p>Annually there are approximately 30,000 Lincolnshire residents aged 16-74 years who will be victims of domestic abuse. The demand and prevalence analysis identified lower than anticipated referrals from health sources and some demographic profiles which the new DASS will seek to address, the relative success of engagement activities will therefore directly influence future demand. This has been partly mitigated by the enhanced budget secured for the delivery of the remodelled DASS and the tripartite in-principal agreement to collectively consider and fund additional volume delivery if required during the contract term.</p> <p>The recommissioned service will be available to victims of domestic abuse, for children’s interventions the age range is 5-16, for SEND children up-to the age of 25 and for adults intervention, the age range is 16 and over.</p> <p>It is known from ONS data on Domestic abuse the findings from the Crime Survey for England and Wales, year ending March 2018 and data about the individuals who have accessed the service that the over 45’s are underrepresented in the current service user demographic. The new model includes an outreach and Engagement team proactively targeting under-represented groups.</p> <p>The new model will therefore have a positive impact on the over 45’s.</p>
Disability	<p>The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. The new model also has a universal digital offer to all victims including self-serve information and referral a chat function and a range of online resources signposting victims, their family, friends, and colleagues. This will have a positive impact on persons with disabilities.</p>
Gender reassignment	<p>The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. The new model also has a universal digital offer to all victims including self-serve information and referral a chat function and a range of online resources signposting victims, their family, friends, and colleagues, this will have a positive impact on persons who have undergone gender reassignment</p>
Marriage and civil partnership	<p>No perceived positive impact. This protected characteristic should not face barriers in accessing the service should they need it and stand to benefit from it in the same way as other eligible people without a protected characteristic.</p> <p>According to the latest census, over half the population of each district in Lincolnshire is married: Almost 57% in North Kesteven and 49% in Boston. Figures for civil partnerships was much lower with a mean of only 0.17% across all districts in a civil partnership, however this figure is likely to be higher now.</p>

APPENDIX B

Pregnancy and maternity	Health are contributing to the funding of the service, this along with the new model which includes the Outreach and Engagement Team and the requirement for the new provider to work with GP's to increase awareness of the service and thus will have a positive impact on pregnant women and those on maternity.
Race	The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. The service will also use translation services to enable better communication with those that find it difficult to access the service because language is a barrier. The new service will therefore have a positive impact on persons who identify under race as a protected characteristic.
Religion or belief	The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. This will have a positive impact on persons who identify under race as a protected characteristic which in turn can have an impact on those who identify under religion or belief as a protected characteristic.
Sex	<p>The new model also has a universal digital offer to all victims including self-serve information and referral a chat function and a range of online resources signposting victims, their family, friends and colleagues. Men are underrepresented in the current service user cohort. It is known from ONS data on Domestic abuse the findings from the Crime Survey for England and Wales, year ending March 2018 and the "who the victim told about the partner abuse by sex of victim" report, that a better digital offer will improve engagement from men who are victims of domestic abuse.</p> <p>In addition, because Domestic Abuse impacts disproportionately on women, and because the service is designed to address the prevalence and impacts of abuse, the new service will have a positive impact on persons with sex as a protected characteristic</p>
Sexual orientation	The new model includes an Outreach and Engagement Team to proactively target known underrepresented victim groups and develop community support networks and peer support systems to identify and enhance the community response to domestic abuse. This will have a positive impact on persons who identify under race as a protected characteristic.

APPENDIX B

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.

n/a

APPENDIX B

Adverse/negative impacts

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

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

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

Age	No perceived adverse impact as the new model supports adults and children of the non-abusive adult as part of the service. There is a separate contract that supports work with the perpetrator that is commissioned by the Office of the Police and Crime Commissioner.
Disability	No perceived adverse impact due to disability.
Gender reassignment	No perceived adverse impact due to gender reassignment.
Marriage and civil partnership	No perceived adverse impact as the new model supports adults and children of the non-abusive adult as part of the service. There is a separate contract that supports work with the perpetrator that is commissioned by the Office of the Police Crime Commissioner.
Pregnancy and maternity	No perceived adverse impact due to pregnancy and maternity.

APPENDIX B

Race	There is no perceived adverse impact due to race
Religion or belief	There is no perceived adverse impact due to religion or belief
Sex	There is no perceived adverse impact due to sex
Sexual orientation	There is no perceived adverse impact due to sexual orientation

Page 46

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.

Victims who are not online, for example those in very rural areas, older victims, or those in poverty and without access to broadband or a device could potentially be excluded from the universal digitally based offer support if it is primarily available online. The new service must offer an alternative, such as written or telephone-based support to ensure they are not further excluded. There have been stark warnings about this, particularly in the spring of 2020 when the coronavirus pandemic has forced many services to use virtual gatherings, from Government, advisors, and engagement specialists, such as the Consultation Institute. In terms of race, religion, and sexual orientation the workers will need to be fully trained to be able to meet the needs of the protected characteristics, the by and for approach enables this.

Within the Domestic Abuse Strategy, a key priority for the Domestic abuse partnership is early intervention, as well as community engagement. This includes working closely with the community, key hubs and touch points throughout the County ensuring that people have a variety of ways to access support that does not just rely solely on technology. Work directed through the partnership to implement the strategy will help to address and mitigate this potential negative impact.

Children of the perpetrator are not covered by this service, however the service can refer into other services, provided by LCC Children’s Services, to support people in this group.

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

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.

Page 47

Objective(s) of the EIA consultation/engagement activity

The Objective of the activity is to recommission the Domestic Abuse Support Service through a tender process. This will involve going out to the market for the Most economically advantageous Tender. A project team was set up consisting of stakeholders from Safer Communities, Commercial, Legal, Health, Children’s and the OPCC. The project team carried out a robust analysis of the current contract delivery, this including a national review and benchmarking of the current services to identify issues and gaps in delivery.

An engagement activity with the Domestic Abuse Partnership which consists of District Councils, Health, Police and Suppliers in the County also supported the review of the current services. The Domestic Abuse Business Manager then carried out one to one engagement with a number of service users. The new model was developed following this and was market tested through the issue of a Prior information notice and a pre-market engagement questionnaire. Following this supplier one to ones were carried out and provided an opportunity to gather best practice information as well as sense check the proposed model and commercials. The model was then further refined and used to populate the specification for the new service.

Further engagement is on-going through the governance process and development of the Invitation to Tender documents

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

Age	<p>See above approach detailing who was involved in the engagement activity.</p> <p>Demographic analysis and engagement activity have identified that the over 45's are underrepresented in the current service user demographic. The new model includes an outreach and Engagement team proactively targeting under-represented groups.</p>
Disability	<p>See above approach detailing who was involved in the engagement activity.</p>
Gender reassignment	<p>See above approach detailing who was involved in the engagement activity.</p>
Marriage and civil partnership	<p>See above approach detailing who was involved in the engagement activity.</p>
Pregnancy and maternity	<p>See above approach detailing who was involved in the engagement activity.</p>
Race	<p>See above approach detailing who was involved in the engagement activity.</p>

Page 48

APPENDIX B

<p>Religion or belief</p>	<p>See above approach detailing who was involved in the engagement activity.</p>
<p>Sex</p>	<p>See above approach detailing who was involved in the engagement activity.</p> <p>Demographic analysis and engagement activity have identified that men are underrepresented in the current service user cohort. The new model includes an improved digital support offer, which will improve engagement from men who are victims of domestic abuse.</p>
<p>Sexual orientation</p>	<p>See above approach detailing who was involved in the engagement activity.,</p>
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>Yes, this includes the Project Team, the Programme Board and the Domestic Abuse Partnership</p>
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	<p>This can be evidenced through a robust contract management framework captured on a quarterly basis including but not limited to:</p> <ul style="list-style-type: none"> - The reporting of key performance indicators. - Close monitoring of the delivery of the specification and continuous improvement plan. - Extensive wider community and partnership engagement. - The demonstration of value for money. - Case studies demonstrating overall framework outcomes.

Further Details

Are you handling personal data?	<p>Yes</p> <p>Personal data is held as part of both Provider’s and commissioner case management systems, however all data used within the re-commissioning exercise, including this impact analysis is anonymous.</p> <p>In relation to the new service and contract, the information governance team will advise on the appropriate data management relationship to ensure ongoing compliance by both parties with data protection legislation. The contract terms and conditions will be updated with the appropriate contractual clauses to ensure the correct handling of personal data during the term of the contract.</p>
--	--

Page 50

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Effective contract management throughout the life of the contract	Kelly Wells	1 st April 2023 to 31 st March 2028

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
0.3	EIA form filled in and circulated	Created by Reena Fehnert	9 th June 2022 Amended 27 th June, Reviewed by CM – 29 th June 2022. Reviewed by JT 06 th July 2022. Finalised by RF on 7 th July 2022	Lead Officer	07.07.22

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

Report to:	Executive
Date:	06 September 2022
Subject:	Revenue Budget Monitoring Report 2022/23 - Quarter 1
Decision Reference:	I027768
Key decision?	No

Summary:

- This report provides an update on revenue spending compared with budgets for the financial year which started on 01 April 2022.
- The tables in this report show the actual income and expenditure for the first three months of this financial year to 30 June 2022, 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.
- Further work has been carried out since 30 June on the impacts of inflationary increases on the Council. This report also includes an early warning that inflationary impacts are likely to be significant.
- The overall revenue position is that we are forecasting an overspend this year of **£0.705m** (excluding schools) at 30 June 2022, which is **0.13%** of the net revenue budget.
- 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 relatively strong at this point in time. We are currently assessing the impact of high levels of inflation in the wider economy and the results of this assessment will be reported in quarter 2, together with any mitigating actions and any implications for financial resilience.

Recommendation(s):

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

Alternatives Considered:

1. This report shows the actual revenue expenditure to 30 June 2022, and projected outturns for 2022/23, therefore no alternatives have been considered.

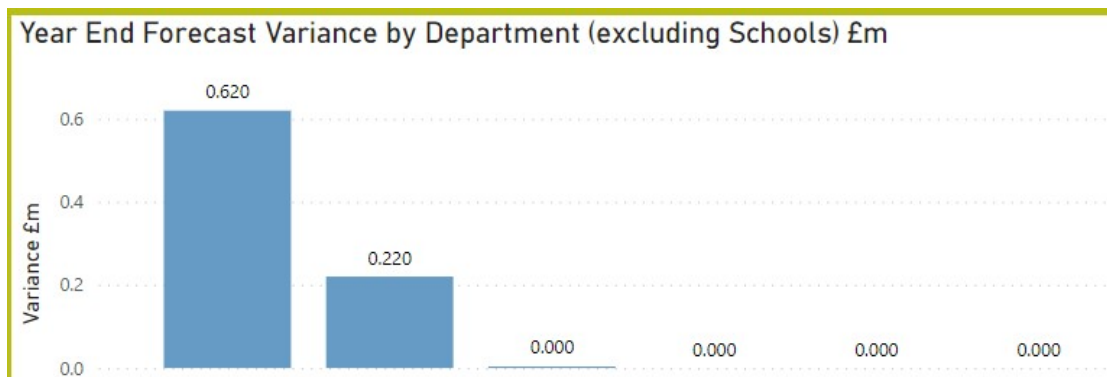
Reasons for Recommendation:

To maintain the Council's financial resilience.

1. Background

Overall Financial Position

- 1.1 Graph of Summary Position as at 30 June 2022.



- 1.2 Appendix A shows an expanded version of this summary table.

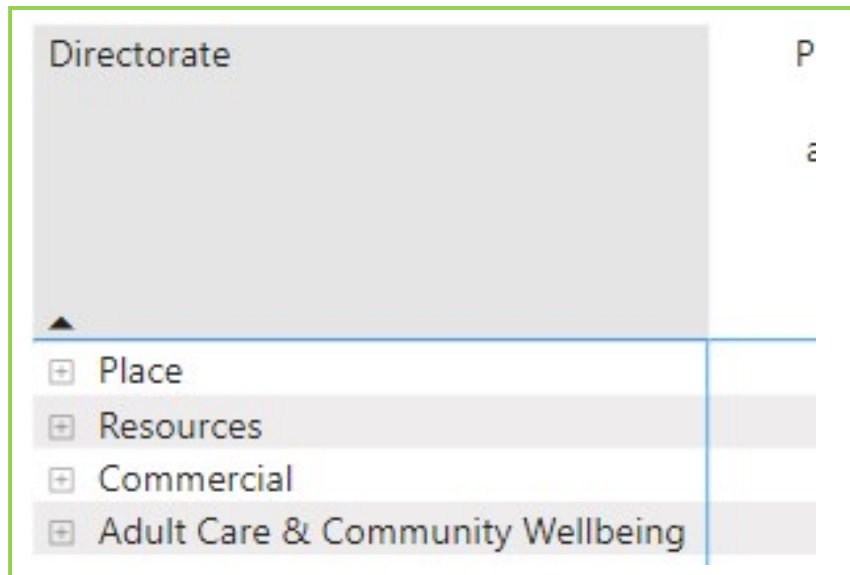
Key Issues Highlighted

- 1.3 The overall revenue position is that we are forecasting an overspend of £0.705m (excluding schools), which is a variance of 0.13% of the overall net revenue budget. Further details of the financial position for each Directorate are given in appendices B to I. The most significant variances are highlighted below:
- 1.4 Children's Services. There are two areas of overspends in the area of Children's Social Care, relating to social care legal costs, which is a known pressure from 2021/22, and a rise in children in care external placements. These have been partially offset by Health Visitor staffing vacancies, and grant funding received. Further detail is provided in Appendix B.
- 1.5 Place. The overspend is mainly in the Highways area as the service contends with supply issues and high inflation on its contracts and materials. Further detail is provided in Appendix D.

- 1.6 Income. The income budget will be exceeded as additional Independent Living Fund grant has been received above the level budgeted for.
- 1.7 Schools. The forecast underspend of £1.686m is in the High Needs Block of the Dedicated Schools Grant. The temporary underspend relates to Alternative Provision free school place funding. Further detail is provided in Appendix H. Any underspend will be carried forward to future years.

Progress on Achievement of Budget Savings

- 1.8 The chart below shows the savings per Directorate built into the 2022/23 budget as part of the last budget process. At quarter 1 it is reported that all savings are expected to be delivered this year. The list includes both budgetary savings on costs (£4.774m) and budgeted increases in income (£0.044m).



Earmarked Reserves Position and Forecast Spend for 2022/23

- 1.9 Appendix J shows the current balance on the Council’s earmarked reserves, together with amounts forecast to be drawn down from reserves to cover expenditure in the current year. The opening balance for earmarked reserves in total is £244.267m and it is currently forecast that £44.521m of this will be used in 2022/23 to support expenditure in accordance with the purposes of the reserves.

Progress on Development Fund Initiatives

- 1.10 Appendix K 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 is currently forecast to be £11.756m in 2022/23.

Assessment of Impact on Financial Resilience

- 1.11 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 relatively strong. We are currently assessing the impact of high levels of inflation in the wider economy and the results of this assessment will be reported in quarter 2, together with any implications for financial resilience.
- 1.12 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 are able to contain the current forecast of an overspend of £0.705m within the overall budget then there will be no requirement to draw down our Financial Volatility Reserve to support the 2022/23 budgetary position. The balance of the Financial Volatility Reserve currently stands at £46.922m.
- 1.13 We will aim to maintain our financial resilience by continued monitoring of the financial position, undertaking work to address issues as they arise; continuing to work 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.

Reporting of Budget Virements

- 1.14 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 L.

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 & Well Being 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 overspend of £0.705m (excluding Schools).
- 3.2 This position will continue to be monitored and reported throughout the year, and the effects of inflationary increases will be shown in the quarter 2 report.

4. Legal Comments:

This report sets out an update on spending as at 30 June 2022 compared with the revenue budget for the financial year starting on 1 April 2022 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 overspent, however the forecast overspend is relatively small at 0.13% of the net revenue budget and it is hoped that this can be contained within the overall budget as the year progresses. Continued effort in monitoring is essential to ensure that any additional cost pressures are identified and addressed throughout the year.

6. Consultation

a) Has Local Member Been Consulted?

Yes

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 25 August 2022. 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 2022/23 as at 30 June 2022
Appendix B	Children's Services
Appendix C	Adult Care and Community Wellbeing
Appendix D	Place
Appendix E	Fire and Rescue
Appendix F	Resources
Appendix G	Corporate Services
Appendix H	Schools
Appendix I	Other Budgets
Appendix J	Earmarked Reserves Position and Forecast 2022/23
Appendix K	Monitoring of Development Fund Initiatives 2022/23
Appendix L	Approved Budget Virements 2022/23 as at 30 June 2022

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 2022/23	Council Budget
Budget Book 2022/23	Budget Book 2022/23

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

Revenue Budget Monitoring Report 2022/23 as at 30 June 2022

	Revised Net Revenue Budget £m	Net Expenditure £m	Forecast Outturn £m	Forecast Variance £m	Forecast Variance %
SERVICE DELIVERY					
Children's Social Care	80.807	16.245	81.605	0.798	1.0
Children's Education	13.064	4.266	12.886	(0.178)	(1.4)
Children's Services	93.871	20.510	94.491	0.620	0.7
Adult Frailty & Long Term Conditions	125.924	8.041	125.924	(0.000)	(0.0)
Adult Specialities	92.327	22.177	92.327	0.000	0.0
Carers	1.441	0.351	1.441	0.000	0.0
Public Health	29.301	4.175	29.301	0.000	0.0
Public Health and Community Wellbeing	30.743	4.527	30.743	0.000	0.0
Public Health Grant Income	(34.847)	(8.712)	(34.847)	0.000	0.0
Better Care Funding	(56.610)	(8.564)	(56.610)	0.000	0.0
Public Protection	5.086	(1.438)	5.086	(0.000)	(0.0)
Adult Care and Community Wellbeing	162.622	16.032	162.622	(0.000)	(0.0)
Communities	85.588	10.680	85.583	(0.005)	(0.0)
Lincolnshire Local Enterprise Partnership	0.361	3.163	0.361	0.000	0.0
Growth	2.225	0.469	2.225	0.000	0.0
Highways	37.195	(4.168)	37.421	0.225	0.6
Place	125.369	10.144	125.589	0.220	0.2
Fire & Rescue	21.888	4.042	21.888	0.000	0.0
Fire and Rescue	21.888	4.042	21.888	0.000	0.0
Corporate Property	11.856	5.043	11.856	0.000	0.0
Commercial	8.745	2.366	8.745	0.000	0.0
Finance	7.466	1.557	7.466	0.000	0.0
Information Management Technology	15.389	3.226	15.389	0.000	0.0
Governance Services	2.138	1.444	2.138	(0.000)	(0.0)
Organisational Support	14.553	5.633	14.535	(0.018)	(0.1)
Transformation	4.740	1.286	4.740	0.000	0.0
Resources	64.888	20.554	64.870	(0.018)	(0.0)
Corporate Services	3.011	0.793	3.011	(0.000)	(0.0)
Corporate Services	3.011	0.793	3.011	(0.000)	(0.0)
TOTAL SERVICE DELIVERY	471.650	72.076	472.472	0.822	0.2
OTHER BUDGETS					
Contingency	6.500	0.000	6.500	0.000	0.0
Capital Financing Charges	43.104	(0.035)	43.104	(0.000)	(0.0)
Other	28.259	9.691	28.259	0.000	0.0
TOTAL OTHER BUDGETS	77.864	9.657	77.863	(0.000)	(0.0)
TOTAL NET EXPENDITURE (EXC SCHOOLS)	549.514	81.732	550.336	0.822	0.1
MOVEMENT OF RESERVES					
Transfer to/from Earmarked Reserves	(2.177)	(2.177)	(2.177)	0.000	0.0
TOTAL MOVEMENT OF RESERVES	(2.177)	(2.177)	(2.177)	0.000	0.0
MET FROM:					
Business Rates local Retention	(122.595)	(29.558)	(122.595)	0.000	(0.0)
Revenue Support Grant	(21.220)	(5.729)	(21.220)	0.000	0.0
Other Non Specific Grants	(55.884)	(11.310)	(56.001)	(0.117)	0.2
County Precept	(344.872)	(68.974)	(344.872)	0.000	(0.0)
TOTAL MET FROM	(544.571)	(115.572)	(544.688)	(0.117)	0.0
TOTAL (EXCLUDING SCHOOLS)	2.766	(36.017)	3.471	0.705	
SCHOOL BUDGETS					
Schools Block	141.240	27.191	141.240	0.000	0.0
High Needs Block	96.068	22.167	94.383	(1.686)	(1.8)
Central School Services Block	3.392	1.453	3.392	0.000	0.0
Early Years Block	40.902	11.660	40.902	0.000	0.0
Dedicated Schools Grant	(284.368)	(79.662)	(284.368)	0.000	0.0
Schools Budget (Other Funding)	0.000	(1.589)	0.000	0.000	0.0
TOTAL SCHOOLS BUDGETS	(2.766)	(18.780)	(4.452)	(1.686)	160.9
TOTAL (INCLUDING SCHOOLS)	(0.000)	(54.797)	(0.981)	(0.981)	

Children's Services

Financial Position 1st April – 30th June
2022

Position

Children's Services is forecasting a spend of £94.491m against a budget of £93.871m. This is a forecast overspend of £0.620m.

	Annual Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Children's Social Care	80.807	81.605	0.798
Children's Education	13.064	12.886	(0.178)
Children's Services	93.871	94.491	0.620

Children's Services

Children's Social Care

- Social care legal costs are a known cost pressure and continue to be higher than the budget due to the complexity of cases, reliance on expert advice and the use of counsel. Legal costs are forecast to overspend by £1.475m (or 55.4%). The forecast legal spending (£4.136m) is comparable to the final spend in 2021/22. Children's Services continue to apply the statutory threshold to initiating care proceeding and pre-proceedings.
- There has been an increase in the number of Children in Care (CiC), in line with the rise nationally. CiC numbers at the end of June 2022 were 742 compared to 731 at the end of March 2022, or 682 at the end of March 2021 driving the need for external placements. The following budgets are currently forecast to overspend on residential placements (£0.099m or 0.8%) and out of county fostering placements (£0.268m or 16.0%). In addition, the internal residential homes are forecasting a £0.241m overspend (4.3%) due to the challenges associated with staffing complex children, increased sickness levels and parental leave. A review has commenced to address these challenges. It is still very early in the financial year, and the transformational work will continue

to have strong oversight and rigour of the budget position of these demand-led and volatile budgets with a view of delivering on these ambitious financial trajectories.

- The 0-19 children's health service is forecasting an underspend of £0.500m (or 5.9%), due to county-wide Health Visitor vacancies (11%) are at a similar level to that experienced in 2021/22. Health Visitor recruitment is a national issue, and a re-design of the workforce structure has commenced, this includes the conversion of Health Visitor posts to recruit 10 Family Health Workers (FHWs), which are now in post and supporting delivery of the Healthy Child Programme. The vacancy position will reduce further in the autumn when Health Visitor students take up substantive posts. Workforce development and ongoing recruitment remain key priorities for the service.
- Further underspends are expected on the Unaccompanied Asylum Seekers grant (£0.419m) in addition to other smaller service underspends, and an apportionment of costs to the Outbreak Management grant to part fund the costs of the Healthy Minds delivery in schools following the pandemic (£0.259m).

Children's Education

- Most of the underspend is within Special Educational Needs & Disabilities of £0.128m (or 4.0%). The contributing factor to the forecast underspend relates to the Domiciliary Care contract (£0.148m or 31.6%), which is unable to access care resources and packages of support due to limited availability within the marketplace. The service constantly reviews and searches for alternatives.

Adult Care and Community Wellbeing

Financial Position 1st April – 30th June
2022

Position

Adult Care and Community Wellbeing is forecasting a balanced budget as at 30 June 2022.

	Budget	Forecast Outturn	Forecast Variance £m
	£m	£m	
Adult Frailty & Long Term Conditions	125.924	125.924	(0.000)
Adult Specialities	92.327	92.327	0.000
Public Health and Community Wellbeing	30.743	30.743	0.000
Public Health Grant Income	(34.847)	(34.847)	0.000
Better Care Funding	(56.610)	(56.610)	0.000
Adult Care and Community Wellbeing	162.622	162.622	(0.000)

Adult Care & Community Wellbeing

The balanced position reported is supported by the planned drawdown of £1.1m from the adult care reserve. An increase in working age adult's residential packages of care was forecast and the reserve set aside to support.

Older People's services continue to see a higher usage of interim beds however the spend is offset by an underspend in homecare services.

Place

Financial Position 1st April – 30th June 2022

Place is forecasting a 2022-23 spend of £125.589m against a budget of £125.369m. This is a forecast overspend of £0.220m.

	Annual Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Communities	85.588	85.583	(0.005)
Greater Lincolnshire LEP	0.361	0.361	0.000
Growth	2.225	2.225	0.000
Highways	37.195	37.421	0.225
Place	125.369	125.589	0.220

Communities

Although currently very close to target, the budget for the key services of Waste Management and Transport are being closely monitored as seasonal demand factors and market volatility present a risk of budget variances later in the year.

Greater Lincolnshire LEP is expected to be on target again this year

Growth is currently showing on target as income from grants and business units are being managed within the budget.

Highways

The current budget forecast is for a £0.225m overspend as the service contends with supply issues and high inflation on its contracts and materials. However, the budget remains under close review to ensure expenditure is directed to priority areas. At this early stage in the year, it is not possible to accurately forecast budgets such as winter maintenance which are driven by weather conditions and therefore outside the direct

control of the service. These risks continue to be monitored and will be updated in future reports.

Fire and Rescue

Financial Position 1st April – 30th June
2022

At the end of the first quarter, Fire and Rescue is forecasting a balanced budget for 2022-23 with a spend of £21.888m against a budget of £21.888m.

	Annual Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Fire & Rescue	21.888	21.888	0.000
Fire and Rescue	21.888	21.888	0.000

Fire and Rescue is currently forecasting a balanced budget for the year with no variances to report.

Resources

Financial Position 1st April – 30th June 2022

Resources is forecasting a 2022-23 spend of £64.870m against a budget of £64.888m, which is an underspend of £0.018m.

	Annual Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Corporate Property	11.856	11.856	0.000
Commercial	8.745	8.745	0.000
Finance	7.466	7.466	0.000
Governance Services	2.138	2.138	(0.000)
Information Management Technology	15.389	15.389	0.000
Organisational Support	14.553	14.535	(0.018)
Transformation	4.740	4.740	0.000
Resources	64.888	64.870	(0.018)

At the end of the first quarter Resources is forecasting a broadly balanced budget for 2022/23 with no material variances.

However, following the re-procurement of the Council's Wide Area Network (WAN) service effective from November 2022, there is an expected increase in cost for the Council. The overall Information Management Technology budget is being reviewed to determine the extent to which the impact of this in the 2022/23 financial year can be accommodated within existing budgetary provision and the outcome will be reported in the next forecast. The cost pressure for future years will be addressed as part of the Council's normal planning process.

Corporate Services

Financial Position 1st April – 30th June
2022

Corporate Services is forecasting a 2022-23 spend of £3.011m against a budget of £3.011m.

	Annual Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Corporate Services	3.011	3.011	(0.000)
Corporate Services	3.011	3.011	(0.000)

Corporate Services are currently forecasting a balanced budget for the year with no variances to report.

Schools

Financial Position 1st April – 30th June 2022

The Dedicated Schools Budget are forecasting a 2022/23 net spend (less of grant funding) of (£4.452m) against a net budget of (£2.766m). This is a forecast underspend of £1.686m.

	Annual Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Schools Block	141.240	141.240	0.000
High Needs Block	96.068	94.383	(1.686)
Central School Services Block	3.392	3.392	0.000
Early Years Block	40.902	40.902	0.000
Dedicated Schools Grant	(284.368)	(284.368)	0.000
Schools Budget (Other Funding)	0.000	0.000	0.000
Schools	(2.766)	(4.452)	(1.686)

High Needs Block

- The Alternative Provision (AP) free school place funding has underspent by £1.630m. This is a temporary underspend following Department for Education confirmation that funding is only being recouped from the Local Authority for 89 places for this financial year.
- Non-Maintained Schools placements and independent mainstream placements are overall forecasting an underspend (£0.221m or 1.51%). External placements arise where there are increases in demand for those pupils with more complex needs and insufficient places within Lincolnshire special schools exist. The Building Communities of Specialist Provision Strategy is delivering an increase in the number of places within Lincolnshire to support the forecast trajectory of growth.
- A further financial variance includes an overspend on Pilgrim Home Tutoring (£0.163m or 37.51%), where the forecast has been based on the

previous year's activity. This service provides education for medically certified pupils requiring home tutoring support. This has been identified and is being addressed through a direct workstream with Pilgrim school and a new Social, Emotional and Mental Health (SEMH) strategy.

Other Budgets

Financial Position 1st April – 30th June
2022

Other Budgets is currently forecasting a balanced budget for the year with no variances to report at this stage.

	Annual Budget	Forecast Outturn	Forecast Variance
	£m	£m	£m
Contingency	6.500	6.500	0.000
Capital Financing Charges	43.104	43.104	(0.000)
Other Budgets	28.259	28.259	0.000
Other Budgets	77.864	77.863	(0.000)

Contingency

It is expected that the contingency budget is likely to be required in full this year to cover inflationary impacts as well as potential pay awards above the level budgeted for. Therefore, it is assumed at this stage that the budget will be spent in full.

Capital Financing Charges

The carry forward of capital programme underspends from 2021/22 will feed into the capital financing charges position for quarter 2.

Other Budgets

No forecast variances are reported at this stage in the year.

This page is left intentionally blank

Earmarked Reserves Position and Forecast Spend 2022/23

Appendix J

Reserve	Purpose of Reserve	Closing Balance 31/03/22	Forecast Spend 2022/23 as at Jan 22	Forecast Spend 2022/23 as at Jun 22	Change in Forecast 2022/23	Commentary
Adult Care and Community Wellbeing						
Community Safety Reserve	This allocation is made up of historic partner contributions to support the cost of Domestic Homicide Reviews. The timing of requirement is demand driven and cannot be quantified on an annual basis.	-49,814	0	0	0	
Subtotal Adult Care and Community Wellbeing		-49,814	0	0	0	
Childrens Services						
Young People in Lincolnshire	This reserve came from the liquidation of the former Connexions company's including a share of the Co-op distribution (£35,750), which is to be spent on young people of Lincolnshire. DLT have agreed to the commitment for NEET for two dedicated posts for 12 months initially (by responding to the impact of the pandemic), designed to focus on employment options and to assist care leavers future outcomes.	-227,511	76,292	76,292	0	
Families Working Together Reserve	The purpose of the Grant is to enable Local Authorities to deliver the Government's Troubled Families Programme, which is around working with complex families at an Early Help stage to facilitate and sustain a range of outcomes. There is also a requirement to 'transform services' across partnerships based upon learning from the Programme. This is a Payment by Results Grant. The conditions are set in a detailed Financial Framework.	-599,275	0	197,000	197,000	Forecast now includes a commitment to spend which was not known at the time of the Jan 22 forecast, to support a temporary increase in staffing capacity in the social care front door.
Youth Offending Service Reserve	The reserve was set aside for two key eventualities. The first was to support remand costs to youth secure accommodation of CYP, and as such treated as 'looked after'. Many of these remand events cannot be predicted and relate to complex and high profile cases that generate costs sometimes running into hundreds of thousands of pounds. Secondly, the reserves have also been held to offset the potential impact of grant reductions by the Youth Justice Board and the Lincolnshire PCC. The service staffing model is fully supported by the grants and any change would necessitate a review and have a potential impact upon service delivery. The Youth Justice grant is always a delayed settlement sometimes into April & May and this leaves no scope for financial planning or contingency.	-200,299	0	0	0	

Reserve	Purpose of Reserve	Closing Balance 31/03/22	Forecast Spend 2022/23 as at Jan 22	Forecast Spend 2022/23 as at Jun 22	Change in Forecast 2022/23	Commentary
Lincolnshire Music Service Reserve	This is a reserve that was set up shortly after the Music Service became a fully traded service (i.e. the base budget was fully recovered from the service). It is intended that the Music Service use this reserve to cover any changes to income levels, planned or ad hoc spending priorities.	-419,687	50,000	50,000	0	
S77 School Projects	Section 77 of the Schools Standards monies that has to be spent on playing fields related replacement work (earmarked for the primary St Christopher's special schools site (2022/23).	-400,780	400,780	400,780	0	
Subtotal Childrens Services		-1,847,552	527,072	724,072	197,000	
Corporate Services						
Community Engagement Reserve	Provides financial support to community based initiatives	-58,524	0	0	0	
Subtotal Corporate Services		-58,524	0	0	0	
Other Budgets						
Insurances - Earmarked Reserve	To cover unknown future insurance claims. As claims are received this will be transferred to the insurance provision. It may also be increased following actuarial assessment.	-6,775,061	1,000,000	1,000,000	0	
Financial Volatility Reserve	This reserve will support future budget deficits, to allow time for savings to be implemented to balance the budget over the longer term. The planned use of reserve is based on MTFP as at January 2022 i.e. no requirement to be used to balance the 2022/23 budget.	-46,922,262	0	0	0	
Coronavirus Recovery Reserve	This reserve was created at the end of the 2020/21 financial year to help support on-going covid costs in future years.	-2,304,000	0	2,304,000	2,304,000	Budget approval by Council in February 2022 including approving using this reserve to balance the 2022/23 revenue budget
Development Fund	Allocated to various revenue and capital schemes and separately reported	-23,451,202	8,355,574	11,756,000	3,400,426	Spending requirements have been reassessed following the 2021/22 outturn position
Energy from Waste Plant Lifecycle replacement Reserve	Amounts are added to this reserve annually from the revenue budget to allow for future replacement of assets. Amounts are drawn down to fund asset replacements in year	-4,720,982	750,000	750,000	0	
Business Rates Volatility Reserve	This reserve was created from a BR Collection Fund surplus in a previous year. It will be used to cover collection fund deficits e.g. due to rates appeals as and when they arise	-6,151,613	0	0	0	

Reserve	Purpose of Reserve	Closing Balance 31/03/22	Forecast Spend 2022/23 as at Jan 22	Forecast Spend 2022/23 as at Jun 22	Change in Forecast 2022/23	Commentary
Reserves Requiring Council Approval September	To hold carry forwards from previous year pending Council approval of proposals to use these carry forwards. Approval takes place at Council meeting in September each year. After this the carry forwards are disaggregated into the appropriate reserves.	-12,670,171	0	0	0	
Subtotal Other Budgets Place		-102,995,291	10,105,574	15,810,000	5,704,426	
Museum Exhibits - Earmarked Reserve	Reserve for the purchase of Museum Exhibits in future years. Any budget under/over spends are transferred at year end.	-133,356	0	0	0	
Growth Reserve	Used for one-off service development and improvement projects in Economic Development.	-1,147,923	0	922,000	922,000	Forecast for 2022/23 now reflects committed funds not included in Jan'22 forecast.
Carbon Management Reserve	Revolving fund to facilitate the installation of energy saving measures in LCC buildings and maintained schools.	-35,668	0	0	0	
Flood & Water Risk Management	Utilised for risk to the capital programme and unplanned costs associated with the implementation of Waterways Development Plan.	-199,999	0	0	0	
Civil Parking Enforcement Reserve	Statutory reserve to manage surplus on parking enforcement activity for reinvestment in future parking initiatives.	-88,406	0	0	0	
Cultural Services Reserve	Reserve made up of unspent bequests and contributions given to make purchases for collection in accordance with the Collections, Acquisitions and Disposals Policy.	-295,438	172,600	172,600	0	
Traffic Management Reserve	Reserve to manage surplus on traffic permitting activity to help smooth seasonal peaks and troughs.	-1,290,408	50,000	50,000	0	
Lincoln Cultural Quarter Earmarked Reserve	To fund future remedial works in Lincoln Cultural Quarter.	-175,731	0	0	0	
Support to Businesses	This reserve is for the implementation of schemes to support Lincolnshire Businesses including Business Recovery Fund Grants, Digital Voucher Scheme, Rural Business Grant Scheme and Invest for the Future.	-3,302,586	0	0	0	

Reserve	Purpose of Reserve	Closing Balance 31/03/22	Forecast Spend 2022/23 as at Jan 22	Forecast Spend 2022/23 as at Jun 22	Change in Forecast 2022/23	Commentary
Subtotal Place		-6,669,515	222,600	1,144,600	922,000	
Resources						
Procurement Reserve	Used to fund 8 FTE in the Commercial Team - 3 G10 FTE in People, 5 FTE from G12 to G6 in Infrastructure. Will consume reserve until it reaches zero. Assumptions on 'Use of Reserves' tab.	-1,244,646	394,230	394,230	0	
CSSC Transformation Including BW Rebuild and Development	To support transformation costs regarding the Corporate Support Service Contract review and Business World development project.	-1,957,481	1,292,690	1,292,690	0	Any excess expenditure will be funded from the Development Fund
Property Management Reserve	This is required for further legal advice for the proposed Billingborough housing development	-24,508	0	0	0	earmarked reserve
Legal Earmarked Reserve	The build up of historic surplus following distribution to partners. The LCC surplus target was increased for 20/21 in line with the previous performance and therefore excess surpluses are unlikely to be material, if any, into the future. Any deficits, should there be any, will be funded from this reserve.	-811,256	0	0	0	
Purchase of Employee Leave Scheme Reserve	This reserve was created from the income received from the purchase of annual leave by staff with the intention of reinvesting this providing employee benefits and supporting corporate initiatives for the benefit of employees. The service now has an income target of £180k pa and this reserve will increase/ decrease depending upon employee take up against this target and plans to support initiatives against the criteria above.	-305,046	50,500	50,500	0	

Reserve	Purpose of Reserve	Closing Balance 31/03/22	Forecast Spend 2022/23 as at Jan 22	Forecast Spend 2022/23 as at Jun 22	Change in Forecast 2022/23	Commentary
	There is an annual £300k budget to fund elections. In a non-election year the underspend is transferred to this reserve, and then the reserve is used in an election year to cover the costs.	0	0	0	0	
Elections Reserve						
Subtotal Resources		-4,342,937	1,737,420	1,737,420	0	
Schools						
	This an insurance fund operated on behalf of the Local Authority Finance team for maintained and academy schools. The scheme allows schools to buy into a level of sickness cover. Claims do vary from year to year, therefore having a suitable level of reserve (which the closing balance is considered to be) enables this to be managed without the need to significantly change the premiums.	-772,933	0	0	0	
Schools Sickness Insurance Scheme - Earmarked Reserve						
Subtotal Schools		-772,933	0	0	0	
Total Earmarked Reserves		-116,686,752	12,592,666	19,416,092	6,823,426	
Reserve	Purpose of Reserve	Closing Balance 31/03/22	Forecast Spend 2022/23 as at Jan 22	Forecast Spend 2022/23 as at Jun 22	Change in Forecast 2022/23	Commentary
						Amended to reflect Covid-19 grants outturn position 2021/22, and change in MTFP
Subtotal Adult Care and Community Wellbeing		-65,374,378	14,869,297	16,234,136	1,364,839	
Subtotal Childrens Services		-9,757,713	1,793,598	1,793,598	0	
Subtotal Corporate Services		-212,872	0	0	0	
Subtotal Fire and Rescue		-384,024	116,673	116,673	0	
Subtotal Other Budgets		-1,627,524	0	0	0	
						Spending requirements have been reassessed following the 2021/22 outturn position.
Subtotal Place		-14,121,682	1,680,000	4,680,000	3,000,000	
Subtotal Resources		-605,589	48,500	48,500	0	
Subtotal Schools		-8,892,955	115,260	115,260	0	
Total Revenue Grants		-100,976,737	18,623,328	22,988,167	4,364,839	

Reserve	Purpose of Reserve	Closing	Forecast	Forecast	Change in	Commentary
		Balance	Spend	Spend	Forecast	
		31/03/22	2022/23 as	2022/23 as	2022/23	
			at Jan 22	at Jun 22		
Subtotal Childrens Services		-16,967	0	0	0	
Subtotal Schools		-26,536,330	2,117,196	2,117,196	0	
Total Schools		-26,553,297	2,117,196	2,117,196	0	
Grand Total - all earmarked reserves		-244,216,787	33,333,190	44,521,455	11,188,265	

Monitoring of Development Fund Initiatives 2022/23

Directorate / Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised up to 31/03/22 £000's	Use of Funding / Planned Use of Reserve		Update on Progress
				2022/23 £000's	Future Years £000's	
REVENUE						
Place - Environment	Green Masterplan	350	92	258		<p>Green Masterplan approved, GMP Website developed, Lincolnshire Carbon Tool developed, Zero Carbon Castle project commenced to examine how a zero carbon tourist attraction can be developed. On going process of conversion of street lights to LED lamps funded through the Salix Fund. Lincolnshire Climate Summit held in October 2021.</p> <p>The carbon dioxide emission baseline established for the county in 2021 showed challenges around decarbonising transport, businesses and local communities. Projects have therefore been developed to address these areas. On engaging with local communities, we have worked with 30 local schools on an Environmental Engagement Programme – this has led to the creation of an artwork, which uses the views of the pupils on environmental issues and is touring tourist locations around the county over the summer holidays. We are also working with local communities on the Zero Carbon Parishes project. We have a carbon footprint for every parish in the county and 12 parishes have come forward to develop carbon reduction plans based around small scale environmental projects. Example projects include a bike maintenance project in Holbeach, energy efficiency in Heighington and solar panels in Nettleham.</p> <p>The GMP is supporting the Council's Tree Planting Programme. We have secured £169k of funding from the Forestry Commission to undertake tree planting work in early 2022. This will be followed up with another tree planting programme for winter 2022/23. Working with the Lincolnshire Co-op we have identified around 20 larger, privately owned sites for tree planting schemes.</p> <p>We are funding a report from the Energy Catapult, which looks at the opportunities in the Central Lincolnshire Local Plan area to incorporate renewables into buildings and the size of the potential resource.</p> <p>Following on from the new Local Transport Plan, we are working on a project to look at options to decarbonise freight deliveries.</p> <p>The GMP funding is also supporting work with businesses to look at supporting the installation of Electric Vehicle Charging Points at hospitality businesses on the coast and we are working to develop a wider support scheme to help small and medium businesses with reducing their energy bills.</p>
Place - Communities	Anaerobic digestion Facilities - Business Case Viability	150	93	57		<p>The Environment Act 2021 will place statutory responsibility on Waste Disposal Authorities such as LCC for the separate disposal of food waste. The specific requirements of the Act are due to be released imminently but all indications are that separate weekly food waste collections will be a priority, which is likely to necessitate significant investment in the county's waste infrastructure.</p> <p>A study has been commissioned to examine whether Anaerobic Digestion is the preferred solution to treat municipal food waste. The report will enable a detailed Technical Options Appraisal to be undertaken and development of an Outline Business Case.</p>

Directorate / Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised up to 31/03/22 £000's	Use of Funding / Planned Use of Reserve		Update on Progress
				2022/23 £000's	Future Years £000's	
REVENUE contd.						
Place - Highways and Growth	Highways Advance Design/Economic Development Pipeline Projects	2,713	681	450	1,582	This funding is being utilised to supplement the Advance Design Block budget to accelerate development of Traffic Models, Transport Strategies and Feasibility Studies while still investing the previous level of revenue funding into developing detailed designs for highway based projects and capital funding bids to third parties (e.g. DfT, DLUHC, etc). In addition, it has enabled the development of a pipeline of Economic Infrastructure schemes to bid against emerging government, LCC and other funding opportunities. Some 22 Transport Strategies, Models, Feasibilities and Highway Designs are currently being progressed, overseen by the Capital Programme Steering Group. In 2020/21 and 2021/22, 7 Economic Infrastructure feasibility studies were completed, and 4 are currently in delivery.
Place -Highways	Traffic signals - Wireless communications	5	0	5	0	Small revenue element for ducting surveys on-track with maintenance duties to be carried out later in 2022/2023.
Place -Highways	Drainage Investigation and Flood Repairs	200	167	33	0	Revenue cost is for technical staff to undertake investigations. A full update on the overall project is provided in the Capital section below.
Fire and Rescue	Research study - LFR prevention work	10	8	2	0	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.
Resources - Transformation	Business Process re-engineering	280	259	21	0	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).

Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised up to 31/03/22 £000's	Use of Funding / Planned Use of Reserve		Update on Progress
				2022/23 £000's	Future Years £000's	
REVENUE contd.						
Resources - Transformation	Transformation Programme	7,384	0	2,861	4,523	The Transformation Programme was set up to develop a strong vision, identity and brand for the Council, put customers at the centre, enable the Council to become an employer of choice and support Lincolnshire County Council (LCC) in being more flexible and agile with a culture that promotes ownership and accountability. Initially built around three core delivery workstreams (people, communities and processes), the programme has initiated and driven a range of transformation activity, delivering impact for the people and place of Lincolnshire. The achievements and impact of the programme are regularly reviewed by the Overview and Scrutiny Management Board. The latest report can be viewed at: https://lincolnshire.moderngov.co.uk/documents/s48062/8.0%20Transformation%20Programme%20Update.pdf
Place - Growth	Broadband - 4G	135	0	0	135	Revenue funding for additional project management resource to enable the capital element of this project has not yet been required. A more detailed update on the overall project is reported in the Capital section below.
		11,227	1,300	3,687	6,240	

Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised up to 31/03/22 £000's	Actual Use of Funding / Planned Use of Reserve		Update on Progress
				2022/23 £000's	Future Years £000's	
CAPITAL						
Place - Communities	Education Transport links to School (Route sustainability)	440	0	30	410	<p>The Sustainable Travel Group has been focused on enabling more pupils to walk and cycle to and from school. There are currently three priority schemes, with work originally planned to commence 2022/23. However, further work is needed to analyse the cost vs benefit of these schemes, alongside other potential schemes. A joint approach between the Sustainability Team and Transport Services Group now have an initial priority likely to be a headline review of the county in order to establish the potential for modal shift. The current priority schemes are:</p> <ul style="list-style-type: none"> •Fishtoft - A project lead has been assigned the work. costs currently being scoped. This is an improvement to an existing suitable walking 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. •Toynton All Saints – There has been an objection to the planned works and the Public Rights of Way (PROW) team now needs to submit a case to the Secretary of State, which will delay progress by more than 12 months. Estimated cost c. £100k. Annual savings estimate £7k. •Greenfields, Grantham – headline cost versus benefit analysis demonstrated that this should not be a priority. As such, this scheme is on hold. The walking route to the school has been deemed unsafe and this will likely have an increase on the cost of educational travel as more pupils will be eligible. However, all transport for this school has been optimised and re-tendered, likely generating a saving on the current costs irrespective of this increase in the number of eligible pupils. <p>No drawdown of the Development Fund has yet taken place for the scheme. It is expected that the expenditure incurred in 2022/23 will relate to the review needing to be undertaken, which will require some of the Development funding currently identified as capital, re-allocating to revenue.</p>
Place - Highways	Traffic signals - Wireless communications	80	80	0	0	<p>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.</p>
Place - Highways	Community Maintenance Gangs	3,981	3,981	0	0	<p>The 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.</p>

Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised up to 31/03/22 £000's	Actual Use of Funding / Planned Use of Reserve		Update on Progress
				2022/23 £000's	Future Years £000's	
CAPITAL contd.						
Place - Highways	Drainage Investigation and Flood Repairs	3,444	1,207	850	1,387	Schemes totalling £700k were commissioned in 2020/21 with an in year spend of £646k. A further £561k was spent in 2021/22 and the remaining budget from the original funding allocation is expected to be spent in 2022/23. 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. Following the successful interventions made utilising this funding, Council approved a further allocation of £1.444m as part of the 2022/23 Budget to continue the programme for a further two years.
Place - Highways	Works on B class roads and lower	10,000	0	10,000	0	Expenditure of £1.7m was incurred during 2021/22 on patching sites in preparation for the surface dressing 2022/23 programme, reactive patching to deal with pothole clusters, additional maintenance drainage gangs for jetting and CCTV and ironwork adjustments across various sites in the county. The remaining £8.3m is committed to a programme of work on residential and terraced streets and a village road improvement programme, to be completed in 2022/23. In total, £10m is expected to be drawn down from the Development Fund in the 2022/23 financial year.
Fire and Rescue	Flood Management Pumps	116	116	0	0	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 undertaken at Holbeach & Alford stations however other stations have necessary training to mobilise if required. Project now complete.
ACCW - Public Protection - Trading Standards	Replacement Trading standards Metrology equipment	50	0	50	0	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.
Place - Growth	Broadband - 4G	800	0	0	800	Delivery of the overall Broadband project is currently progressing in line with the revised contractual milestones, having experienced some delays due to Covid and the worldwide shortage of semi-conductors that affected equipment availability. The need for funding 4G development as a means of providing wider, mobile broadband access is now being overtaken by progress in both 4G and 5G in urban centres and improvements to rural areas being funded by the Building Digital UK (BDUK) £1bn Shared Rural Network programme. Following the conclusion of the latest BDUK Open Market Review to establish suppliers existing networks and planned build over the next 3 years, the need and prioritisation of interventions, including that originally proposed by this project, is being reviewed. This review is expected to be completed by December 2022.
		18,911	5,384	10,930	2,597	
		30,138	6,684	14,617	8,837	

Budget Virements April - June 2022

Revenue

SERVICE FROM	SERVICE TO	REASON	Approved by	AMOUNT
Public Health Grant	Public Health & Community Wellbeing	Increase in Public Health Grant budget to match the grant allocated to Lincolnshire County Council for 2022/23	Head of Finance, Adult Care & Community Wellbeing	£0.952m
Children's Social Care	Organisational Support	Budget for fulltime Business Support post to support the increase in the residential estates provision	Assistant Director - Children's Safeguarding	£0.018m

Capital

No budget virements to 30 June 2022.

Revenue to Capital

SERVICE FROM	SERVICE TO	REASON	Approved by	AMOUNT
(Revenue) Highways	Capital Financing Charges	Movement of revenue funding to cover the Salix National Loan repayments due in 2022/23	Head of Highway Design Services	£0.115m
(Capital) Funding – Revenue Funding	Energy Efficiency Street Lighting schemes			

This page is intentionally left blank



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

Report to:	Executive
Date:	06 September 2022
Subject:	Capital Budget Monitoring Report 2022/23 - Quarter 1 to 30 June 2022
Decision Reference:	I027769
Key decision?	No

Summary:

- This report provides an update on capital spending compared with budgets for the financial year which started on 30 June 2022.
- The tables in this report show the net expenditure for the first three months of this financial year to 30 June 2022, 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 C.
- The current 2022/23 forecasted position is a net underspend of **£1.001m** (Block schemes £0.756m, Project schemes £0.245m). This represents less than 1% of the net capital programme budget for 2022/23. For the project schemes, the whole life net budget is forecast to be underspent by **£1.302m**.

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 2022, and |
|----|---|

forecast outturns for 2022/23, therefore no alternatives have been considered.

Reasons for Recommendation:

To maintain the Council's financial resilience.

1. Background

Overall Financial Position in 2022/23

1.1 The table below shows the total net budget, forecast and forecast variance for 2022/23 (Projects and Blocks) by Directorate.

Directorate	Budget £m	Forecast £m
Children's Services	11.448	
Adult Care and Community Wellbeing	0.045	
Place	116.931	
Fire and Rescue	5.536	

1.2 The net position shown above is split between Blocks and Projects in the two tables below.

Capital Blocks Net Position 2022/23

Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
Children's Services	-3.163	0.773	0.132	-0.641	-0.641
Adult Care and Community Wellbeing	0.000	0.045	0.045	0.000	0.000
Place	22.233	15.755	15.640	-0.115	-0.115
Fire and Rescue	0.201	5.536	5.536	0.000	0.000
Resources	0.922	10.538	10.538	0.000	0.000
Other Budgets		18.663	18.663	0.000	0.000
Total	20.193	51.309	50.553	-0.756	-0.756

Capital Projects Net Position 2022/23

Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
Children's Services	5.484	10.675	10.430	-0.245	-0.245
Adult Care and Community Wellbeing	0.000	0.000	0.000	0.000	0.000
Place	12.408	101.176	101.176	0.000	0.000
Resources	0.028	1.441	1.441	0.000	0.000
Total	17.921	113.292	113.047	-0.245	-0.245

1.3 Appendices A (i) and A (ii) show a breakdown of the net position by scheme for capital blocks and capital projects respectively for 2022/23.

1.4 The gross expenditure position for 2022/23 is shown in the table below.

Directorate	Actuals £m	Budget £m	Forecast £m
Children's Services	6.826	49.378	
Adult Care and Community Wellbeing	6.977	1.445	
Place	44.294	153.742	
Fire and Rescue	0.001	5.526	

This shows that in gross expenditure terms there is an underspend forecast this year of £1.029m. When adjusted for the gross income (grants and contributions) position, this becomes a forecast underspend of £1.001m which is less than 1% of the net capital programme budget.

1.5 Appendices B (i) and B (ii) show a breakdown of the gross expenditure position by scheme for capital blocks and capital projects respectively for 2022/23. These appendices show that the overall gross expenditure variance is made up of a number of minor variances on several schemes.

1.7 Appendix C includes further information on a selected number of capital schemes.

Whole Life Financial Position for Capital Projects

1.8 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, by Directorate.

Directorate	Whole Life Variance £m
Children's Services	0.000
Adult Care and Community Wellbeing	0.000
Place	-1.195
Resources	-0.106
Total	-1.302

1.9 The forecast underspend position is a relatively small variance and is made up of minor variances on a number of schemes.

Impact of the Capital Position

1.10 The current year's forecast is a minor underspend of £1.001m and means that our borrowing requirement is only slightly reduced compared to our estimate of this at the start of the year. This position also leads to a forecast minor underspend on capital financing charges which will be reflected in the Revenue Monitoring report for quarter two.

Progress on Development Fund Initiatives

1.11 Appendix D 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 from this reserve in 2022/23 is expected to be £10.930m for capital schemes.

Assessment of Impact on Financial Resilience

1.12 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 and this 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 2022/23 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 & Well Being 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 2022 compared with the capital budget for the financial year starting on 1 April 2022 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 2022/23.

5. Resource Comments:

This report indicates that the current year capital budget is projected to be underspent by £1.001m, therefore, no other call on reserves is expected to be required within the current financial year.

6. Consultation

a) Has Local Member Been Consulted?

n/a

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 25th August 2022. 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.

These are listed below and attached at the back of the report	
Appendix A (i)	Capital Monitoring Net Position at 30 June 2022 - Blocks
Appendix A (ii)	Capital Monitoring Net Position at 30 June 2022 - Projects
Appendix B (i)	Capital Monitoring Gross Expenditure Position at 30 June 2022 - Blocks
Appendix B (ii)	Capital Monitoring Gross Expenditure Position at 30 June 2022 - Projects
Appendix C	Further Detail for Selected Capital Schemes
Appendix D	Monitoring of Capital Development Fund Initiatives as at 30 June 2022

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 2022/23	This can be found in the Council's website by following this link .

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

Capital Blocks Net Position 2022/23

Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
Children's Services	-3.163	0.773	0.132	-0.641	-0.641
Connect the Classroom	-0.024	-0.029	-0.029	0.000	0.000
Devolved Capital	-0.775	0.000	0.000	0.000	0.000
Digital Education Platform Grant	-0.002		0.000	0.000	0.000
Early Years and Childcare	-0.072		0.000	0.000	0.000
Foster Care	0.034	0.155	0.155	0.000	0.000
Full Fibre Broadband Capital	0.100		0.000	0.000	0.000
Other Children's Social care	0.005	0.647	0.006	-0.641	-0.641
Provision of School Places (Basic Need)	-1.974	0.000	0.000	0.000	0.000
Schools Access Improvements	0.009		0.000	0.000	0.000
Schools Maintenance Programme	-0.465	0.000	0.000	0.000	0.000
Adult Care and Community Wellbeing	0.000	0.045	0.045	0.000	0.000
Better Care Fund	0.000	0.000	0.000	0.000	0.000
Registration Celebratory & Coroners Services		0.020	0.020	0.000	0.000
Safer Communities		0.025	0.025	0.000	0.000
Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
Place	22.233	15.755	15.640	-0.115	-0.115
A16/A1073 Spalding to Eye Road Improvement	0.002				
A18 Safer Road Fund	0.007				
A46 Roundabouts		0.067	0.067	0.000	0.000
Boston Development Schemes	0.002	1.801	1.801	0.000	0.000
Countryside Rights of Way	0.007	0.058	0.058	0.000	0.000
Drainage Investigation and Flood Repairs	0.294				
Economic Development- Business Unit Development	0.516	1.096	1.096	0.000	0.000
Energy Efficiency Street Lighting		0.224	0.109	-0.115	-0.115
Equipment & Vehicles at Waste Transfer Stations		1.002	1.002	0.000	0.000
Exec £10m additional funding, B class roads and lower	0.499	-1.713	-1.713	0.000	0.000
Fire Suppression at Waste Transfer Stations		0.760	0.760	0.000	0.000
Flood & Water Risk Management	0.033	0.752	0.752	0.000	0.000
Highways Asset Protection	19.195	-9.437	-9.437	0.000	0.000
Holdingham Roundabout (Sleaford Growth Schemes)	0.117	0.295	0.295	0.000	0.000
Integrated Transport	-0.713	1.331	1.331	0.000	0.000
LEP Skills Investment Fund		0.000	0.000	0.000	0.000
Libraries		0.399	0.399	0.000	0.000
Lincoln Growth Point		-0.256	-0.256	0.000	0.000
Lincolnshire Enterprise Partnership Contribution		10.700	10.700	0.000	0.000
Lincolnshire Waterways	0.000	0.236	0.236	0.000	0.000
Local Flood Defence Schemes	-0.006	1.805	1.805	0.000	0.000
Local Highways Improvements (pinchpoints) to support Coastal Routes	0.001	0.665	0.665	0.000	0.000
Network Resilience	0.033	1.579	1.579	0.000	0.000
Other Environment & Planning	0.002	0.007	0.007	0.000	0.000
Other Growth and the Economy - Economic	-0.046	-0.180	-0.180	0.000	0.000
Other Highways	0.041	0.589	0.589	0.000	0.000
Other Transport Initiatives	0.263	0.939	0.939	0.000	0.000
Rural Roads Fund	1.891	1.834	1.834	0.000	0.000
Teal Park Lincoln	0.000	-0.001	-0.001	0.000	0.000
Waste		0.135	0.135	0.000	0.000
Waste - Separated Paper and Card Scheme	0.097	1.069	1.069	0.000	0.000

Directorate

Actuals £m Budget £m Forecast £m Variance £m Change in
Variance from
last quarter £m

Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
Fire and Rescue	0.201	5.536	5.536	0.000	0.000
Fire & Rescue and Emergency Planning	0.000	0.659	0.659	0.000	0.000
Fire Fleet and Equipment	0.200	4.877	4.877	0.000	0.000
Resources	0.922	10.538	10.538	0.000	0.000
County Farm Block	0.142	0.667	0.667	0.000	0.000
ICT Development Fund	0.010	0.028	0.028	0.000	0.000
Improvement Transformation		2.000	2.000	0.000	0.000
Infrastructure and Refresh Programme	0.244	2.323	2.323	0.000	0.000
Orchard House Repairs	0.001	-0.006	-0.006	0.000	0.000
Property	0.485	5.287	5.287	0.000	0.000
Property Rationalisation Programme		0.000	0.000	0.000	0.000
Replacement ERP Finance System	0.041	0.240	0.240	0.000	0.000
Other Budgets		18.663	18.663	0.000	0.000
Capital Fund		-1.568	-1.568	0.000	0.000
New Developments Contingency Fund		20.231	20.231	0.000	0.000

Capital Projects Net Position 2022/23

Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
<input type="checkbox"/> Children's Services	5.484	10.675	10.430	-0.245	-0.245
Children's Homes	0.434	0.931	0.687	-0.245	-0.245
Lincs Secure Unit	0.003				
School Mobile Classroom Replacement		0.300	0.300	0.000	0.000
SEND Reorganisation	5.048	9.444	9.444	0.000	0.000
<input type="checkbox"/> Adult Care and Community Wellbeing	0.000	0.000	0.000	0.000	0.000
De Wint Court - Extra Care Housing		0.000	0.000	0.000	0.000
Hoplands - Extra Care Housing	0.000				
<input type="checkbox"/> Place	12.408	101.176	101.176	0.000	0.000
A1084 Safer Road Fund	0.000	-0.003	-0.003	0.000	0.000
A16 Levelling Up Fund (LUF)	0.053				
A46 Welton Roundabouts (Integrated Transport/NPIF)	-0.011	0.575	0.575	0.000	0.000
A52 Skegness Roman Bank Reconstruction	0.445	1.116	1.116	0.000	0.000
A631 Louth to Middle Rasen Safer Road Fund	0.217	0.700	0.700	0.000	0.000
A631 Middle Rasen to Bishops Bridge Safer Roads Fund	0.002	0.020	0.020	0.000	0.000
Broadband	0.202	3.827	3.827	0.000	0.000
Economic Development - Horncastle Industrial Estate Extension		1.500	1.500	0.000	0.000
Electronic Ticket Machines	0.004	0.000	0.000	0.000	0.000
Gainsborough Corringham Road (Phase 1-5)	0.001	0.050	0.050	0.000	0.000
Grantham Southern Relief Road	8.097	39.583	39.583	0.000	0.000
Heritage/archives	0.001	4.995	4.995	0.000	0.000
Holbeach Food Enterprise Zone	0.248	-0.547	-0.547	0.000	0.000
HWRC Skegness		2.000	2.000	0.000	0.000
HWRC Tattershall	0.753	0.900	0.900	0.000	0.000
Lincoln Eastern Bypass	0.077	3.110	3.110	0.000	0.000
North Hykeham Relief Road	0.172				
Skegness Countryside Business Park 2	0.000	0.040	0.040	0.000	0.000
Sleaford Rugby Club (Sleaford Growth Schemes)	-0.004	0.170	0.170	0.000	0.000
Spalding Western Relief Road (Section 5)	2.143	34.469	34.469	0.000	0.000
Spalding Western Relief Road Section 1		10.400	10.400	0.000	0.000
Spalding Western Relief Road Section 1 S106		-1.800	-1.800	0.000	0.000
Street Lighting Transformation	0.006	0.071	0.071	0.000	0.000
<input type="checkbox"/> Resources	0.028	1.441	1.441	0.000	0.000
Azure Data Migration Project	0.018	0.051	0.051	0.000	0.000
Care Management System (CMPP)		0.014	0.014	0.000	0.000
Castle Motte Repairs	0.003	-0.031	-0.031	0.000	0.000
Grantham Fire Project	0.003	-0.007	-0.007	0.000	0.000
IMT (Cloud Navigator/Windows 10)		0.088	0.088	0.000	0.000
Lexicon House		0.950	0.950	0.000	0.000
Property Area Review	0.005	0.377	0.377	0.000	0.000
Waddington Training Facility - Capital	0.000				
Total	17.921	113.292	113.047	-0.245	-0.245

Capital Blocks Gross Expenditure Position 2022/23

Directorate	Actuals £m	Budget £m	Fc
Children's Services	1.342	13.818	
Connect the Classroom	0.026	-0.029	
Devolved Capital	0.192	1.961	
Digital Education Platform Grant			
Early Years and Childcare	-0.072		
Foster Care	0.034	0.155	
Full Fibre Broadband Capital	0.100		
Other Children's Social care	0.005	0.600	
Provision of School Places (Basic Need)	0.421	6.217	
Schools Access Improvements	0.009		
Schools Maintenance Programme	0.627	4.914	
Adult Care and Community Wellbeing	6.976	0.045	
Better Care Fund	6.976	0.000	
Registration Celebratory & Coroners Services		0.020	
Safer Communities		0.025	
Place	30.631	49.935	
A16/A1073 Spalding to Eye Road Improvement	0.002		
A18 Safer Road Fund	0.007		

Directorate

Actuals £m Budget £m Fc


Directorate	Actuals £m	Budget £m	Fc
▲ Highways Asset Protection	20.000	20.093	
Holdingham Roundabout (Sleaford Growth Schemes)	0.117	0.295	
Integrated Transport	0.121	1.225	
LEP Skills Investment Fund		0.000	
Libraries		0.399	
Lincoln Growth Point		-0.256	
Lincolnshire Enterprise Partnership Contribution		10.700	
Lincolnshire Waterways	0.000	0.236	
Local Flood Defence Schemes	0.064	1.805	
Local Highways Improvements (pinchpoints) to support Coastal Routes	0.001	0.665	
Network Resilience	0.033	1.579	
Other Environment & Planning	0.002	0.007	
Other Growth and the Economy - Economic	-0.046	-0.180	
Other Highways	0.041	0.589	
Other Transport Initiatives	0.263	-1.226	
Rural Roads Fund	1.891	1.834	
Teal Park Lincoln	0.000	-0.001	
Waste		0.135	
Waste - Separated Paper and Card Scheme	0.097	1.069	
▣ Fire and Rescue	0.201	5.536	
Fire & Rescue and Emergency Planning	0.000	0.659	

Capital Projects Gross Expenditure Position 2022/23


Directorate	Actuals £m	Budget £m	Fi
▲			
☐ Children's Services	5.484	35.561	
Children's Homes	0.434	2.451	
Lincs Secure Unit	0.003		
School Mobile Classroom Replacement		0.300	
SEND Reorganisation	5.048	32.809	
☐ Adult Care and Community Wellbeing	0.000	1.400	
Directorate	Actuals £m	Budget £m	Fi
▲			
A1664 Safer Road Fund	0.000	0.000	
A16 Levelling Up Fund (LUF)	0.053		
A46 Welton Roundabouts (Integrated Transport/NPIF)	-0.011	0.575	
A52 Skegness Roman Bank Reconstruction	0.445	1.116	
A631 Louth to Middle Rasen Safer Road Fund	0.217	0.700	
A631 Middle Rasen to Bishops Bridge Safer Roads Fund	0.002	0.020	
Broadband	-0.275	3.827	
Economic Development - Horncastle Industrial Estate Extension		1.500	
Electronic Ticket Machines	0.004	0.000	
Gainsborough Corringham Road (Phase 1-5)	0.001	0.050	
Grantham Southern Relief Road	8.097	39.583	
Heritage/archives	0.001	4.995	
Holbeach Food Enterprise Zone	1.980	-0.547	
HWRC Skegness		2.000	
HWRC Tattershall	0.753	0.900	
Lincoln Eastern Bypass	0.077	3.110	
North Hykeham Relief Road	0.172		
Skegness Countryside Business Park 2	0.000	0.040	
Sleaford Rugby Club (Sleaford Growth Schemes)	-0.004	0.170	
Spalding Western Relief Road (Section 5)	2.143	37.099	
Spalding Western Relief Road Section 1		10.400	

This page is left intentionally blank

Capital Programme Further Detail of Selected Schemes – Gross and Net Expenditure Positions
 Children’s Services

	<p>Scheme Name</p> <p>SEND Reorganisation</p>	<p>Gross in year position</p> <table border="1"> <thead> <tr> <th>Actuals £m</th> <th>Budget £m</th> <th>Forecast</th> </tr> </thead> <tbody> <tr> <td>5.048</td> <td>32.809</td> <td>3</td> </tr> </tbody> </table>	Actuals £m	Budget £m	Forecast	5.048	32.809	3										
Actuals £m	Budget £m	Forecast																
5.048	32.809	3																
<p>Financial Year</p> <p>2022/23</p>	<p>Net Whole Life position</p> <table border="1"> <thead> <tr> <th>Actuals £m</th> <th>Budget £m</th> <th>Forecast £m</th> <th>Variance £m</th> <th>Change in Variance from last period £m</th> </tr> </thead> <tbody> <tr> <td>40.585</td> <td>21.685</td> <td>21.685</td> <td>0.000</td> <td>0.000</td> </tr> </tbody> </table>	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m	40.585	21.685	21.685	0.000	0.000	<p>Net in year position</p> <table border="1"> <thead> <tr> <th>Actuals £m</th> <th>Budget £m</th> <th>Forecast</th> </tr> </thead> <tbody> <tr> <td>5.048</td> <td>9.444</td> <td></td> </tr> </tbody> </table>	Actuals £m	Budget £m	Forecast	5.048	9.444	
Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m														
40.585	21.685	21.685	0.000	0.000														
Actuals £m	Budget £m	Forecast																
5.048	9.444																	
<p>Period</p> <p>3</p>																		
<p>Purpose of Scheme</p> <p>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.</p>		<p>In Year Performance of Scheme</p>																
<p>Whole Life Performance of Scheme</p>		<p>Mitigating actions for issues identified</p>																

Place

	<p>Scheme Name</p> <p>Grantham Southern Relief Road</p>	<p>Gross in year position</p> <table border="1"> <thead> <tr> <th>Actuals £m</th> <th>Budget £m</th> <th>Foreca</th> </tr> </thead> <tbody> <tr> <td>8.097</td> <td>39.583</td> <td>3</td> </tr> </tbody> </table>	Actuals £m	Budget £m	Foreca	8.097	39.583	3										
Actuals £m	Budget £m	Foreca																
8.097	39.583	3																
<p>Financial Year</p> <p>2022/23</p>	<p>Net Whole Life position</p> <table border="1"> <thead> <tr> <th>Actuals £m</th> <th>Budget £m</th> <th>Forecast £m</th> <th>Variance £m</th> <th>Change in Variance from last period £m</th> </tr> </thead> <tbody> <tr> <td>51.045</td> <td>87.773</td> <td>87.773</td> <td>0.000</td> <td>6.681</td> </tr> </tbody> </table>	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m	51.045	87.773	87.773	0.000	6.681	<p>Net in year position</p> <table border="1"> <thead> <tr> <th>Actuals £m</th> <th>Budget £m</th> <th>Foreca</th> </tr> </thead> <tbody> <tr> <td>8.097</td> <td>39.583</td> <td>3</td> </tr> </tbody> </table>	Actuals £m	Budget £m	Foreca	8.097	39.583	3
Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m														
51.045	87.773	87.773	0.000	6.681														
Actuals £m	Budget £m	Foreca																
8.097	39.583	3																
<p>Period</p> <p>3</p>	<p>In Year Performance of Scheme</p>																	
<p>Purpose of Scheme</p> <p>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. The scheme is funded by £28m from Greater Lincolnshire Local Enterprise Partnership (GLLEP) and £5m from Highways England with the balance, including the advance funding of expected Developer contributions, being met from LCC borrowing.</p>		<p>Mitigating actions for issues ider</p>																
<p>Whole Life Performance of Scheme</p>																		

Scheme Name

Spalding Western Relief Road (Section 5) ▼

Gross in year position

Actuals £m	Budget £m	Forecast
2.143	37.099	3

Financial Year

2022/23 ▼

Period

3 ▼

Net Whole Life position

Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m
1.817	27.458	27.458	0.000	0.000

Net in year position

Actuals £m	Budget £m	Forecast
2.143	34.469	3

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.
It 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.
Section 5 of the scheme is funded by £20.130m from the Housing Infrastructure Fund (HIF), £1.000m from South Holland District Council (SHDC), £4.500m from the Department for Transport Integrated Transport Block (ITB) with the balance being met from LCC borrowing.

In Year Performance of Scheme

Whole Life Performance of Scheme ▼

Mitigating actions for issues iden



Scheme Name

Highways Asset Protection

Financial Year

2022/23

Period

3

Gross in year position

Actuals £m	Budget £m	Forecast
26.688	28.693	

Net in year position

Actuals £m	Budget £m	Forecast
19.195	-9.437	

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.

In Year Performance of Scheme

Monitoring of Development Fund Initiatives 2022/23

Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised up to 31/03/22 £000's	Actual Use of Funding / Planned Use of Reserve		Update on Progress
				2022/23 £000's	Future Years £000's	
CAPITAL						
Place - Communities	Education Transport links to School (Route sustainability)	440	0	30	410	<p>The Sustainable Travel Group has been focused on enabling more pupils to walk and cycle to and from school. There are currently three priority schemes, with work originally planned to commence 2022/23. However, further work is needed to analyse the cost vs benefit of these schemes, alongside other potential schemes. A joint approach between the Sustainability Team and Transport Services Group now have an initial priority likely to be a headline review of the county in order to establish the potential for modal shift. The current priority schemes are:</p> <ul style="list-style-type: none"> •Fishtoft - A project lead has been assigned the work. costs currently being scoped. This is an improvement to an existing suitable walking 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. •Toynton All Saints – There has been an objection to the planned works and the Public Rights of Way (PROW) team now needs to submit a case to the Secretary of State, which will delay progress by more than 12 months. Estimated cost c. £100k. Annual savings estimate £7k. •Greenfields, Grantham – headline cost versus benefit analysis demonstrated that this should not be a priority. As such, this scheme is on hold. The walking route to the school has been deemed unsafe and this will likely have an increase on the cost of educational travel as more pupils will be eligible. However, all transport for this school has been optimised and re-tendered, likely generating a saving on the current costs irrespective of this increase in the number of eligible pupils. <p>No drawdown of the Development Fund has yet taken place for the scheme. It is expected that the expenditure incurred in 2022/23 will relate to the review needing to be undertaken, which will require some of the Development funding currently identified as capital, re-allocating to revenue.</p>
Place - Highways	Traffic signals - Wireless communications	80	80	0	0	<p>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.</p>
Place - Highways	Community Maintenance Gangs	3,981	3,981	0	0	<p>The 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.</p>

Service Area	Project	Amount Approved from Development Fund £000's	Funding Utilised up to 31/03/22 £000's	Actual Use of Funding / Planned Use of Reserve		Update on Progress
				2022/23 £000's	Future Years £000's	
CAPITAL contd.						
Place - Highways	Drainage Investigation and Flood Repairs	3,444	1,207	850	1,387	Schemes totalling £700k were commissioned in 2020/21 with an in year spend of £646k. A further £561k was spent in 2021/22 and the remaining budget from the original funding allocation is expected to be spent in 2022/23. 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. Following the successful interventions made utilising this funding, Council approved a further allocation of £1.444m as part of the 2022/23 Budget to continue the programme for a further two years.
Place - Highways	Works on B class roads and lower	10,000	0	10,000	0	Expenditure of £1.7m was incurred during 2021/22 on patching sites in preparation for the surface dressing 2022/23 programme, reactive patching to deal with pothole clusters, additional maintenance drainage gangs for jetting and CCTV and ironwork adjustments across various sites in the county. The remaining £8.3m is committed to a programme of work on residential and terraced streets and a village road improvement programme, to be completed in 2022/23. In total, £10m is expected to be drawn down from the Development Fund in the 2022/23 financial year.
Fire and Rescue	Flood Management Pumps	116	116	0	0	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 undertaken at Holbeach & Alford stations however other stations have necessary training to mobilise if required. Project now complete.
ACCW - Public Protection - Trading Standards	Replacement Trading standards Metrology equipment	50	0	50	0	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.
Place - Growth	Broadband - 4G	800	0	0	800	Delivery of the overall Broadband project is currently progressing in line with the revised contractual milestones, having experienced some delays due to Covid and the worldwide shortage of semi-conductors that affected equipment availability. The need for funding 4G development as a means of providing wider, mobile broadband access is now being overtaken by progress in both 4G and 5G in urban centres and improvements to rural areas being funded by the Building Digital UK (BDUK) £1bn Shared Rural Network programme. Following the conclusion of the latest BDUK Open Market Review to establish suppliers existing networks and planned build over the next 3 years, the need and prioritisation of interventions, including that originally proposed by this project, is being reviewed. This review is expected to be completed by December 2022.
		18,911	5,384	10,930	2,597	

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

Report to:	Executive
Date:	06 September 2022
Subject:	Corporate Plan Success Framework 2022/23 - Quarter 1
Decision Reference:	I025934
Key decision?	No

Summary:

This report presents an overview of performance against the Corporate Plan as at 30th June 2022. Detailed information on performance can be viewed on the Council's [website](#).

Recommendation:

That performance for 2022/23 as at 30th June 2022 be considered and noted.

Alternatives Considered:

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

Reasons for Recommendation:

To provide the Executive with information about how the Council is performing against the Corporate Plan.

1. Background

1.1 The County Council's Corporate Plan (CP) 2020-2030 sets out our priorities for local residents and communities. The Corporate Leadership Team (CLT) and Assistant Directors (ADs) have developed the Corporate Plan Success Framework (CPSF) 2020-2023. This identifies the developmental activities and Key Performance Indicators (KPIs) that would be undertaken during the first 3-year period of the 10 year CP in order to achieve the four ambitions outlined in the CP.

1.2 The CPSF was then further refined and agreed in late 2021 in light of the impact of COVID-19, to reflect emerging priorities; be more streamlined and focussed; demonstrate outcomes we are working to influence and enable strategic conversations in a broader strategic context. We also sought to improve the visualisation of the information.

1.3 The **four ambitions** for the Council are:

- Support high aspirations
- Enable everyone to enjoy life to the full
- Create thriving environments
- Provide good value council services

1.4 All of the four ambitions are 'progressing as planned'. This is based on both the key activities and KPIs.

1.5 This report provides the Executive with highlights of performance of the revised CPSF. The full range of performance is hosted on the Council's [website](#).

2.0 Performance Reporting.

2.1 For **Activities**, this includes those which are:-

- **Amber: "Progress is within agreed limits"** a current milestone is slightly behind but the Activity overall is still on plan.
- **Red: "Not progressing as planned"** the Activity is currently behind plan and work is being done to try to achieve the Objective or the Objective cannot be achieved.

Details of all activities reported in quarter 1, including those rated as **Green: "Progressing as planned"** are available in **Appendix A** and on the Council's [website](#).

2.2 For **KPIs**, this report includes those where an ambition (target) has been set against the KPI and the **ambition** has either-

- Exceeded (performed better than target and tolerance levels set)
- Been achieved (within the ambition and tolerance levels set)
- Not been achieved (outside of ambition and tolerance levels set)

2.3 The report also includes Contextual **KPIs** where there is not an ambition set but performance is either:

- Ahead of comparators such as similar authorities or national.

- Not where we would expect to be in relation to previous year’s data, similar authorities or national comparators.
- Or where it is felt appropriate to raise it with the Executive.

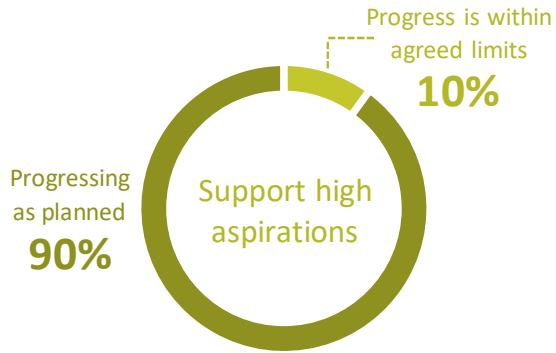
A judgement has been agreed by the Executive Director on the measures to include in the covering report. All KPIs can be found on the Council’s [website](#).

3.0 **Headline performance – Key activities**

3.1 Services have provided key milestones for each activity for 2022/23. Progress is an objective judgement by the service against the milestones.

3.2 To summarise, of the **39 activities** with milestones due to be reported in quarter 1, **100%** are rated as either **Progress is within agreed limits** or **Progressing as planned**.

32	Progressing as planned	Current milestone achieved and activity overall is expected to be achieved either on time or ahead of timescales.
7	Progress is within agreed limits	A current milestone is slightly behind but the activity overall is still on plan.
0	Not progressing as planned	Activity is currently behind plan and work is being done to try to achieve the objective or the objective cannot be achieved.
39		Overall performance of activities



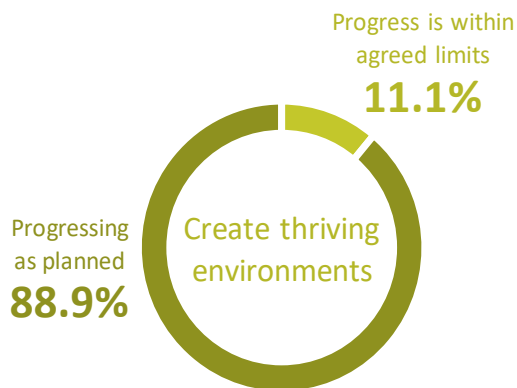
Activities
10

Ambition
Progressing as planned



Activities
7

Ambition
Progress is within agreed limits



Activities
9

Ambition
Progressing as planned



Activities
13

Ambition
Progressing as planned

3.3 Those key activities that are Amber rated are still progressing within agreed limits however, one of the milestones may have not been achieved but the overall activity is still on track and therefore there is no cause for serious concern at this stage. These are:

3.3.1 Support High Aspirations

A12 - We will maximise the reuse and recycling potential of the county's waste, treating it as a resource. This will include exploring the opportunity for anaerobic digestion facilities across the County.

- ***We will develop a delivery plan for Waste infrastructure required to service separate food waste collections.***

A plan is still being developed but the timeline and funding detail as a result of the Environment Act have still not been released by government. Market engagement continues and a capital bid business case is being developed.

3.3.2 Enable everyone to enjoy life to the full

A13 - We will work with our districts and other partners in implementing the housing for independence strategy, to increase accommodation options for those wanting Extra Care, those with learning disabilities, mental illness or autism. We will also collaborate to deliver easy access to equipment / adaptations to homes that enable greater independence.

- ***We intend to make further progress in 2022-23 in relation to Extra Care accommodation for older people and supported housing for working age adults.***

De Wint Court in Lincoln City has now opened and a further set of schemes will be presented to Members for a number of new schemes later this calendar year - notably for working age adults. Overall good progress is being made.

The reason why this metric is amber at present is because of the pace of development across a range of sites is slower than desired. This is often as a result of the need to engage with multiple partners and the necessary level of pooled funding.

A17 - We will continue to deliver our maximising independence programme across adult care, focused on developing strengths and innovating support including assistive technology and digital support, tracking impact monthly through forward trajectories.

- ***We expect to further develop the Directorate digital road-map and strengthen capacity in the lead unit to further expand the use of technology to support people to maximise their independence. This will also be a key development within the Integrated Care System (ICS) programme as part of the Integration White Paper.***

Further investment as a result of a successful government grant application is underway as is an initiative with Lincoln University for a Centre of Digital Excellence in health and social care.

A53 - Working with strategic partners we will develop a Lincolnshire Prevention Alliance for Better Mental Health.

- ***We will seek agreement to the prevention alliance via the Mental Health, Learning Disabilities and Autism Group.***

An agreed vision and objectives statement has been developed alongside a governance chart. These are due to be presented at Better Lives Lincolnshire Executive Team (BLET) for final sign off and will form part of a wider re-set of Integrated Care System (ICS) infrastructure.

A21 - We will now work with partners to roll out our new ICS, setting clear priorities for the next 3 years to improve health and wellbeing across Lincolnshire

- ***The Integrated Care System (ICS) governance arrangements will have been reviewed as part of developing the relationship between the Health and Wellbeing Board and the Integrated Care Partnership.***

The Integrated Care Board came into existence (replacing the Clinical Commissioning Group) earlier in July. Elected Member representation has been agreed. The Primary Care Network is progressing a local service delivery framework.

3.3.3 Create thriving environments

A34 - We will continue to work with partners to enhance community safety, with a particular focus on prevention and early intervention. We will improve the effectiveness and efficiency of service delivery through building a sustainable financial and operating model for the Public Protection function, pooling budgets and undertaking joint commissioning activity.

- ***1) Continue to embed revised Safer Lincolnshire Partnership (SLP) structure. Paper to the SLP Strategy Board for partners to agree future funding of SLP. Opportunities for combined commissioning and funding arrangements to be introduced as a standing SLP agenda item. Commence work on the development of an SLP data dashboard. Continue preparations for the recommissioning of the county's Domestic Abuse Support Service.***
2) Implement Community Safety Budget plans for 2022/23 as agreed, including management of DA Act Grant spend as per Part 4 of the Domestic Abuse Act 2021. Develop plans to restructure the Community Safety Service to achieve greater efficiencies and effectiveness. Review joint funding opportunities with partners, particularly the Office of the Police and Crime Commissioner (OPCC).

In relation to future finances of the SLP at the latest strategic group it was agreed that a small working group of key individuals would meet to discuss and agree a way forward - this is with the support of Lincolnshire County Council (LCC) finance colleagues in adult social care and community wellbeing who have started to plan the medium term financial requirements for community safety.

The SLP data dash board continues to be under construction with the first one completed at a Draft stage for the reducing reoffending Core Priority Group - The team will continue to develop the remaining data dash boards once additional resources have been identified.

The Domestic Abuse support services recommissioning timeline remains on track with the paper going to scrutiny committee on the 19th July.

Restructure plans remain on track for the Safer Communities team within Public Protection - HR have provided a timeline of activities to meet a start date of the 01/10/2022. The

restructure will see 3 old posts disestablished and 3 new posts created as a cost neutral option.

Greater visibility around funding opportunities has been established within the SLP Strategic Group and the Core priority Groups within the 4 strands of strategic requirement.

3.3.4 Provide good value Council services

A43 - We will keep and attract talented people through implementing improved recruitment processes, increasing the number and range of apprenticeships, and developing graduate and work experience placements across the Council.

- ***Reporting on Directorates and Corporate Functions of the particular aspects of the Attraction & Retention Framework that they have implemented (link with A39).***

The attraction and retention framework has been in place since January 2022 and is being used by services. A corporate aspect of the framework includes action on reducing time to hire and with the high business as usual (BAU) volumes on recruitment this has slowed progress. An additional temporary resource is being invested from transformation monies which will assist this work.

3.4 There are no key activities that are Red rated this quarter.

4.0 Key Performance Indicators (KPIs)

4.1 Of those KPIs where an ambition (target) has been set, 20 can be compared with an updated position for quarter 1 reporting. It is important to recognise that the last 12 months have been extremely challenging and it is therefore very positive to see 70% of KPIs exceeding or achieving the ambition that was set:-

- **4 exceeded the ambition**

- PI 2: Percentage of pupils in outstanding or good schools ★
- PI 39: Percentage of Household waste to landfill ★
- PI 64: Customers' level of satisfaction ★
- PI 70: Voluntary and community groups actively supported in Lincolnshire ★

- **10 achieved the ambition**

- PI 1: Percentage of schools that are judged good or outstanding ✓
- PI 4: Percentage of 16-17 year olds not in education, employment or training ✓
- PI 14: Rate of children in care (per 10 000) ✓
- PI 15: Percentage of children in care living within a family environment ✓
- PI 16: Percentage of facilities rated as good or outstanding by CQC: ASC ✓
- PI 17: Percentage of working aged adults living in the community ✓
- PI 18: Percentage of older adults living in the community ✓

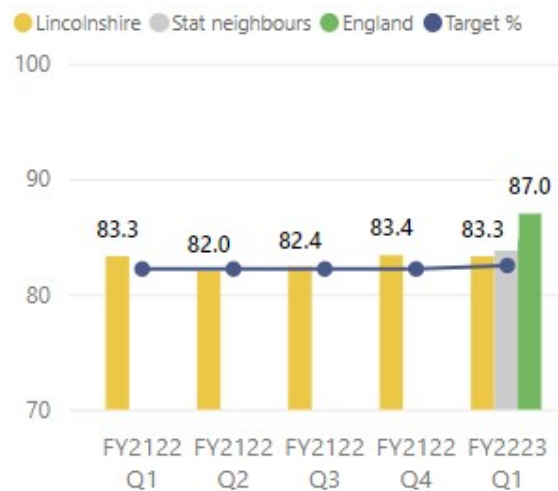
- PI 25: Percentage of people who remain at home 91 days after discharge ✓
- PI 32: Percentage of superfast broadband coverage in residential & business premises ✓
- PI 36: Household waste collected (kg per household) ✓
- **6 did not achieve the ambition**
 - PI 37: Recycling Rate (new national formula) ✗
 - PI 38: Recycling at County Council owned Household Waste Recycling Centres ✗
 - PI 43: Percentage of contacts resolved through early resolution ✗
 - PI 44: Days lost to sickness absence per FTE ✗
 - PI 60: Percentage of people who were asked what outcomes they wanted to achieve during an Adult Safeguarding enquiry ✗
 - PI 71: People supported who have accessed volunteer opportunities ✗

These are set out below under each of the relevant ambitions.

4.2 Exceeded ambition

4.2.1 Support High Aspirations

PI 2: Percentage of pupils in outstanding or good schools ★



Good = high and achieving the ambition

At 83.3% the proportion of pupils in a good or outstanding school remains significantly above the target of 82.5%, although we are slightly lower than England figure (87%), and stat neighbours (83.8%). This recognises the positive inspection outcomes in a growing number of our smaller schools.

4.2.2 Enable everyone to enjoy life to the full

PI 70: Voluntary and community groups actively supported in Lincolnshire ★



Performance this quarter is 341 groups supported/advised against a target of 200.

Support has been provided through the volunteer centres to a wide range of groups and organisations this quarter.

Support has included mentoring and support for people before and during their volunteering experience to support retention of volunteers in the community. Organisations have been supported to help develop and promote volunteering opportunities. Support and advice have been provided around the governance arrangements for a groups, funding advice, DBS checks and networking events and forums to attract new volunteers for existing volunteer roles. The Funding Ready training programme continues to be popular with organisations supported through 4 workshops and one-to-one support.

The funding portal has also launched this quarter <https://lincolnshirevolunteering.org.uk/find-funding/> The portal has four main sections:

- Funding Support – This outlines the group and funding support Voluntary Centre Services (VCSs) can offer community groups and charities.
- Latest Funding News – gives details on any latest grants that have been released or grants that are nearing their deadline. This section feeds into our Newsletter.
- Funding Ready Workshops – gives details of our Funding Ready Workshops delivered via VCS and Lincolnshire Community & Voluntary Services (LCVS). Please note that we are looking at refreshing these in the next few months.
- Find a Funder – This is the main page groups will use. This outlines details of some Funding Portals that groups can access and our funding table.

4.2.3 Create Thriving environments

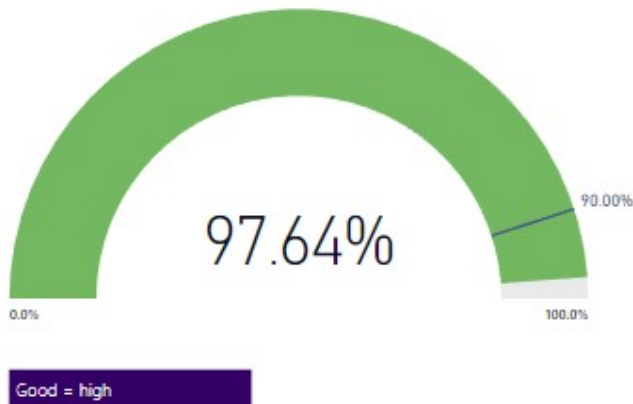
PI 39: Percentage of Household waste to landfill ★



There is a planned annual maintenance programme for the Energy from Waste facility. This will result in some planned outages which means we work with other waste operators in the county to mitigate the waste going to landfill during this time.

4.2.4 Provide good value council services

PI 64: Customers' level of satisfaction ★

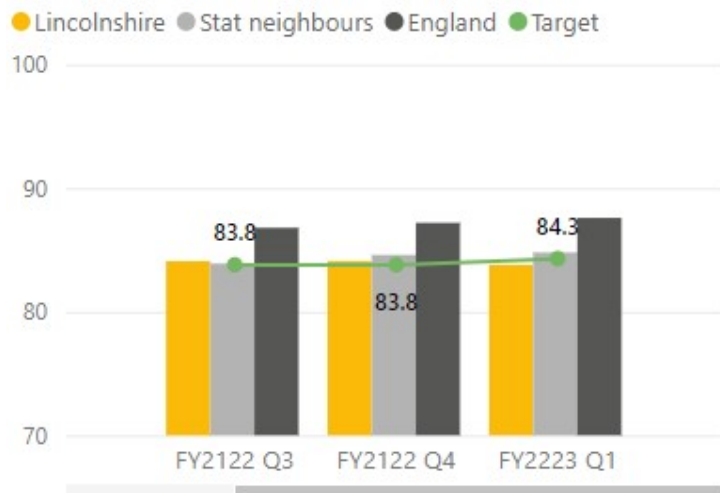


In the first quarter of reporting customer experience for customers coming through the front door at the Customer Service Centre, the target performance level was exceeded. Measuring customer experience after the interaction at the Customer Service Centre gives a consolidated view of the level of services received, which includes measuring how satisfied customers were on the wait time in addition to their experience of speaking to a Customer Service Advisor. Whilst performance in quarter 1 2022-23 is excellent, it would have been higher had performance in May been even stronger, a consequence of a slightly longer wait time during the month.

4.3 Achieved ambition

4.3.1 Support High Aspirations

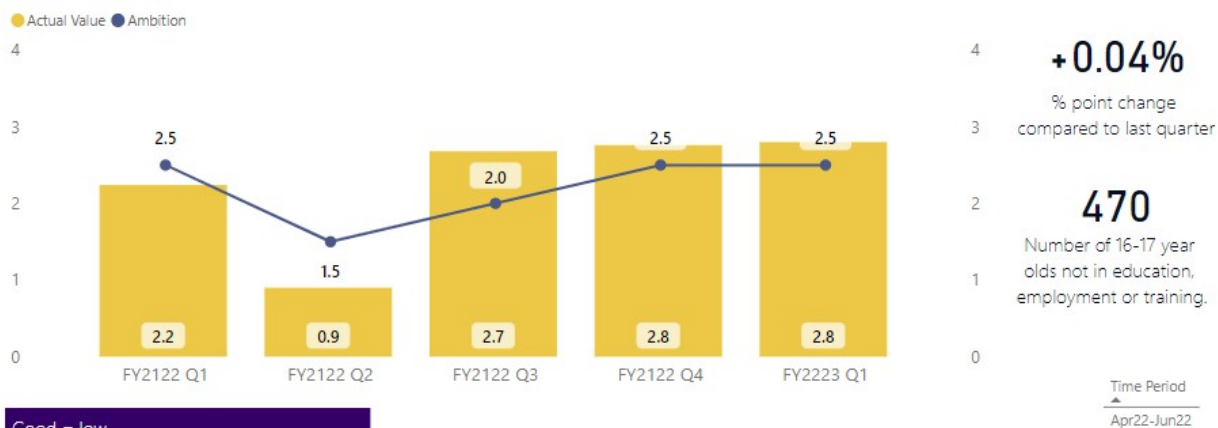
PI 1: Percentage of schools that are judged good or outstanding ✓



Good = high and achieving the ambition

This figure of 83.8% shows a relatively static picture from the previous quarter and represents a 0.6% increase from Q1 2021/22 (however, the Q1 2021/22 figure may not be an accurate reflection of performance at that time as inspections were frozen during the Covid pandemic). We are now 5th out of the 11 statistical neighbours league table. Lincolnshire remains 3.8% lower on this measure than the national average. Of the 300 schools rated good or outstanding at the end of quarter 1 a higher proportion of these are maintained schools (52.7%), compared to academies at 47.3%. This demonstrates a positive impact of the work of the Education Team.

PI 4: Percentage of 16-17 year olds not in education, employment or training ✓

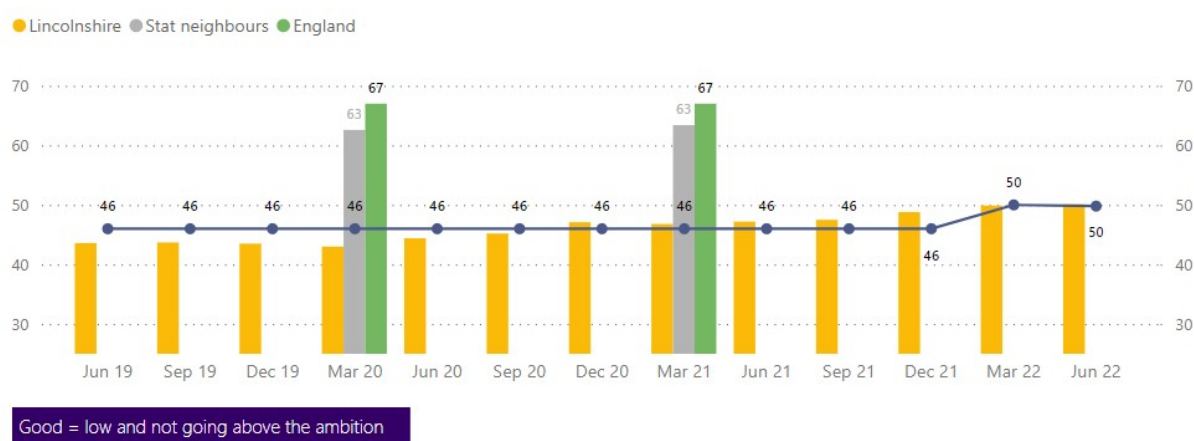


Good = low

Quarter 1 performance is within tolerance of our target range and is similar to the same time period for previous years (whilst being 2.24% in 2021/22, it was 2.69% in 2020/21 and 2.71% in 2019/20). Following a flux in September after the start of term when there is a higher ‘unknown destination’ figure for the children, the percentage for this measure usually rises slightly throughout the academic year as children are successfully tracked and recorded as NEET where applicable, and the target is profiled to reflect this. Quarter 1 in the April to March business year represents the end of the academic year and as such the numbers are generally around their highest at this time, whereas Quarter 2 includes the start of term in September so we would anticipate the numbers to fall next quarter.

4.3.2 Enable everyone to enjoy life to the full

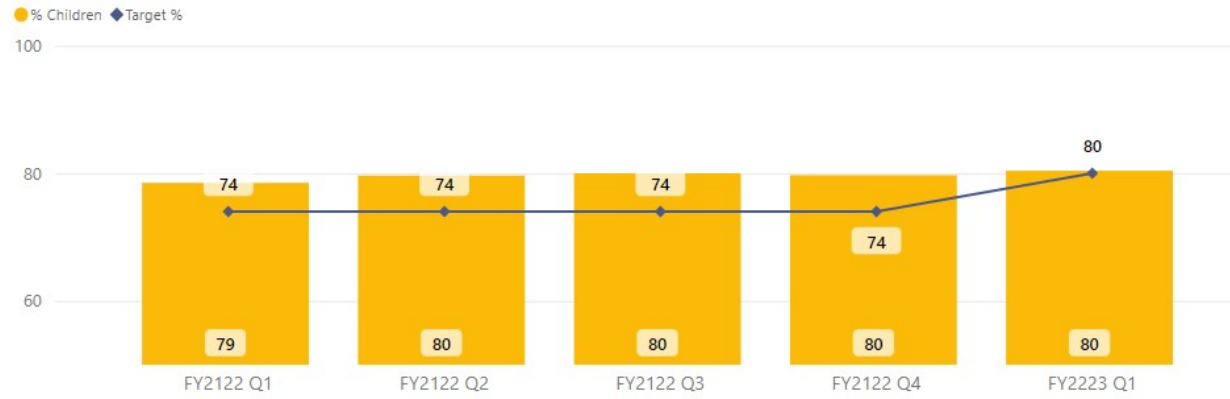
PI 14: Rate of children in care (per 10 000) ✓



This measure has achieved (50.1 per 10,000), however, this target has been revised upward (49.8 per 10,000) in comparison to recent years to take into account the effects of the National Transfer Scheme. As with Quarter 4 2021/22, the number of Children in Care starters over Quarter 1 2022/23 has remained at a relatively high level whilst the number of care leavers has been below this. The increase in new entrants to care has continued to keep the Children in Care per 10,000 figure high over the past quarter. The growth in numbers is attributable to the Council’s safeguarding responsibilities and is partly attributable to the number of unaccompanied asylum-seeking children that have arrived as part of the new temporary mandated National Transfer Scheme.

The expectation is that Lincolnshire will take a maximum of 103 children which equates to 0.07% of the general child population and therefore there continues to be a likely impact of growth going forward. Despite the growth this quarter and the potential for future increase there continues to be an emphasis on prevention from children coming into care and exit planning from the care system where it can be achieved. However, despite the increase, the Lincolnshire number of Children in Care per 10,000 remains significantly below the most recent published figures both nationally and by our statistical neighbours (67 per 10,000 and 63.4 per 10,000 respectively as of 31st March 2021).

PI 15: Percentage of children in care living within a family environment ✓

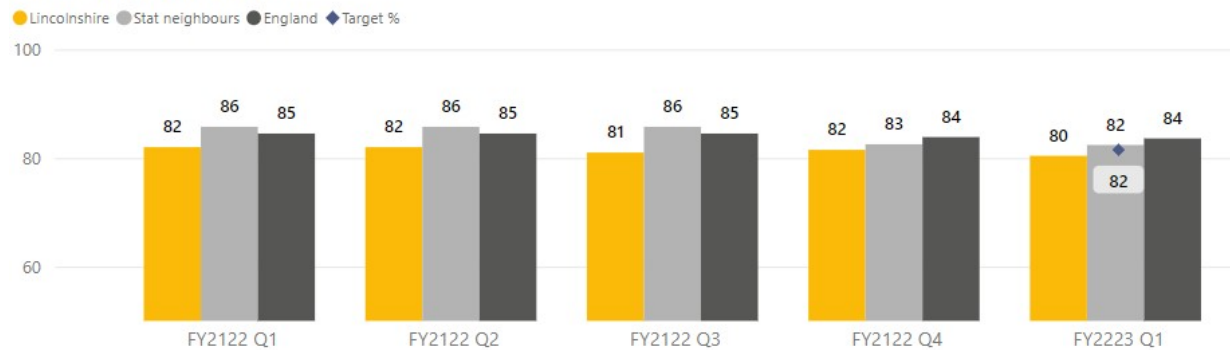


Good = high and not falling below the ambition

The target for 2022-23 reporting has increased from 74% to 80% but this PI has still achieved at 80.4%. For many children in care, a family placement is deemed the most suitable means of offering care and maintaining children within their family networks. The Council continue to explore enabling children and young people to remain within their family or extended network if they cannot, for whatever reason, live with their parents.

PI 16: Percentage of facilities rated as good or outstanding by CQC: Adult Social Care ✓

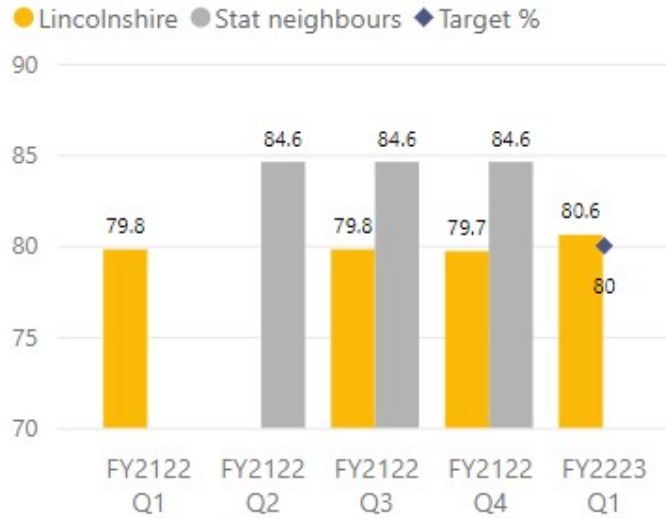
Adult Social Care Facilities



Good = high

The percentage of social care providers in Lincolnshire with a CQC rating of good or outstanding has dropped slightly since March 2022 to 80.4%, but remains within the target tolerance. The number of registrations remains unchanged from the previous quarter, but we have seen four providers lose their good or outstanding rating. Performance across our CIPFA comparator group and England overall has also reduced to 82.4% and 83.6% respectively, but less pronounced than in Lincolnshire.

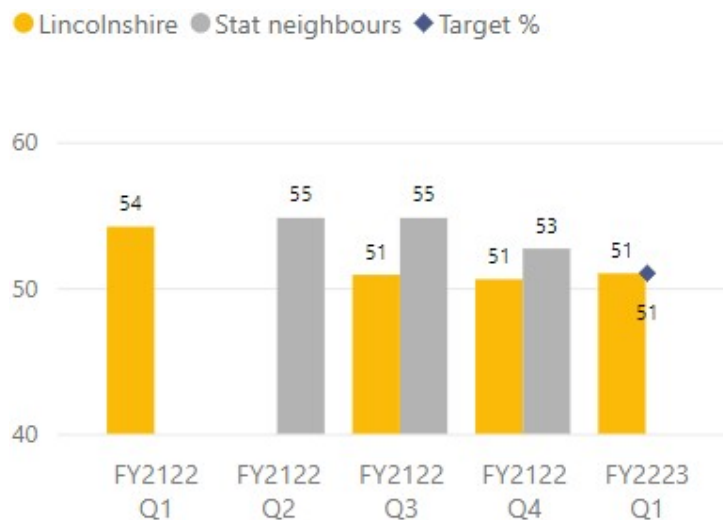
PI 17: Percentage of working aged adults living in the community ✓



Good = high

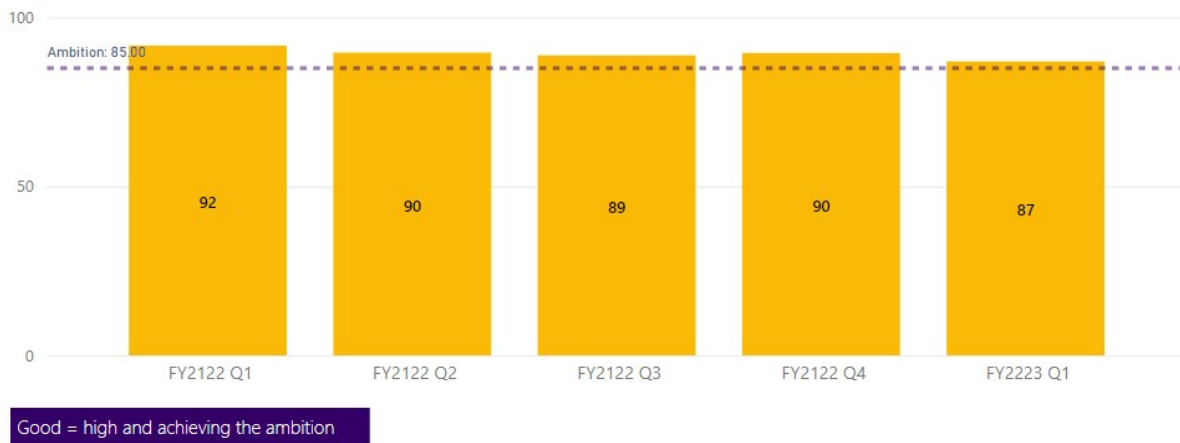
The level of performance is consistent with the previous quarter and the target has been achieved. Further improvement against this measure is largely dependent upon the development of additional community based accommodation options. Whilst there is a significant investment in Extra Care housing for older people it is also important that a similar programme of investment is progressed for working age adults. This will help to maximise people's independence and reduce reliance on residential and nursing care which has gross weekly costs that on average are more expensive than alternative community based options.

PI 18: Percentage of older adults living in the community ✓



The level of performance is consistent with the previous quarter and the target has been achieved. We observe a slightly higher proportion of older adults in the community where they are supported by the learning disability service, at 54%, compared to Adult Frailty clients with 51%. As mentioned in PI 17 for working age adults, longer term options within the community are being scoped but in the meantime admissions to residential and nursing care remain low, helping to maintain good performance.

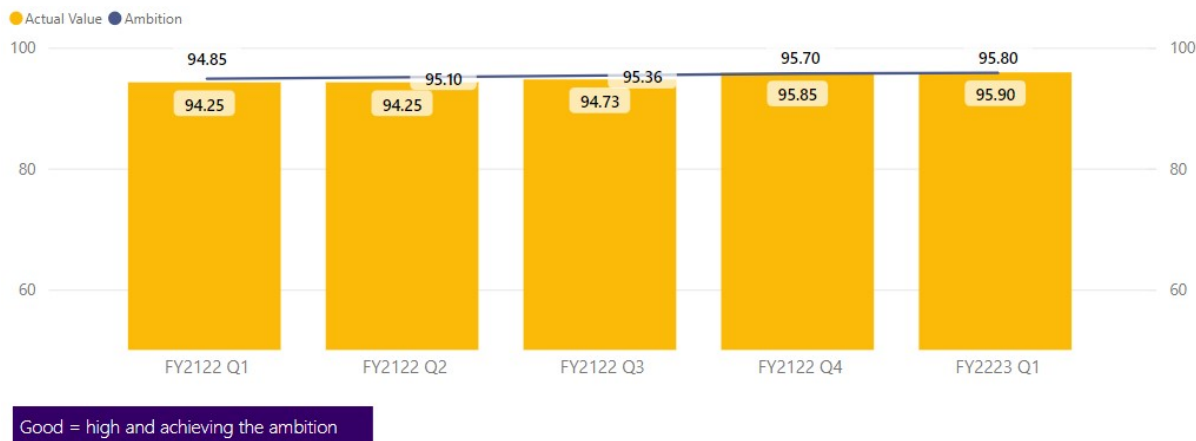
PI 25: Percentage of people who remain at home 91 days after discharge ✓



The target is being achieved, evidencing that people have received an appropriate assessment of their needs to ensure they remain at home following discharge from hospital. Of the 1400 episodes recorded as being at home, only 323 of these are at home receiving a long term support service (e.g. home care). Of the 209 clients not at home on the 91st day, 133 of these are now in residential care.

4.3.3 Create Thriving Environments

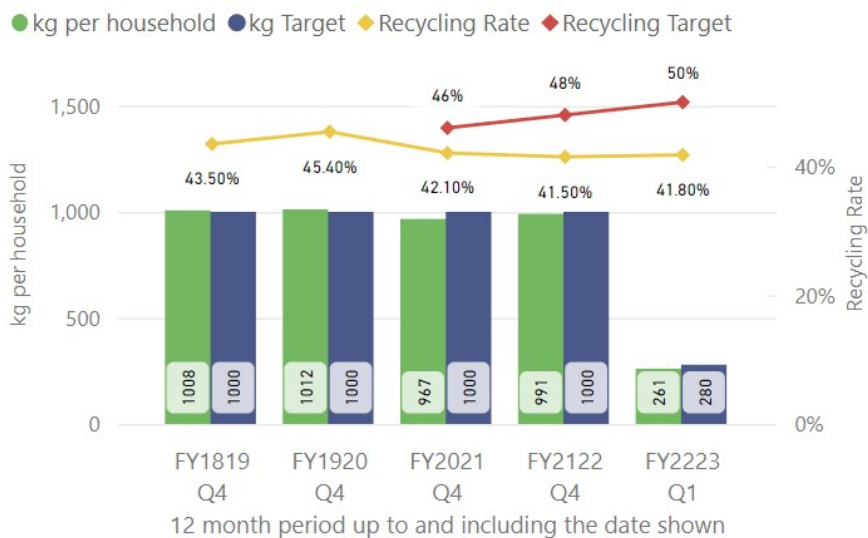
PI 32: Percentage of superfast broadband coverage in residential & business premises ✓



Superfast provision is still moving in a positive direction, but mainly as a result of the existing BDUK Contract 3 progress and indirectly as a result of gigabit capacity commercial build activities.

PI 36: Household waste collected (kg per household) ✓

Household waste and recycling rate



Good = low household waste with a high proportion recycled

This is Q1 2022/23 actual. Less material is being presented overall therefore this demonstrates good performance as minimisation is the highest objective on the waste hierarchy.

4.4 Did not achieve ambition

4.4.1 Enable everyone to enjoy life to the full

PI 60: Percentage of people who were asked what outcomes they wanted to achieve during an Adult Safeguarding enquiry ✗



This is a new measure for 2022/23. In 2021/22 the baseline performance was 86%. The target has been set to maintain performance at this level, as it is not always possible to ask what outcomes the person would like to achieve. Since this is the first year of reporting, the target will however be kept under review. The Q1 performance is 71% which is below target. However, it is understood that there are some data quality issues in Q1 that are leading to under reporting. The Performance, Mosaic and Practice teams are working together to ensure that the data is more accurate in future reporting periods. The service is confident that they will meet the 85% target by year end. This indicator is being developed to help reinforce the overall aim of 'Making Safeguarding Personal' and ties in well with other indicators e.g. use of an advocate. Further work is needed however to ensure this is fully understandable to a much wider audience.

PI 71: People supported who have accessed volunteer opportunities *



Overall numbers of volunteers are lower than expected this quarter (256) due to significantly reduced numbers of volunteers accessing volunteer services through digital routes. Large volunteering programmes such as the Covid-19 Vaccination Programme no longer require volunteers. Anecdotal feedback from volunteers also indicates a level of volunteering fatigue following the demands of the Covid-19 response.

There has been a slight increase in volunteers accessing face to face brokerage services.

There has been a significant increase in the number of traditional volunteering opportunities advertised during the quarter.

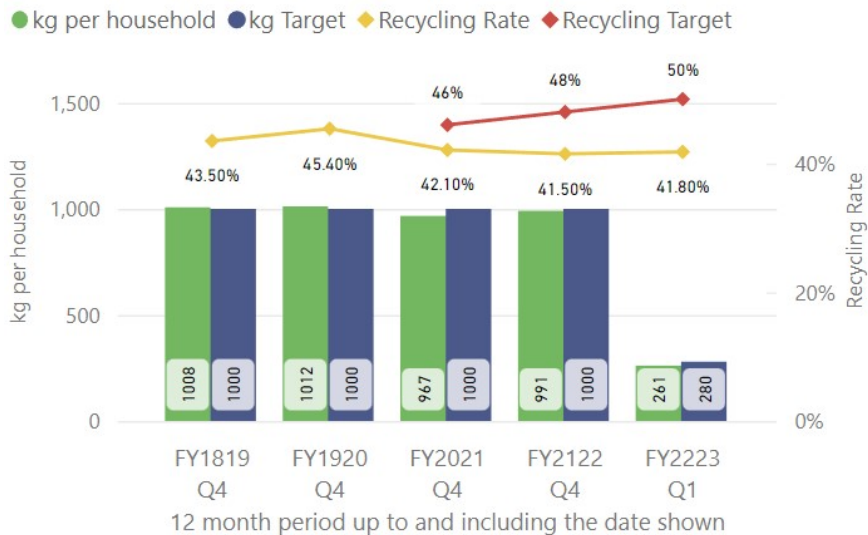
There has been an increase in face-to-face volunteering outreach which will develop further over the coming months and hopefully attract a diverse range of new volunteers. There are also plans to increase online presence significantly to attract volunteers through digital routes. Partnership working remains very strong as work with partners to develop the Lincolnshire Volunteers

programme and support the Lincolnshire Resilience Forum (LRF) to develop 'Ready for anything volunteers'. Voluntary Centre Services (VCS) and Lincolnshire Community & Voluntary Services (LCVS) have also been pro-active in supporting staff to engage in Employer Supported Volunteering (ESV) activity within the quarter with further promotion of ESV planned throughout the year.

4.4.2 Create Thriving Environments

PI 37: Recycling Rate (new national formula) ✖

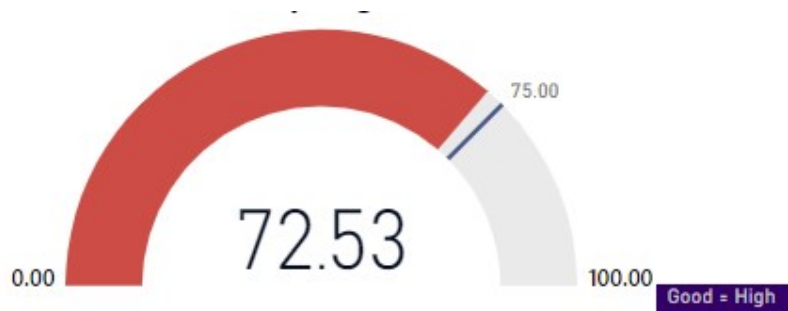
Household waste and recycling rate



Good = low household waste with a high proportion recycled

The Twin stream roll out programme means we now have Paper and Card collections in 3 of the 7 districts. This is improving the quality of the paper and card collected and the quality of the recyclables collected in those districts. This programme includes increased engagement and education to increase recycling quality and the recycling rate within Lincolnshire.

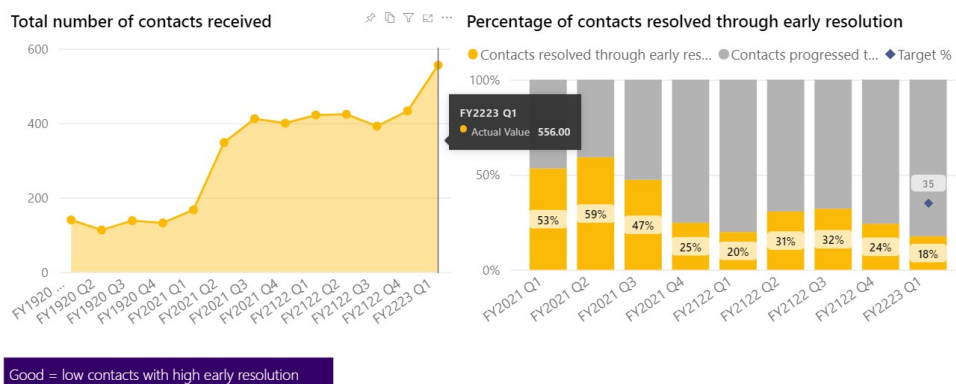
PI 38: Recycling at County Council owned Household Waste Recycling Centres (HWRC) ✖



Visits to HWRC's are at 80% of pre-Covid levels with lower levels of waste per household being presented. This may reflect waste minimisation which is preferable to recycling. Analysis of waste being presented is taking place to inform contract renewal activity. Low recycling rates at HWRC's does not necessarily reflect poor LCC performance.

4.4.3 Provide Good Value Council Services

PI 43: Percentage of contacts resolved through early resolution ❌



The volume of contacts continues to remain high. The numbers received equate to a 33% increase in comparison to Q1 of 21/22 and a 39% increase in comparison to the previous quarter (Q4 21/22). During this time resourcing has been acknowledged as a contributing factor. This has caused some delays in service delivery as well as an increase around delays in communication resulting in increased contact with the authority. With this issue already being addressed we should see this number decrease as resourcing improves.

A need for increased focus on Early Resolution of complaints has been highlighted in the first quarter, as this number is decreasing in line with the significant increase in the total number of contacts received. Through a renewed focus this number should see an increase over the coming quarters. Information around Early Resolution has been provided through staff briefings, training sessions with the Complaints Manager and online training via Linc2Learn. An additional contributing factor for cases not being closed informally through early resolution is resourcing issues. The authority as a whole is currently working on this and as a result it is hoped that time can be committed to achieving informal resolution.

PI 44: Days lost to sickness absence per FTE ✖



Good = low sickness absence

At the end of quarter 4, Lincolnshire County Council's days lost per FTE is 8.82 which is above the sickness target of 7.5 days per FTE. The number of absences attributed to colds, flu and viruses rose steeply up to January where the seasonal illnesses were further increased by Covid-19 cases and chest infections. This performance indicator takes into account all absence over the previous 12 months, therefore the current figure has been affected by the number of Covid-19 cases over the summer months when absences due to colds and viruses would usually be low.

There has also been a consistently high level of mental health related absence since the summer months attributed to the difficulties experienced by staff in the current environment and where people are stretched due to staff vacancies. In quarter 4 the highest levels of absence have been in Adult Care and Community Wellbeing and Children's Services. In both areas the majority of absences are for cold and flu viruses (including Covid-19), however, across the whole Council, mental health related reasons are the cause of most days' sickness.

Support for employee mental health continues to increase. We are monitoring the use of the new mental health first aider provision which launched in October. We are also running resilience workshops and mindfulness sessions for staff to attend. In addition to their usual service, the Employee Support and counselling team are providing 'wellbeing check ins' for staff and are developing peer support groups to help colleagues experiencing grief and loss. There is a new offer of assessment, priority referral to mainstream services and trauma support in development by specialist mental health practitioners; and we have launched a fitness challenge with One You Lincolnshire with almost 400 employees taking part in a fitness challenge.

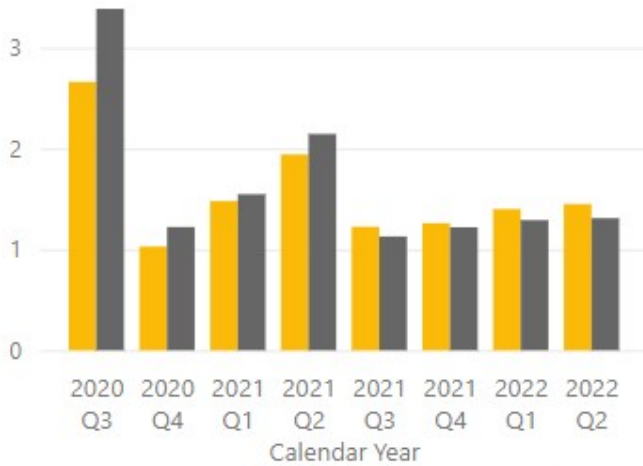
4.5 Contextual KPIs

These are KPIs which do not have an ambition set but a rating has been agreed by the Executive Director. This rating therefore does not show on the Council website but instead shows as a contextual measure.

4.5.1 Support High Aspirations

PI 6: Ratio of business births to deaths ✓

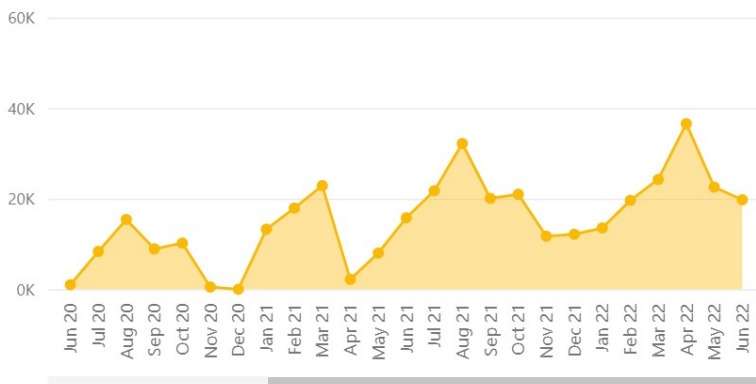
● Greater Lincolnshire ● England



Good = being in line with the national average

In Q2 2022 (calendar year) there were 1.45 business starts for every business cessation in Greater Lincolnshire. In total between April 1st and June 30th 2022 there were 2,072 business starts and 1,431 business cessations. This indicates a healthy creation of businesses and increasing net change in businesses, above the national ratio of 1.31. Q2 2022 saw the highest number of business starts in Greater Lincolnshire on record (since 2005).

PI 8: Visitors to heritage attractions ✓



Good = high

Quarter 1 has seen a busy and thriving start to the new financial year for the culture service, welcoming 78,895 visitors across our heritage sites between April and June, and an additional 269,000 visits to our Castle grounds. Our visitors have significantly increased from the 25,970

reported for quarter 1 in financial year 2021-22 previously, suggesting a positive return to pre-covid trends as we continue to perform above the national average.

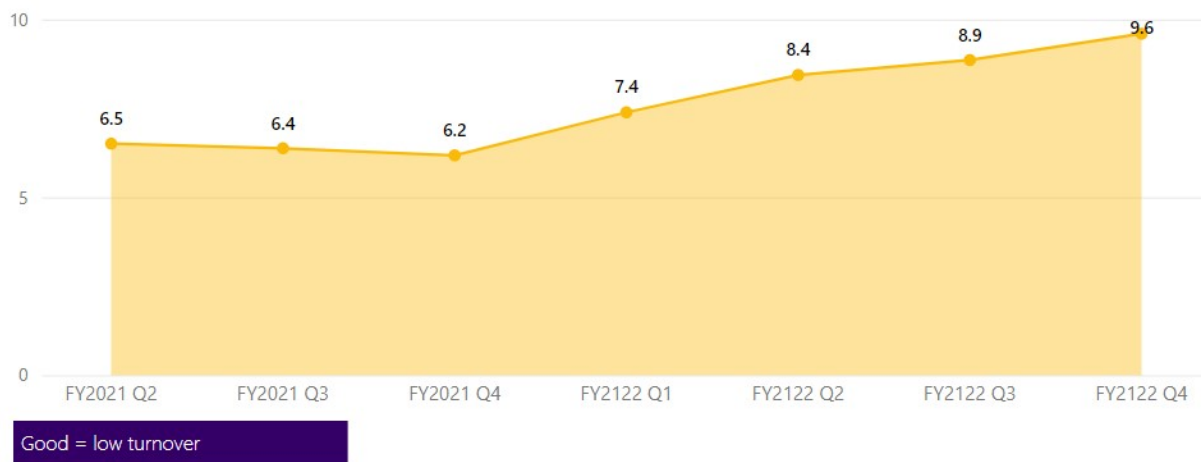
Our events programme has provided the community with varied opportunities to engage with heritage across our sites, from the arrival of Lucy the Dragon at Lincoln Castle, the installation of Gaia at the Collection which recorded 31,500, and the wide range of Platinum Jubilee celebrations, we have ensured that our programme provides diverse and engaging events suitable for all audiences and ages.

The Dragon Quest Trail at the Castle proved particularly popular, with 1000 trails sold and approximately 60,000 visitors over the Easter weekend. Quarter 2 will see the Museum of Lincolnshire Life return to a 5 day opening throughout July and August, and it is anticipated that this will increase visitor numbers during the summer holidays.

Microworld: Lincoln will exhibit at The Collection between July and October, showcasing an immersive, digital world full of interactive creatures that all audiences and age groups can enjoy, and the Castle have many events throughout the summer, including the return of the Steampunk Festival, ensuring there is something for everyone to enjoy. As a result, we expect to see an increase of visitors during the summer season.

4.5.2 Provide good value council services

PI 58 Percentage of staff who voluntarily left LCC ✓



Prior to the Covid-19 pandemic, voluntary turnover levels had remained stable between 8% and 10%. In Quarter 4 2020-21 this had reduced to 6.18%. Current figures are returning to pre-pandemic levels and are increasing quarter on quarter reaching 9.6% at the end of Q4. This is causing concern particularly where the national competition for recruiting skilled professionals is greater such as social work and care, legal, IMT and procurement. This has led to a need to increase agency usage and relief contracts in some areas. The Council's People Strategy initiatives are being utilised to stabilise the overall position, particularly attraction and retention.

4.6. Waste Performance Indicators

Due to a requirement to include Performance Indicators (PIs) with an ambition (target) for the 2022/23 Corporate Plan Success Framework (CPSF), the Waste PIs have changed. It was considered the new PIs are better aligned to the Waste Partnership strategy. We have kept the same numbers, but the PIs reported are different to PIs (36; 37; 38; and 39) reported in 2021/22 CPSF.

With effect from 2022/23 Quarter 1, the Waste PIs reported are;

PI 36 - Household waste collected (kg per household);

PI 37 - Recycling Rate (new national formula);

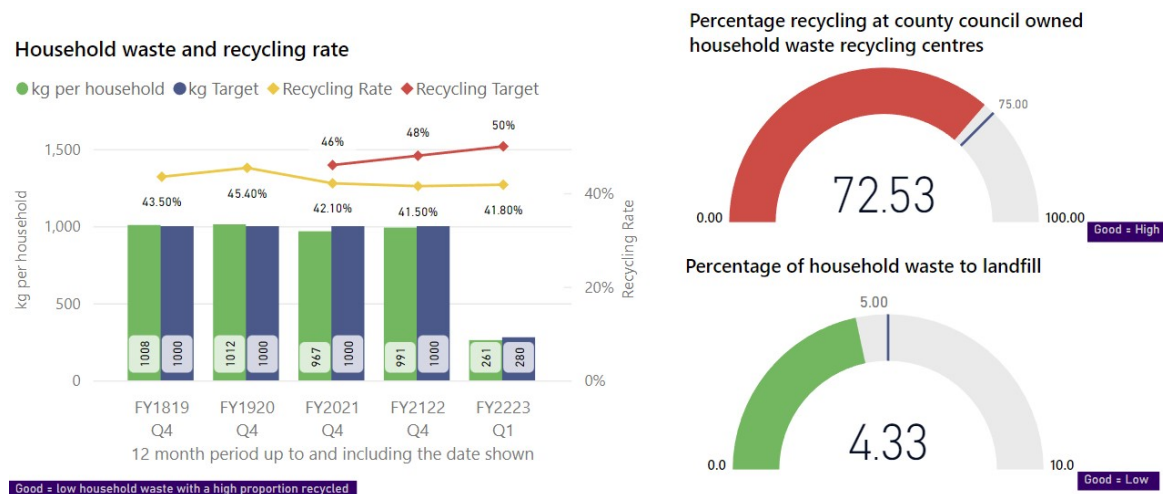
PI 38 - Recycling at County Council owned Household Waste Recycling Centres; and

PI 39 - Household waste to landfill (percentage)

We have provided a dashboard view of all the 2022/23 Waste PIs below.

With the exception of PI 36, all the Waste PIs are reported as 'Annual forecast reported quarterly', rather than actuals.

These PIs (numbers are different) are also reported to Environment and Economy Scrutiny Committee. The figures reported to Environment and Economy Scrutiny Committee are actuals, rather than forecasts, therefore figures and performance status may vary.



4.7 Performance Indicators (PIs) that cannot be reported in Quarter 1

Due to a delay in the release of ONS Data, the following PIs cannot be reported this quarter. However, an update is provided below.

4.7.1 PI 5: Percentage of people in employment by occupational skills category / Percentage of people employed who are in high skilled jobs

Publication of ONS data for employment and unemployment at county level has been delayed in Q1, due for release on 16th August. It will then return to normal reporting patterns for Q2, 3 and 4. Intelligence gathered through the latest job posting data and reporting from the Business

Lincolnshire Growth Hub indicates that there is unlikely to be a large shift in the distribution of occupations in employment between Q4 2021 and Q1 2022. Job posting analytics show that over 16,000 jobs were posted in Lincolnshire in Q1 2022, with nursing and care accounting for around 13% of all job postings. Demand for nursing, finance and accounting skills within roles was high.

4.7.2 PI 11: Percentage of people who are unemployed

ONS official unemployment data is delayed for quarter 1. However, analysis of the latest claimant count data (all people claiming out of work benefits but are seeking work) shows that 3.2% of the working age (16-64) population in Lincolnshire (14,340 people) were claiming out of work benefits but were seeking work as of June 2022. This is below the national rate of 3.8% and has been tracking below since the pandemic. The number of claimants has reduced by 44% since the peak of the pandemic and continues to decline, decreasing by 18% between Q1 and Q2 2022. This would indicate that the unemployment rate in Lincolnshire will continue to track below the national average next quarter.

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

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

The report presents performance against the ambitions and objectives set out in the Corporate Plan, many of which relate to people with a protected characteristic including young people, older people and people with a disability. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to make sure equality considerations are taken into account and an equality impact analysis completed.

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

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

The report presents performance against the ambitions and objectives set out in the Corporate Plan many of which relate directly to achievement of health and wellbeing objectives.

Crime and Disorder

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

The Report presents performance against the outcomes and measures set out in the Corporate Plan some of which relate to crime and disorder issues.

3. Conclusion

This report presents an overview of performance against the Corporate Plan as at 30th June 2022. There is positive performance overall across all 4 corporate ambitions with both activities and KPIs performing well.

4. Legal Comments

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

The recommendations are therefore lawful and within the remit of the Executive.

5. Resource Comments

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

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

The Overview and Scrutiny Management Board (OSMB) is due to consider this report on 25th August 2022. Any comments of the Board will be reported to the Executive.

d) Risks and Impact Analysis

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

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Full list of Quarter 1 Corporate Plan Activities

8. Background Papers

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

Document title	Where the document can be viewed
Council report: Corporate Plan 11 December 2019	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=5661&Ver=4
Executive report: Corporate Plan Performance Framework 6 October 2020	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=5522&Ver=4
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2021-2022 - Quarter 3	Agenda for Executive on Tuesday, 1st March, 2022, 10.30 am (moderngov.co.uk)
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2021-2022 - Quarter 4	Agenda for Executive on Tuesday, 5th July, 2022, 10.30 am (moderngov.co.uk)

This report was written by Caroline Jackson, who can be contacted on caroline.jackson@lincolnshire.gov.uk.

This page is intentionally left blank

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A1	Enhance the skills of our communities to meet the needs of our businesses and the economy	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing and implementing an updated skills plan, taking a lead role in the LEP review and future delivery model. We will support and encourage initiatives to recruit and retain older adults, to keep people in employment for longer.	Working alongside learning partners, Public Sector Compact Group and the Greater Lincolnshire Local Enterprise Partnership (GLLEP), we will devise and hold the Lincolnshire Apprenticeship Champion Awards for 2022.	GREEN (Progressing as planned)
A2	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds	We will develop effective county-wide relationships between the education and business sectors to attract and retain graduates in the county.	Continue to work with university partners to update, promote and enhance countywide www.grad-lincs.co.uk website.	GREEN (Progressing as planned)
A3	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds	We will increase the number of apprenticeships across priority sectors working with employers and education providers to increase availability and attractiveness.	Promote apprenticeship opportunities via National Apprenticeship week working in collaboration with Greater Lincolnshire Local Enterprise Partnership (GLLEP) (Career Hub), Apprenticeship Ambassadors and East Midlands Apprenticeship Ambassador Network.	GREEN (Progressing as planned)
A4	Promote healthy, inclusive and accessible employment and learning opportunities	We will produce sustainable transport strategies which promote alternative modes of transport, through collaborative working with our district and local partners which will include the creation of local transport boards.	Full Council adopted the fifth Local Transport Plan in February. A number of workstreams are being actively followed as part of the plan: EV charging, freight and access to stations.	GREEN (Progressing as planned)

Ambition: Support high aspirations

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A6	Champion educational excellence so every child/young person has a high quality education to succeed in life	We will help schools to be skilled at supporting children with special education needs and disabilities (SEND) in mainstream settings, through developing and delivering strategies and where an education, health and care plan is required, undertaking this assessment in a timely and creative way. Our SEND High Needs transformation programme will support improvement and delivery in this area.	By 30th June 2022 the pathway for Emotionally Based School Avoidance (EBSA) will be evaluated to consider the impact of the pathway of support for young people with EBSA. This will include an evaluation of how many young people have been supported to remain in their mainstream school.	GREEN (Progressing as planned)
A7	Champion educational excellence so every child/young person has a high quality education to succeed in life	We will continue to encourage schools to work through collaborations in order to maximise expertise and best practice, enhancing our strategy for school improvement within the school-led self-improving system.	All schools will be supported to maintain at least one active partnership or collaboration between schools and settings within the education sector.	GREEN (Progressing as planned)
A8	Deliver economic growth to create and sustain vibrant communities	We will support new and existing businesses to thrive, through delivering a strong, flexible and responsive Business Lincolnshire growth hub.	Working with partners to host the Greater Lincolnshire Manufacturing Conference by May 2022. Launch the new 'Next Level' Scale Up programme for high growth businesses by June 2022.	GREEN (Progressing as planned)
A10	Manage the risks to our environment from climate change to protect our natural and built resources	We will achieve net zero carbon emissions as a council by 2050 or earlier through the development of the Green Masterplan. We will provide climate leadership in	We will implement the Louth Active Travel Experimental Scheme and begin to undertake evaluation of the impacts. We will develop a forward plan of Active Travel and Low Traffic Neighbourhood	GREEN (Progressing as planned)

Ambition: Support high aspirations

Activity No.	Objective	Activity Name	Activity Milestone	RAG
	for future generations	Lincolnshire and beyond. We will define our 10 year climate change plan with the new executive.	schemes in line with upcoming governmental grants.	
A11	Manage the risks to our environment from climate change to protect our natural and built resources for future generations	We will respond to our communities in a joined up way and we will proactively coordinate with partners to develop and deliver the flood risk action plan.	We will prepare a package of flood investigation and drainage improvement schemes as part of the Development Fund Programme for communities across Lincolnshire. We will publish a Joint Action Plan (the Common Works Programme) as part of the Lincolnshire Flood Risk & Water Management Strategy in collaboration with other risk management authorities.	GREEN (Progressing as planned)
A12	Manage the risks to our environment from climate change to protect our natural and built resources for future generations	We will maximise the reuse and recycling potential of the county's waste, treating it as a resource. This will include exploring the opportunity for anaerobic digestion facilities across the County.	We will develop a delivery plan for Waste infrastructure required to service separate food waste collections. Narrative: <i>A plan is still being developed but the timeline and funding detail as a result of the Environment Act have still not been released by government. Market engagement continues and a capital bid business case is being developed.</i>	AMBER (Progress is within agreed limits)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A13	Create accommodation options for greater independence and wellbeing	We will work with our districts and other partners in implementing the housing for independence strategy, to increase accommodation options for those wanting Extra Care, those with learning disabilities, mental illness or autism. We will also collaborate to deliver easy access to equipment / adaptations to homes that enable greater independence.	<p>We intend to make further progress in 2022-23 in relation to Extra Care accommodation for older people and supported housing for working age adults.</p> <p>Narrative: <i>De Wint Court in Lincoln City has now opened and a further set of schemes will be presented to Members for a number of new schemes later this calendar year - notably for working age adults. Overall good progress is being made.</i> <i>The reason why this metric is amber at present is because of the pace of development across a range of sites is slower than desired. This is often as a result of the need to engage with multiple partners and the necessary level of pooled funding.</i></p>	AMBER (Progress is within agreed limits)
A15	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities	We will continue to improve how we support children in care and care leavers to thrive through the delivery of the children in care transformation programme.	Construction for the new short break home to commence at St Francis site April 2022. Ofsted stage 1 registration Process to commence April 2022. Recruitment to Residential Care Officer (RCO) 1,2 and 3 posts to commence 2022. Public consultation for the Louth new build March 2022-April 2022. Valuing Care eLearning for Partners launch May 2022.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A17	Design an accessible and responsive health and care system within local communities, protecting people and promoting wellbeing	We will continue to deliver our maximising independence programme across adult care, focused on developing strengths and innovating support including assistive technology and digital support, tracking impact monthly through forward trajectories.	We expect to further develop the Directorate digital road-map and strengthen capacity in the lead unit to further expand the use of technology to support people to maximise their independence. This will also be a key development within the Integrated Care System (ICS) programme as part of the Integration White Paper. Narrative: <i>Further investment as a result of a successful government grant application is underway as is an initiative with Lincoln University for a Centre of Digital Excellence in health and social care.</i>	AMBER (Progress is within agreed limits)
A18	Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive	We will support families in their parenting role through continuing to deliver the healthy child programme, also evaluating the benefits of maternity hubs and extending these to other communities where appropriate.	Recovery and restoration of the Healthy Child Programme in full. Implement plans in respect of key activities required to deliver an updated health visiting delivery model.	GREEN (Progressing as planned)
A53	Promote and enable better mental health for all	Working with strategic partners we will develop a Lincolnshire Prevention Alliance for Better Mental Health	We will seek agreement to the prevention alliance via the Mental Health, Learning Disabilities and Autism Group. Narrative: <i>An agreed vision and objectives statement has been developed alongside a governance chart. These are due to be presented at Better Lives Lincolnshire Executive Team (BLLET) for final sign off and will form part of a wider re-set of Integrated Care System (ICS) infrastructure.</i>	AMBER (Progress is within agreed limits)
A20	Promote the support offer to our communities to enable them to be self-	We will support people to make healthy choices across all aspects of their lives, through continuing to commission and	Implement Public Health Commissioning Programme for 2022/23: 1. Complete Carers tender 2. Complete engagement work for sexual health recommissioning.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
	sufficient and thriving	deliver effective preventative services, which also provide quality information so people are better informed. Our development of our ICS will continue and develop this approach.	<p>Implement Public Health Priority Work Programme for 2022/23: 1. Health Needs Assessment completed on Gambling 2. Violence Reduction Health Needs Assessment and Evidence Review Completed 3. Health Needs Assessment completed on Oral Health.</p> <p>Implement Public Health Protection Programme for 2022/23: 1. Re-establish proactive assurance care home visits and plan visits for the forthcoming year 2. Re-establish Health Protection training programme 3. Respond as needed to reactive visits for both Covid outbreaks and care home visits 4. Develop a screening and immunisation improvement plan alongside the wider Health & Social Care system.</p>	
A21	Promote the support offer to our communities to enable them to be self-sufficient and thriving	We will now work with partners to roll out our new ICS, setting clear priorities for the next 3 years to improve health and wellbeing across Lincolnshire	<p>The Integrated Care System (ICS) governance arrangements will have been reviewed as part of developing the relationship between the Health and Wellbeing Board and the Integrated Care Partnership.</p> <p>Narrative: <i>The Integrated Care Board came into existence (replacing the Clinical Commissioning Group) earlier in July. Elected Member representation has been agreed. The Primary Care Network is progressing a local service delivery framework.</i></p>	AMBER (Progress is within agreed limits)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A49	Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel	Long term investment strategy for highways infrastructure	Analyse condition data on all key Highway Asset groups and set out investment scenario options to inform future funding position. Link investment modelling to asset condition and highlight potential future budget pressures based on known asset constraints.	GREEN (Progressing as planned)
A25	Deliver 'clean' growth in the right place and at the right time	We will maximise the use and provision of our water as a valuable resource by working with our partners and researching to better understand how we balance over and under supply. Once we have solutions, we will develop an action plan.	We will commence development on a Full Business Case linked to the delivery of the Greater Lincolnshire Groundwater Project.	GREEN (Progressing as planned)
A26	Deliver 'clean' growth in the right place and at the right time	We will use our planning responsibilities to increase the benefits, and reduce the disbenefits, of new residential and commercial growth to our communities.	A quarterly report will be produced detailing the number of planning applications received by the highway and lead local flood authority, and the number of responses issued within the statutory 21 day timeframe.	GREEN (Progressing as planned)
A27	Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business	We will work with partners to attract tourists to Lincolnshire, leading the way in raising the profile of the county and enhancing collaboration across our councils to maximise what Lincolnshire has to offer.	Review Year 1 of the Tourism Commission Action Plan and set work plan for Year 2 by 31 May 2022.	GREEN (Progressing as planned)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A28	Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business	We will stimulate economic growth through the development of business premises across the county and through delivering the economic capital programme with our partners.	Deliver Cluster Hub Building on South Lincolnshire Food Enterprise Zone (SL FEZ). June 2022	GREEN (Progressing as planned)
A29	Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment	We will attract all sectors to make a major contribution to the planning and delivery of growth in the county, through being a leading partner in the Greater Lincolnshire LEP.	Planning for Infrastructure growth will continue to happen at a Greater Lincolnshire level, through the Local Enterprise Partnership (LEP) and through County Deal activity. The Infrastructure Group will refresh the infrastructure plan for 2022 to enable future growth and the delivery of high aspirations. Team Lincolnshire will continue to drive investment.	GREEN (Progressing as planned)
A30	Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment	We will accelerate considered housing growth in Lincolnshire and maximise opportunities and investment in infrastructure work through working across all Councils and partners in Lincolnshire on "Planning for Growth."	The County's infrastructure group will refresh the infrastructure work for Greater Lincolnshire and Rutland, and will be used by partners and importantly is a key element of County Deal conversations.	GREEN (Progressing as planned)
A34	Improve the safety of local communities	We will continue to work with partners to enhance community safety, with a particular focus on prevention and early intervention. We will improve the effectiveness and efficiency of service delivery through building a sustainable financial and operating model for the Public Protection function, pooling budgets and undertaking joint commissioning activity.	1) Continue to embed revised Safer Lincolnshire Partnership (SLP) structure. Paper to the SLP Strategy Board for partners to agree future funding of SLP. Opportunities for combined commissioning and funding arrangements to be introduced as a standing SLP agenda item. Commence work on the development of an SLP data dashboard. Continue preparations for the recommissioning of the county's Domestic Abuse Support Service. 2) Implement Community Safety Budget plans for	AMBER (Progress is within agreed limits)

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p>2022/23 as agreed, including management of DA Act Grant spend as per Part 4 of the Domestic Abuse Act 2021.</p> <p>Develop plans to restructure the Community Safety Service to achieve greater efficiencies and effectiveness.</p> <p>Review joint funding opportunities with partners, particularly the Office of the Police and Crime Commissioner (OPCC).</p> <p>Narrative: <i>In relation to future finances of the SLP at the latest strategic group it was agreed that a small working group of key individuals would meet to discuss and agree a way forward - this is with the support of Lincolnshire County Council (LCC) finance colleagues in adult social care and community wellbeing who have started to plan the medium term financial requirements for community safety.</i></p> <p><i>The SLP data dash board continues to be under construction with the first one completed at a Draft stage for the reducing reoffending Core Priority Group - The team will continue to develop the remaining data dash boards once additional resources have been identified.</i></p> <p><i>The Domestic Abuse support services recommissioning timeline remains on track with the paper going to scrutiny committee on the 19th July.</i></p> <p><i>Restructure plans remain on track for the Safer</i></p>	

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p><i>Communities team within Public Protection - HR have provided a timeline of activities to meet a start date of the 01/10/2022. The restructure will see 3 old posts disestablished and 3 new posts created as a cost neutral option.</i></p> <p><i>Greater visibility around funding opportunities has been established within the SLP Strategic Group and the Core priority Groups within the 4 strands of strategic requirement.</i></p>	
A55	Lincolnshire secures more investment for a prosperous future	We will provide trained and committed staff to help businesses and government invest in Lincolnshire.	Where opportunities arise, we will engage and support the sector on an ongoing basis	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A35	Design our processes and services to meet customers' needs	We will focus now on the implementation of our digital blueprint and customer services strategy to ensure these opportunities are maximised. We will transform how we engage with communities, listening and acting on what they say and supporting them to be resilient and self-sufficient. This will be articulated through the refresh of our community strategy.	Develop proposals for the productivity and collaboration workstream. Gain sign off for the first phase of the optimisation and automation workstream. Commence work on the customer digital delivery project.	GREEN (Progressing as planned)
A36	Shout loud and proud for Lincolnshire to achieve our ambitions	We will target further benefits for the county through working towards a Greater Lincolnshire devolution deal that increases central government investment.	Commence work on the development of a vision for Greater Lincolnshire. Engage with officials as per government timelines with the development of the devolution ask for Greater Lincolnshire.	GREEN (Progressing as planned)
A37	Shout loud and proud for Lincolnshire to achieve our ambitions	We will seek to maximise government investment into the county, raise the profile of the county and the Council, through investing in local and national partnerships, including being part of Midlands Engine. We will champion Lincolnshire, including through lobbying our local MPs and the government.	The adoption of the 5th Local Transport Plan has provided an opportunity to promote the Council at a national and regional level - we have been invited to Department for Transport roundtable to discuss the work that has been done in Lincolnshire as Local Transport Plans increase in national significance.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A38	Shout loud and proud for Lincolnshire to achieve our ambitions	We will raise the county's profile nationally and internationally through the delivery of a focused investor promotion strategy and relationship-building, attracting business investment and using our partnership brand, Team Lincolnshire, to do this.	Research and development of a Defence sector investor proposition by June 2022.	GREEN (Progressing as planned)
A39	Shout loud and proud for Lincolnshire to achieve our ambitions	We will continue to raise the profile of Council Services through a range of strategies including national recruitment campaigns, national conferences and awards, continuing to support improvement in other Councils and advising government on national policy innovation. We will articulate a clear Lincolnshire pride narrative via our Joint Committee to support this activity.	Reporting on Directorates and Corporate Functions of the particular aspects of the Attraction & Retention Framework that they have implemented.	GREEN (Progressing as planned)
A40	Engage, listen and respond to our communities	We will place the individual, their family and friends at the heart of their care plan through introducing and implementing strength based practice in Adult Care and Community Wellbeing, as well as Signs of Safety within Children's services.	Integrated delivery team to complete phase 3 of strengths-based approaches and behavioural science training to teams including Hospital Discharge and Community Teams, by June 2022 start phase 4 of the strengths-based approach roll out with Adult Frailty and Long Term Conditions (AFLTC), Lincolnshire Partnership NHS Foundation Trust, Occupational Therapy and Safeguarding Teams. Complete Technology first roll out with 15 additional operational teams across Learning Disability and AFLTC by June 22. Evaluation report with recommendations including for prime performance and agree scope of next phase of prime performance roll out to teams by June 22.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A41	Maximise opportunities to work with others and improve service delivery	We will improve service delivery through shifting our culture to focus on outcomes. With the Business Intelligence strategy working to deliver improved use of data and insight to understand our customers' needs, we will then be able to shape our services and those that we commission accordingly. This will also enable better measurement of the impact of internal and commissioned activity.	Creation of a Business Intelligence (BI) Programme Board to oversee implementation of the BI Strategy. First Community of Practice event which brings together Business Intelligence professionals to share good practice and for joint professional development opportunities.	GREEN (Progressing as planned)
A52	Maximise opportunities to work with others and improve service delivery	Implementation of the One Council commissioning priorities and outcomes.	Establish the One Council Commissioning Hub by April 2022. Ratify governance and reporting arrangements by the end of May 2022. Draft the One Council Commissioning Hub delivery plan by the end of May and secure approval by the end of July 2022. Confirm future key reporting milestones in August 2022.	GREEN (Progressing as planned)
A42	Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce	We will refresh our Corporate People Strategy, reviewing culture, values and behaviours, and enabling our staff to be healthy and resilient so we can improve how we support our customers. Structures will be fit for purpose and facilitate our One Council approach.	Reporting on progress of the outcomes of the Year 2 People Strategy (2021-2024) Workplan	GREEN (Progressing as planned)
A43	Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce	We will keep and attract talented people through implementing improved recruitment processes, increasing the number and range of apprenticeships, and developing graduate and work experience placements across the Council.	Reporting on Directorates and Corporate Functions of the particular aspects of the Attraction & Retention Framework that they have implemented (link with A39). Narrative: <i>The attraction and retention framework has been in place since January 2022 and is being used by services.</i>	AMBER (Progress is within agreed limits)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<i>A corporate aspect of the framework includes action on reducing time to hire and with the high business as usual (BAU) volumes on recruitment this has slowed progress. An additional temporary resource is being invested from transformation monies which will assist this work.</i>	
A44	Continue to innovate and make best use of our assets	We will protect and enhance our heritage assets and we will maximise the use of our sites for customers, through delivering proposals for the iconic investment in The Collection Museum and Gallery and other heritage sites.	Progress of cultural development against the future ambitions for the transformation of heritage service.	GREEN (Progressing as planned)
A46	Get the most out of our shared public estate, to provide more community opportunities, housing, employment and accessible services	Develop and approve a new Land and Property Asset Management Plan, Land and Property Governance Structure and Accommodation Strategy.	Land and Property Asset management Plan consultation with Assistant Director and Corporate Leadership Team.	GREEN (Progressing as planned)

Ambition: Provide good-value council services				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A47	Put our customers first, so we respond with one voice, working effectively across teams	We will transform the way we engage with customers through the implementation of a customer strategy. We will maximise technology solutions in the Customer Service Centre (CSC) to enable customers to do more online, including paying for services. In year 2 our emerging digital strategy will enable us to be innovative so our customers can access us through multiple channels.	<ol style="list-style-type: none"> 1. Commence Customer Digital Delivery Project. 2. Customer Advocates trained in User Research skills. 3. Develop future CSC Key Performance Indicators and specification. 	GREEN (Progressing as planned)

The below Activity had a Red RAG in 2021-22 Quarter 4, so an update as at Quarter 1 is provided below.

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A23	Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel	We will improve utility infrastructure in order to enhance growth through exploring and implementing plans to maximise the development of energy, water and sewage, and digital infrastructure.	<p>Deliver interim report on Key Lines of Enquiry (KLOEs) for Energy Option Analysis Study. March 2022</p> <p>Narrative as at Q1: <i>Following delays in the procurement process due to receiving no suitable submissions from businesses who could carry out this work for us, a suitable supplier was eventually found and commenced the work in June 2022. The supplier is making good progress and the interim report is anticipated by December 2022.</i></p>	RED (Not progressing as planned)