



County Offices
Newland
Lincoln
LN1 1YL

17 August 2022

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 25 August 2022 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln Lincs LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

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

Debbie Barnes OBE
Chief Executive

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

Councillors R B Parker (Chairman), T J N Smith (Vice-Chairman), Mrs J Brockway, M Brookes, I D Carrington, P M Dilks, R J Kendrick, C S Macey, C E H Marfleet, N H Pepper and E W Strengiel

Added Members

Church Representative: Reverend P A Johnson

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

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 25 AUGUST 2022**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 30 June 2022	5 - 14
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Corporate Plan Success Framework 2022/23 - Quarter 1 <i>(To receive a report by Andrew McLean: Assistant Director - Corporate Transformation, Programmes & Performance, which invites the Board to consider a report on the Corporate Plan Success Framework 2022/23 - Quarter 1 prior to consideration by the Executive on 6 September 2022)</i>	15 - 66
8	People Management Update - Quarter 1 <i>(To receive a report from Tony Kavanagh, Assistant Director – HR and Organisational Support which provides an update on the HR Management Information and on corporate People Strategy projects for Quarter 1)</i>	67 - 78
9	Revenue Budget Monitoring Report 2022/23 - Quarter 1 <i>(To receive a report by Michelle Grady, Assistant Director - Finance, which invites the Board to consider a report on the Revenue Budget Monitoring 2022/23 – Quarter 1, prior to consideration by the Executive on 6 September 2022)</i>	79 - 116
10	Capital Budget Monitoring Report 2022/23 - Quarter 1 to 30 June 2022 <i>(To receive a report by Michelle Grady, Assistant Director - Finance, which invites the Board to consider a report on the Capital Budget Monitoring 2022/23 - Quarter 1, prior to consideration by the Executive on 6 September 2022)</i>	117 - 140
11	Scrutiny Committee Work Programmes <i>(To receive a report which sets out the work programmes of the Adults and Community Wellbeing Scrutiny Committee and the Health Scrutiny Committee in accordance with the Board's agreed programme)</i>	141 - 158

ITEMS FOR INFORMATION ONLY

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

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Democratic Services Officer Contact Details

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Overview and Scrutiny Management Board on Thursday, 25th August, 2022, 10.00 am \(modern.gov.co.uk\)](#)

All papers for council meetings are available on:

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



**OVERVIEW AND SCRUTINY MANAGEMENT
BOARD
30 JUNE 2022**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors T J N Smith (Vice-Chairman), Mrs J Brockway, M Brookes, R J Kendrick, N H Pepper, E W Strengiel, A J Baxter and A M Key

Councillors Mrs P A Bradwell OBE (Deputy Leader and Executive Councillor for Children's Services, Community Safety and Procurement) and R D Butroid (Executive Councillor for People Management, Legal and Corporate Property) attended the meeting as observers

Councillors L A Cawrey (Executive Councillor for Fire & Rescue and Cultural Services) and Mrs S Woolley (Executive Councillor for NHS Liaison, Community Engagement, Registration and Coroners) attended the meeting as observers via Microsoft Teams

Officers in attendance:-

Kiara Chatziioannou (Scrutiny Officer), Alison Christie (Programme Manager - Strategy and Development), Andrew Crookham (Executive Director - Resources), Simon Evans (Health Scrutiny Officer), Michelle Grady (Assistant Director – Finance), Caroline Jackson (Head of Corporate Performance), Tracy Johnson (Senior Scrutiny Officer), Andrew McLean (Assistant Director - Transformation), Lee Sirdifield (Assistant Director – Corporate), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), John Wickens (Assistant Director - IMT and Enterprise Architecture) and Emily Wilcox (Democratic Services Officer)

Officers in attendance via Microsoft Teams:-

Pam Clipson (Head of Finance - Adult Care and Community Wellbeing), Andy Gutherson (Executive Director – Place), Angela Lawton (Strategic Finance Manager - Children's Services), Sue Maycock (Head of Finance - Corporate) Keith Noyland (Head of Finance - Communities), and Heather Sandy (Executive Director - Children's Services)

15 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors I Carrington, P M Dilks, C E H Marfleet and C S Macey.

It was reported that, under Regulation 13 of the Local Government (Committee and Political Groups) Regulations 1990, Councillor A M Key had been appointed as a replacement Member for Councillor C E H Marfleet and Councillor A J Baxter had been appointed as a replacement Member for Councillor P M Dilks. for this meeting only.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
30 JUNE 2022**

The Board also noted apologies from Councillor M J Hill OBE, Leader of the Council and Executive Councillor for Resources, Communications and Commissioning; Debbie Barnes OBE, Chief Executive and Glen Garrod, Executive Director – Adult Care and Community Wellbeing.

16 DECLARATIONS OF INTEREST

There were no declarations of interest.

17 MINUTES OF THE MEETING HELD ON 26 MAY 2022

RESOLVED:

That minutes of the meeting held on 26 May 2022 be approved as a correct record and signed by the Chairman.

18 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Chairman announced that he had attended the last meeting of the Executive on 7 June and presented the Board's comments on the approval to procure contracts for temporary agency staff and the delivery of HR administration, payroll, exchequer, adult care finance and the Customer Service Centre (CSC). In relation to the temporary agency staff comments, the Chairman had highlighted the Board's views that more priority needed to be given to reducing the reliance on agency staff, such as through 'grow our own'.

The Executive was updated on the initiatives in place to "grow our own" staff, particularly in relation to Children's Services. However, it was highlighted that it was not possible to add any financial clause to contracts requiring staff to stay with the authority after their training was completed.

19 CONSIDERATION OF CALL-INS

None had been received.

20 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

21 CORPORATE PLAN SUCCESS FRAMEWORK 2021/22 - QUARTER 4

Consideration was given to a report by the Head of Corporate Performance, which invited the Board to consider a report on the Corporate Plan Success Framework 2021/22 – Quarter 4, which was due to be reported to the Executive on 5 July 2022.

Overall, performance against the corporate plan was progressing well. Of 39 activities with milestones due to be reported in quarter 4, 34 were progressing as planned, four were progressing within agreed limits and one was not progressing as planned. Further details were provided and could be found at Appendix A to the report.

Of the nine KPIs where an ambition had been set five had met their ambition, three had exceeded the ambition and one did not achieve the ambition, which were set out in the report.

It was noted that the Council did not hold data on sickness absence levels for agency staff and data would have to be obtained from each individual agency.

Members were advised that an increase in the number of complex cases considered within the customer service centre had led to a decrease in the early resolution of cases. Assurance was provided that building capacity within services to be able to respond quickly was a key priority and improvements had been made in this area.

The Board supported the proposals to the Executive and during the discussion the following points were noted:

- In relation to concerns raised about the ambition “Enable everyone to enjoy life to the full” and how achievable this was for all residents in Lincolnshire, the Deputy Leader of the Council agreed to raise this with the Leader of the Council and recognised that this ambition would not be applicable to all residents in Lincolnshire but for those that needed additional support.
- PI 44: Days lost to sickness absence per FTE - There had been an increase in mental health illness amongst Council staff since the Covid-19 pandemic. A range of measures had been put in place to support staff through staff networks, the Public Health team and HR. The Smarter Working Policy ensured bringing teams together could be maximised to help support colleagues. In addition, it was important to ensure that new starters to the Council were supported.
- PIs 36 – 39: Waste & Recycling - The headline figures for household waste recycling indicate that recycling rates were falling which was a concern. This was a reflection of changing habits during the pandemic where people were more at home and their approach to managing waste had changed. The rollout of the separate paper and card collections in three district areas was bringing benefits in terms of an upturn in the recycling rates and improved quality of the waste. There was a need to continue to improve and look at other initiatives to increase recycling rather than have waste go through the Energy from Waste plant. The Environment Act would bring further expectations and responsibilities on the Council as the waste disposal authority and

the districts as the waste collection authorities in terms of how other elements of waste, such as food waste, were disposed of. The Council was waiting for revised legislation and guidance from the government and the Environment and Economy Scrutiny Committee would be kept informed of these developments. In response to a query on whether more in-depth data on recycling could be provided, it was agreed that the presentation of the information would be looked into to make these performance reports and the performance reports to the Environment and Economy Scrutiny Committee more effective for Members.

- Activity A23: Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable - it was clarified that the work involved would be to deliver a report to help establish the Council's evidence, based on an understanding of the infrastructure requirements. The challenge of finding a supplier to deliver this work reflected the challenges that exist in the wider marketplace which needed to be taken into consideration when planning future project timelines.
- Activity A28: Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business - the handover of the Cluster Hub building at the South Lincolnshire Food Enterprise Zone had been delayed due to supply chain issues. The handover of the building was now scheduled for early July.
- PI 32: Percentage of superfast broadband coverage in residential & business premises – it was recognised that those areas of Lincolnshire which still did not have access to superfast broadband were at risk of being left even further behind with the roll out of ultrafast and gigabit broadband.
- PI 43: Total number of contacts received - there was now a focus on early intervention measures since the complaints team had been brought back in-house. This was resulting in an increase in the number of complaints being resolved early which was not specific to any one area of the Council. The complaints process was continually being reviewed and the complaints team would continue to be supplemented with some short-term support to enable further improvement in the early intervention approach. Further information on the complaints process would be provided at future meetings of the Audit Committee. A copy of the Ombudsman decision notice which had contributed to the increase in the number of complaints would be circulated to the Board.
- PI 2: Percentage of pupils in outstanding or good schools and the 16.6% of pupils not in outstanding or good schools. Some of those schools were part of the Lincoln Anglican Trust, which was run by the Church of England. The Council had raised concerns about this Trust with the Department for Education historically and one secondary school within the Lincoln Academy Trust had been judged inadequate, and a new sponsor was sought by the Department for Education who could not find another sponsor, and as a result this would delay the school being able to improve. Across all schools, the pupils were fairly evenly split between primary and secondary schools, and a breakdown of these figures would be provided to the Board. In addition, inspections of schools were paused during the pandemic and those schools not judged good or outstanding have had to wait a long time to be reinspected and to have the judgement changed to reflect any improvements in the school. The

Council's role in school improvement has changed significantly over the last few years and the Council was increasingly focussed on ensuring schools were inclusive of all children such as those with SEND and in receipt of multiple fixed term exclusions.

- PI 1: Percentage of schools that are judged good or outstanding – Lincolnshire's figures were skewed by the large number of small rural primary schools, which limited the amount of per pupil funding they received, and the selective education system in Lincolnshire. Ofsted applied the same criteria for good and outstanding to every secondary school regardless of whether they were selective or non-selective which meant that some of the benchmarking for non-selective schools could be challenging when there was a cohort of children at the higher end who were being educated in another school in the same area. There was a range of other measures which also needed taking into account when considering the performance of children.

RESOLVED :

1. That the recommendations to the Executive, as set out in the report, be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item.

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

Consideration was given to a report by the Programme Manager – Public Health, which invited the Committee to consider a report which considers the establishment of an Integrated Care Partnership (ICP) with the Integrated Care Board (ICB) which was being presented to the Executive on 05 July 2022.

Members were advised that under the new Health and Care Act Lincolnshire County Council had a duty to jointly establish an Integrated Care Partnership (ICP) with the Lincolnshire NHS Integrated Care Board (ICB) as part of the new landscape within the Integrated Care System (ICS) to be known locally as "Better Lives Lincolnshire." Lincolnshire County Council and the Integrated Care Board would be coterminous and it was intended that the strategies of the ICB and the Health and Wellbeing Board be aligned.

The benefits of the partnership were outlined and included improved outcomes in population health and healthcare; the ability to tackle inequalities in outcomes, experience, and access; the ability to enhance productivity and value for money and helping the NHS support broader social and economic development.

The report proposed that the Executive Councillor for NHS Liaison, Community Engagement, Registration and Coroners, be appointed as the County Council's representative on the joint committee.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
30 JUNE 2022**

The Board supported the recommendations to the Executive and during the discussion the following points were noted:

- The Board acknowledged the benefits of one ICP and one Health and Wellbeing Board (as well as one ICB) for Lincolnshire, as this would be beneficial in reducing the complexities, which are expected in other health systems where there was more than one upper tier local authority. It was hoped that the ICP would reduce 'silo' working, which has been a tendency of the NHS in the past.
- There was an aim to align both the membership and the meetings of the ICP and the Health and Wellbeing Board as much as possible. Under the legislation, the membership of the ICP was the responsibility for the ICP itself. However, there was an intention to seek representation on the ICP from higher education and the Greater Lincolnshire Local Enterprise Partnership.
- In addition to the requirement to prepare an integrated care strategy, the initial focus of the ICP would be on prevention, exploring how the Council's public health function can further support NHS colleagues, and making use of the opportunities presented.
- Although the NHS Lincolnshire ICB would be in place from 1 July 2022, in effect replacing the Lincolnshire Clinical Commissioning Group, acute hospital provider trusts would continue in their current form as separate NHS entities. Thus, United Lincolnshire Hospitals NHS Trust, and to a lesser extent North West Anglia NHS Foundation Trust and Northern Lincolnshire and Goole NHS Foundation Trust, as well as others, would continue to provide acute hospital services to Lincolnshire residents.

RESOLVED :

1. That the recommendations to the Executive, as set out in the report, be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item.

23 REVIEW OF FINANCIAL PERFORMANCE 2021/22

Consideration was given to a report by the Assistant Director – Finance, which invited the Board to consider a report on the Review of Financial Performance 2021/22 which would be presented to the Executive on 5 July 2022.

The Board noted that the total service revenue spending, excluding schools, was underspent by £13.582m and the revenue spending for schools had also underspent by £17m, which would carry forward to 2022/23. The full revenue outturn position was set out at table C.

The net capital expenditure was £100.4m which was £50.049m less than planned due to slippage in the delivery of works. Further details were set out at table D.

It was proposed that the surplus underspend of £7.392m be transferred to the Development Fund earmarked reserve for Local Highways works in the four Highways areas (£5.000m) and

carried forward to the 2022/23 contingency budget to help deal with inflationary pressures (£2.392m).

No further covid-19 funding was expected.

The Board supported the recommendations to the Executive and during the discussion the following points were noted:

- Discussions on the allocation of underspends did not take place until the end of the financial year once the exact amounts and financial pressures were known. Each directorate would keep 1% of its underspend.
- The loss of £24m of government funding over the last two years had impacted significantly on the Highways budget. The additional funding proposed for Highways was supported by the Board given the state of the roads and footpaths were a main area of concern for local residents and led to several claims against the Council for pothole damage. A number of roads needed significant investment, particularly in rural areas which were affected by large agricultural machinery and urban areas due to the volume of traffic. The Highways Asset Management Plan would help to determine where the funding should be allocated according to priority.
- The Green Masterplan was a project included within the Development Fund. As part of the Green Agenda and in response to the rising cost of energy, the Council was investigating how it could get energy saving aids, such as solar panels PV and heat recovery, into the Council's buildings.
- The Council was facing considerable financial volatility and uncertainty due to inflation, on-going pay negotiations which were likely to be higher than budgeted for, higher energy costs when the current procurement deals for gas and electricity come to an end, and the increase in the national living wage which would impact on the Council's contracts with providers.
- The Secretary of State for Housing, Communities and Local Government had announced at the Local Government Association Conference that there would be a consultation on a two-year financial settlement shortly. The fairer funding review, which was due this calendar year, may see limited redistribution across councils.
- It was suggested that the ringfenced funding of £335,000 for civil parking enforcement and permitting should be used to employ more parking attendants across the county.
- It was also suggested that some of the underspend proposed for the contingency budget should be allocated to the Green Masterplan to fund energy saving schemes.

RESOLVED :

1. That the recommendations to the Executive, as set out in the report, be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item.

24 PROCUREMENT OF LCC TELEPHONY SERVICE

Consideration was given to a report by the Assistant Director – Corporate, which invited the Board to consider a report on the Procurement of LCC Telephony Service, which was due to be considered by the Executive on 5 July 2022.

Due to the development of cloud based telephony in recent years, and the Council's adoption of the use of Microsoft Teams and other inter-organisational communication methods, it was proposed that Lincolnshire County Council (LCC) replaced the existing Avaya telephone system with the Anywhere 365 cloud contact centre solution.

The benefits of switching to a cloud based system were highlighted and included increased choice, effective management of social media interaction and improving the ability for automated technologies. However, it was also recognised that there was still a need for customers to be able to speak directly with an individual in some circumstances.

The new software would allow calls to be made through Microsoft Teams and would enhance the performance reporting and service provision of the customer service centre, as well as make savings of around £1m over the next five years.

The Board supported the proposals to the Executive and during the discussion the following points were noted:

- Members enquired about consequences from the long overdue “stabilisation upgrade” to the telephony system and queried why the upgrade was not carried out earlier as well as what could have been done to avoid implications by the delay. Officers explained that upgrade patches and version upgrades were deployed to ensure that software remained functional and up-to-date keeping systems functioning and technically compliant and this was the core purpose of that project. Numerous factors contributed to the delays including technical complexities in conjunction with the involvement of different organisations and key stakeholders, and more recently disruptions to the communications market during the pandemic. However, impacts to LCC had been well contained for many months now, including that the project had also provided an effective stabilisation of the existing software platform bringing service interruptions down limiting ongoing impact to LCC even whilst project completion was delayed in delivery. In addition, the target system had been available for some time with limited shortcomings to the requirements in the event LCC needed to perform an emergency migration away from the old system. Any commercial impact of the delay was mostly borne by the supplier and at each review continuing the technical project offered the best risk/cost profile for LCC. Officers highlighted the benefit of a stable and functioning system ahead of transitioning to the new system. When explaining why now was seen as the time to move to the next generation of telephony, Officers explained the pandemic saw disruption to the telephony market as organisations moved on mass towards alternative technologies to communicate, such as Zoom or Teams. This change saw new suppliers gain prominence in the market and a greater focus on products

integrating with other solutions, such as Microsoft Office and Teams and away from putting telephones on desks. This combined with the Councils Digital Services aspirations means this was now the right time to move from the existing solution to a new solution that benefits from the recent advancements in functionality and provides the optimum base from which to re-procure the business operations element of the contact centre services.

- Members expressed a concern over the use of Artificial Intelligence (AI) “bots” as part of automated interfaces with service users and emphasised in the need to maintain accessible and user-friendly services for all levels of technological ability, including elderly and vulnerable members of the public, ensuring that individuals would be able to reach services intended. Officers provided assurance that the new platform offered the opportunity to modernise interfaces with the public and that AI technology was used broadly to enable the use of natural language processing as means of processing and re-directing to the appropriate place (including leading to speaking with customer service representatives) as well as the use of chat functionality.
- Members enquired the ways in which the platform and new software solutions were being tested. Officers explained that testing was carried out by various groups of users from a diverse pool which included LCC staff members from across all directorates who were trained to look at solutions from a customer perspective, as well as established customer panels that allowed for customer opinions to be fed back from interactions with the systems under development.
- Officers added that a further work on how the interface will be designed was being proposed that aimed at understanding what market leading organisations were delivering and how to make the best use of the solutions available to support those who needed additional help, whilst enabling those who are able to transact by themselves. The intention was to start with lower complexity interactions and transactions and receive feedback whilst the system was being rolled out which would inform future developments.

RESOLVED:

1. That the recommendations to the Executive, as set out in the report, be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item.

25 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

This item was for information only.

The meeting closed at 12:07

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

Report to:	Overview and Scrutiny Management Board
Date:	25 August 2022
Subject:	Corporate Plan Success Framework 2022/23 - Quarter 1

Summary:

This report invites the Overview and Scrutiny Management Board (OSMB) to consider a report on the 2022/23 Corporate Plan performance for Quarter 1, which will be presented to the Executive on 6 September 2022. The views of the Board will be reported to the Executive as part of its consideration of this item.

This report also sets out the performance of the service level performance indicators for the 2022/23 Quarter 1 that is within the remit of the Board.

Actions Required:

The Overview and Scrutiny Management Board is invited to: -

- 1) Consider the attached report and to determine whether the Board supports the recommendation to the Executive as set out in the report.
- 2) Agree any additional comments to be passed on to the Executive in relation to this item.
- 3) Review and comment on the performance information that is within the remit of the Board and highlight any recommendations or further actions for consideration.
- 4) Consider the 2022/3 targets for the performance indicators that are within the remit of the Board.

1. Background

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

The accompanying appendices detail the report to the Executive (Appendix 1) and performance in Quarter 1 for the Corporate Property service level performance (Appendix 2) as set out in the Success Framework 2022/23. Service level performance for each of the scrutiny committees is published on the [website](#).

The 2022/23 targets have been reviewed and have been set as follows: -

PI 95 – Capital receipts

This Performance Indicator is reported as ‘measured’. The proposed new target is £14m gross across 2022/23 - 2023/24. This is usually a three-year term; however, a new shorter term two-year target has been proposed to take us through the period of uncertainty following Covid and a move to new ways of working and allow time to review and prepare a longer term programme for the future.

Pending portfolio holder approval at time of report completion.

PI 101 – Vinci Facilities partnership Ltd contract

The 75% target remains the same as reported in 2021/22 (Quarter 4 outturn 95.2%). The target of 75% is from contractual baseline KPI targets, which has been approved by the portfolio holder.

2. Conclusion

Following consideration of the attached report to the Executive, the Board is requested to consider whether it supports the recommendation in the report and whether it wishes to make any additional comments to the Executive. Comments from the Board will be reported to the Executive. Members of the Board are also invited to review and comment on the performance information that is within the remit of the Board and highlight any recommendations or further actions for consideration.

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 06 September 2022.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on Corporate Plan Success Framework 2022/23 - Quarter 1 to be presented to the Executive at its meeting on 6 September 2022
Appendix 2	Performance Indicators that are within the remit of OSMB and reported in Quarter 1

5. Background Papers

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

This report was written by Caroline Jackson – Head of Corporate Performance, who can be contacted by email at caroline.jackson@lincolnshire.gov.uk.

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**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.

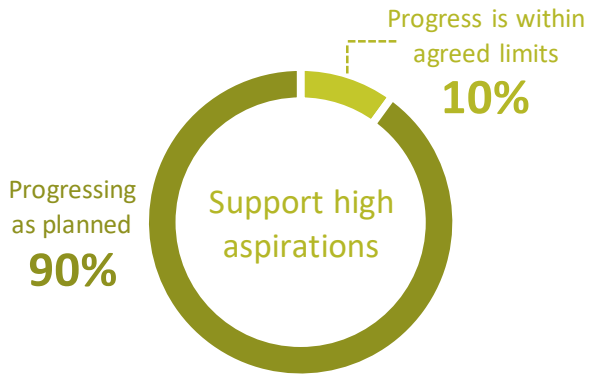
A judgement has been agreed by the Executive Director on the measures to include in the covering report. All KPIs can be found on the Council’s [website](#).

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



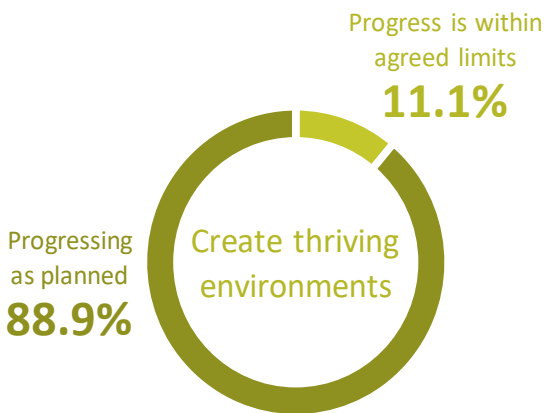
Activities **10**

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 (BLLET) 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 ✓

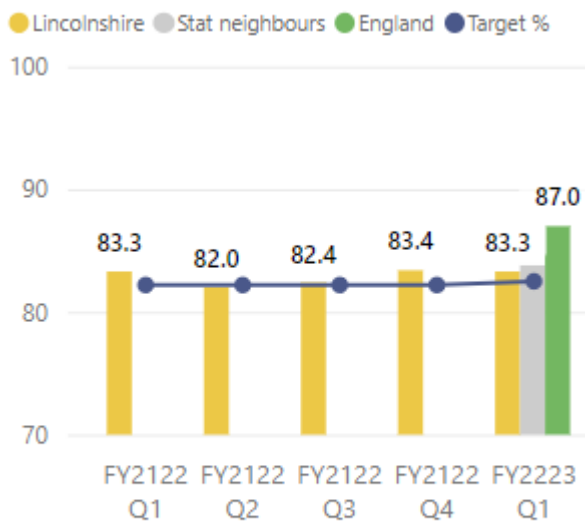
- PI 25: Percentage of people who remain at home 91 days after discharge ✓
- PI 32: Percentage of superfast broadband coverage in residential & business premises ✓
- PI 36: Household waste collected (kg per household) ✓
- **6 did not achieve the ambition**
 - PI 37: Recycling Rate (new national formula) ✗
 - 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 ★

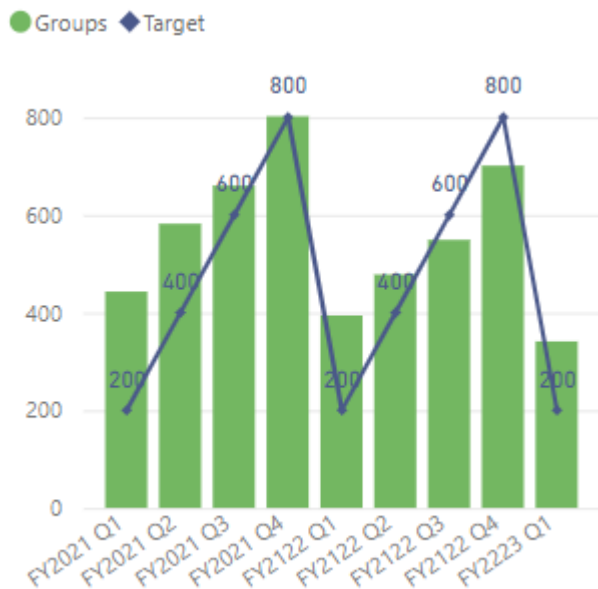


Good = high and achieving the ambition

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.

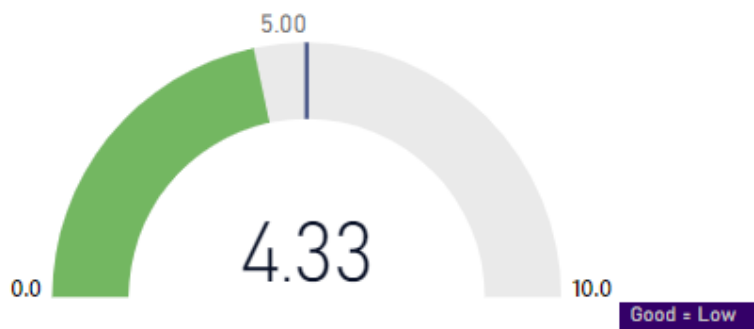
Support has included mentoring and support for people before and during their volunteering experience to support retention of volunteers in the community. Organisations have been supported to help develop and promote volunteering opportunities. Support and advice have been provided around the governance 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

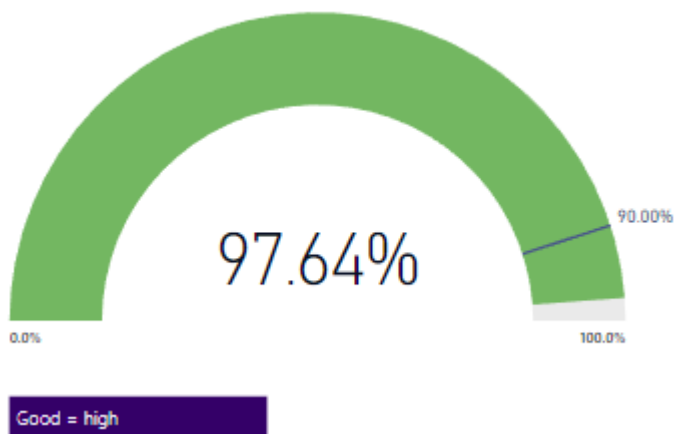
PI 39: Percentage of Household waste to landfill



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

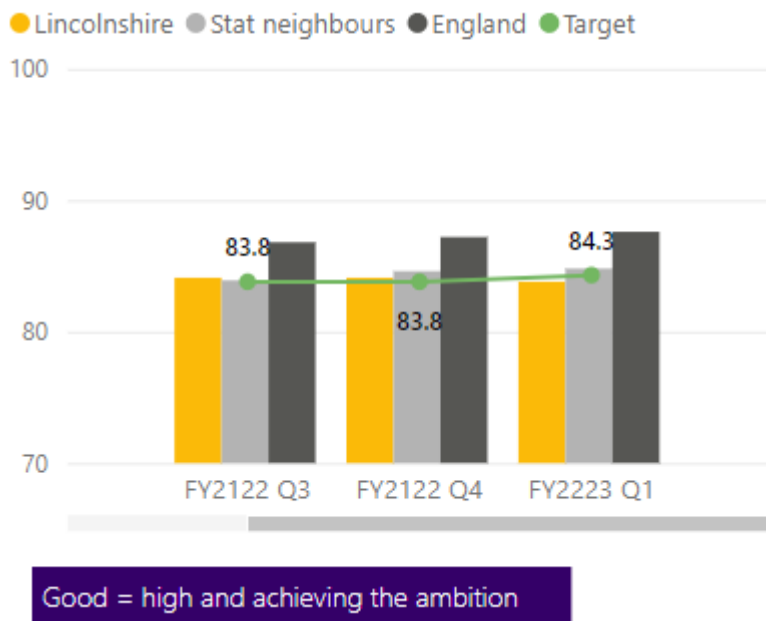


In the first quarter of reporting customer experience for customers coming through the front door at the Customer Service Centre, the target performance level was exceeded. Measuring customer experience after the interaction at the Customer Service Centre gives a consolidated view of the level of services 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

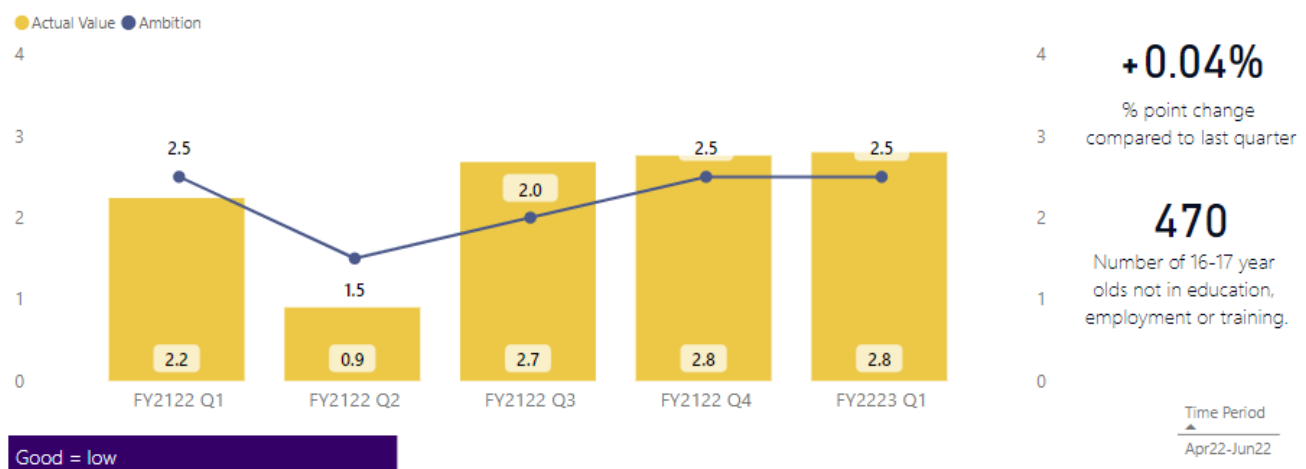
4.3.1 Support High Aspirations

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



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.

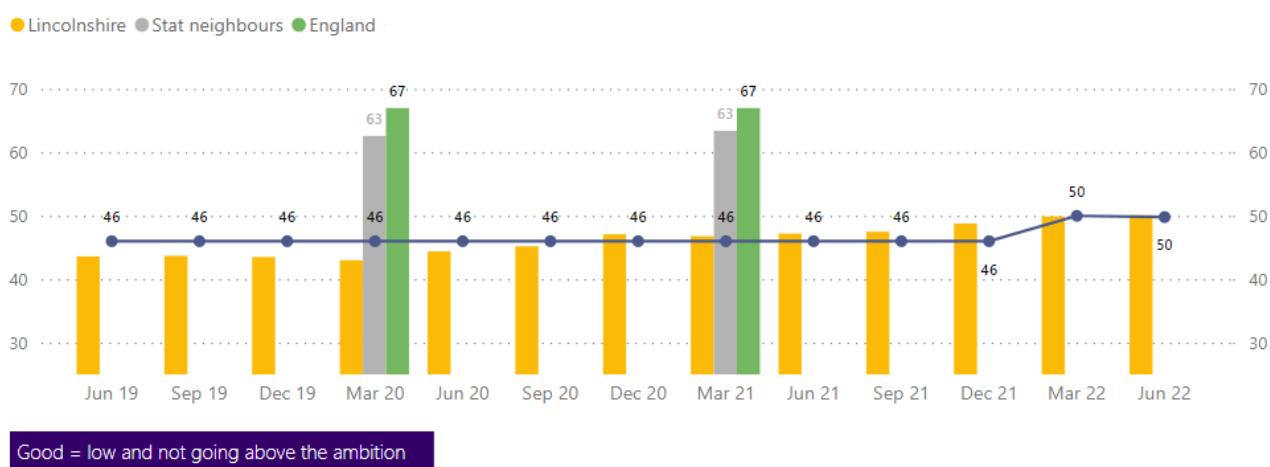
PI 4: Percentage of 16-17 year olds not in education, employment or training ✓



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

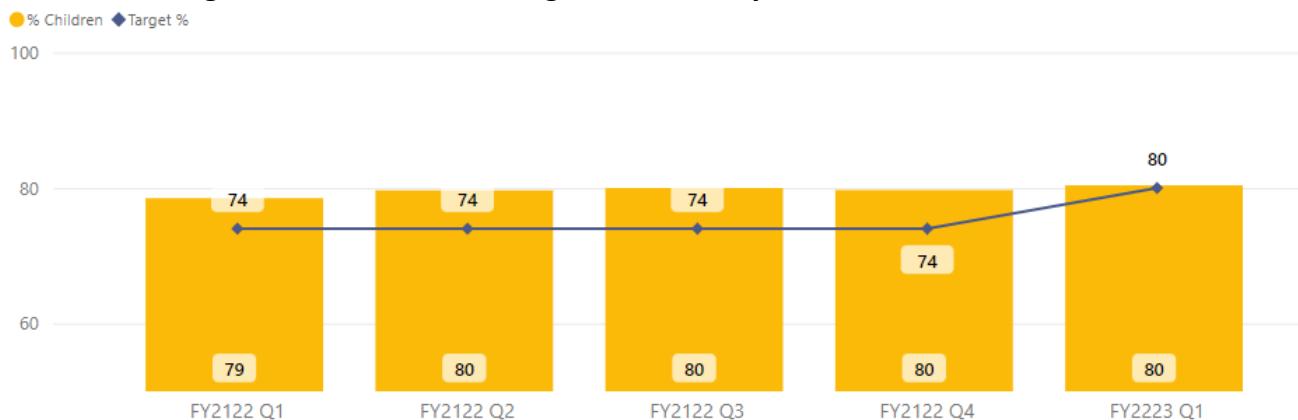
PI 14: Rate of children in care (per 10 000) ✓



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 ✓

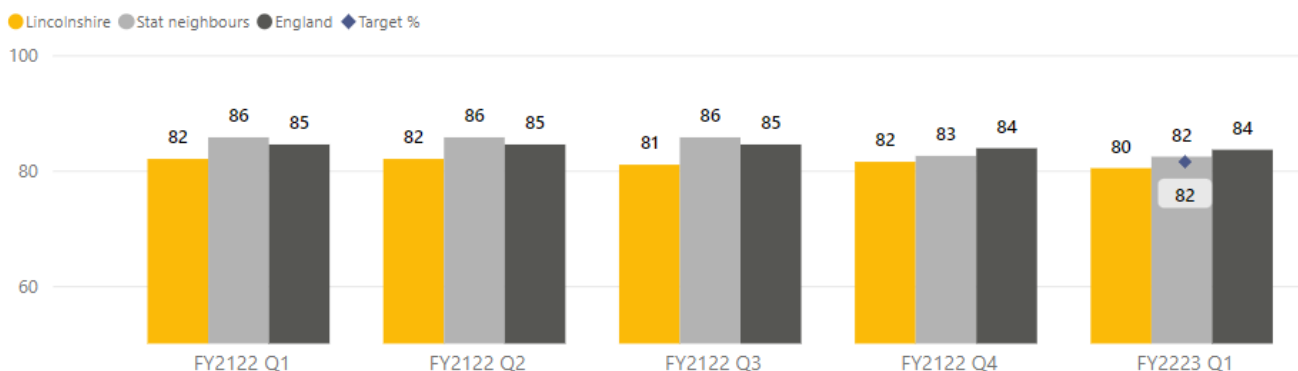


Good = high and not falling below the ambition

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 ✓

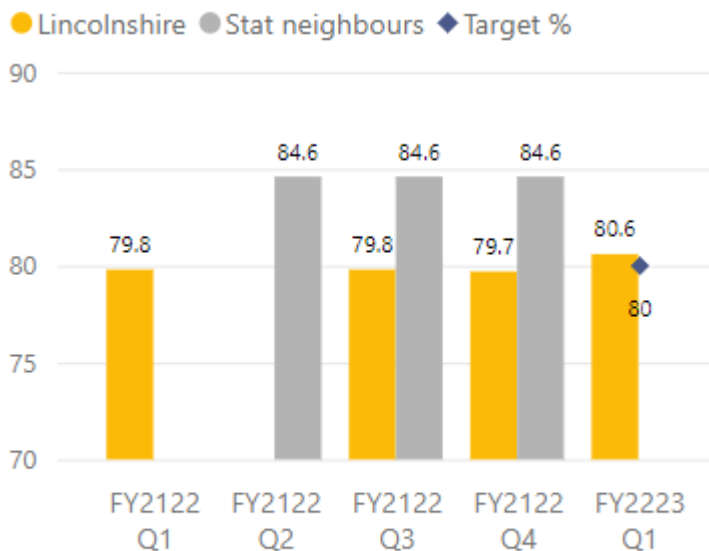
Adult Social Care Facilities



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.

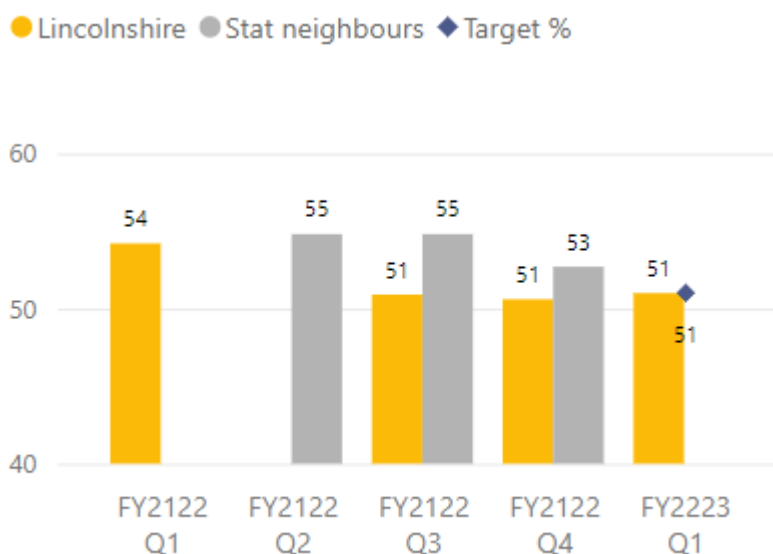
PI 17: Percentage of working aged adults living in the community ✓



Good = high

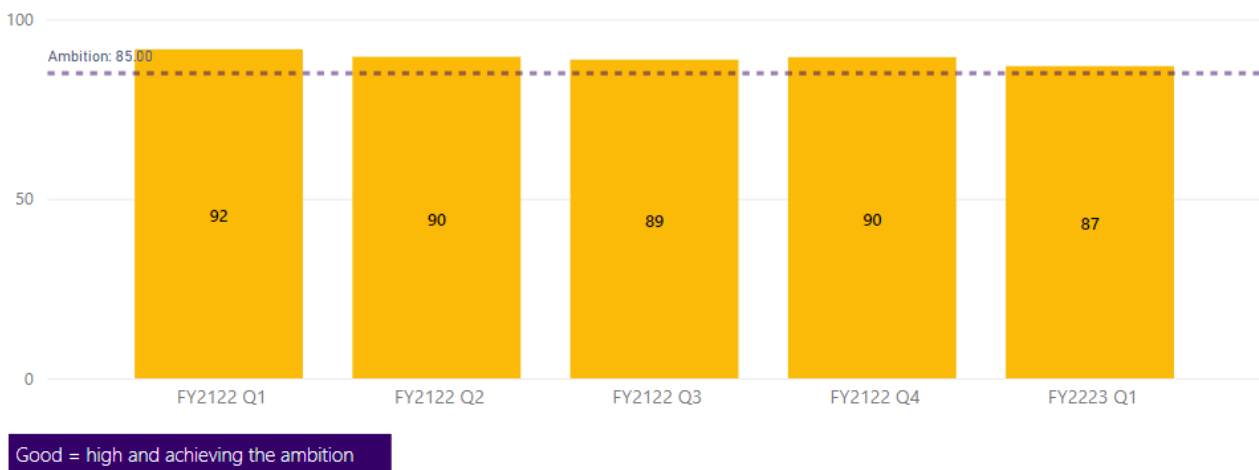
The level of performance is consistent with the previous quarter and the target has been achieved. Further improvement against this measure is largely dependent upon the development of additional community based accommodation options. Whilst there is a significant investment in Extra Care housing for 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.

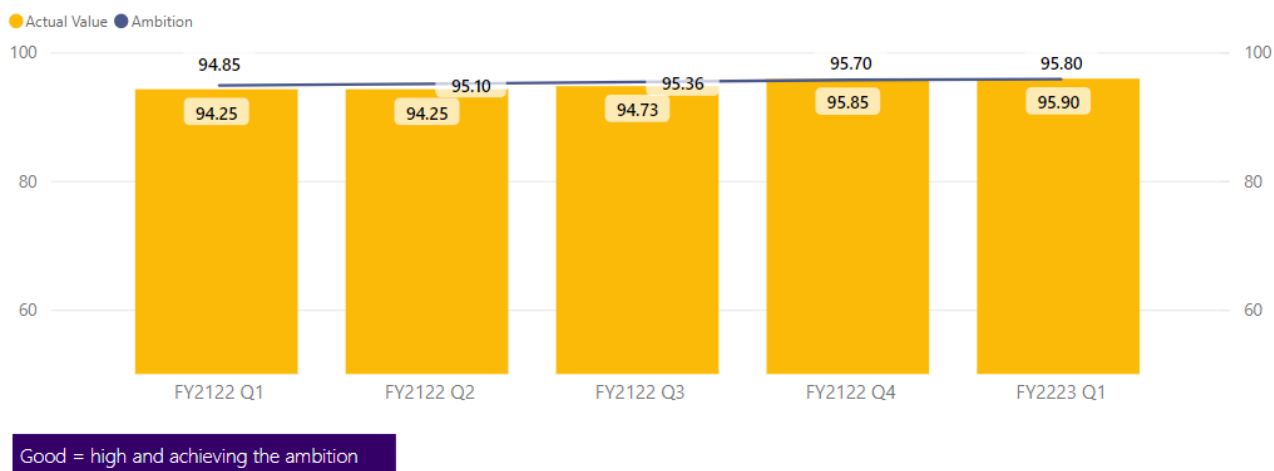
PI 25: Percentage of people who remain at home 91 days after discharge ✓



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

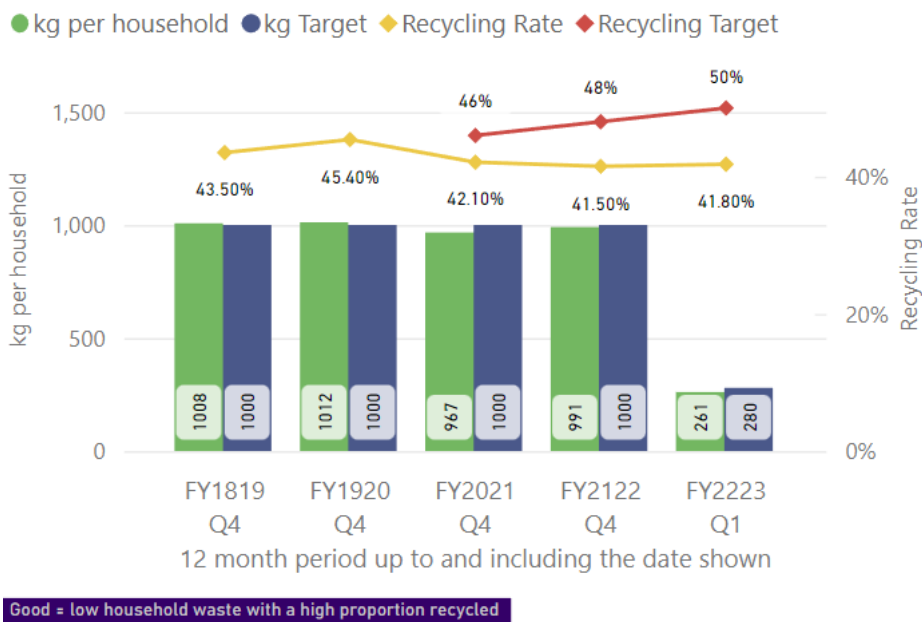
PI 32: Percentage of superfast broadband coverage in residential & business premises ✓



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

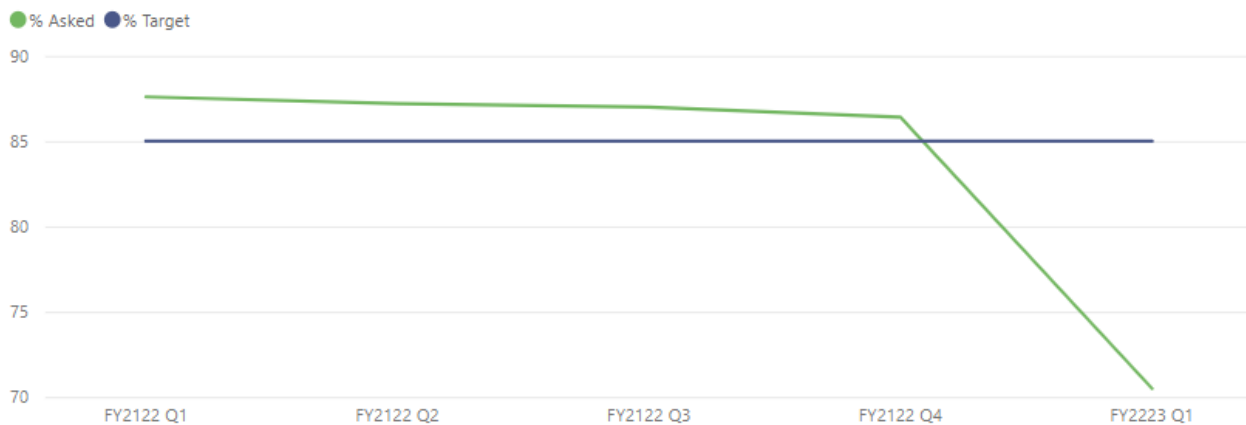


This is Q1 2022/23 actual. Less material is being presented overall therefore this demonstrates good performance as minimisation is the highest objective on the waste hierarchy.

4.4 Did not achieve ambition

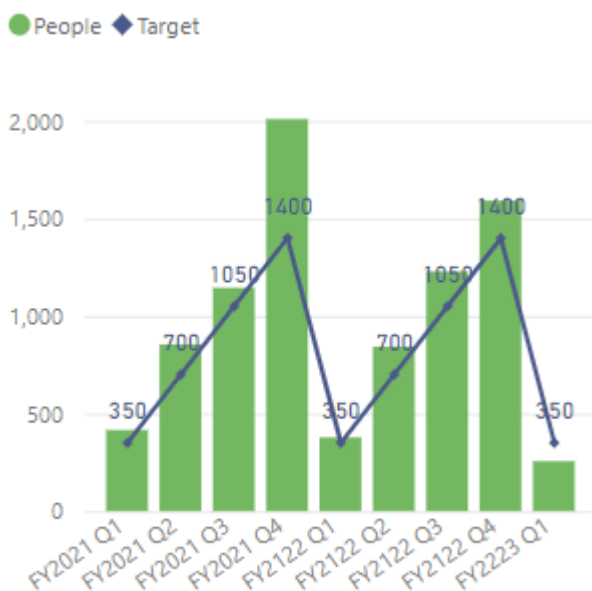
4.4.1 Enable everyone to enjoy life to the full

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.

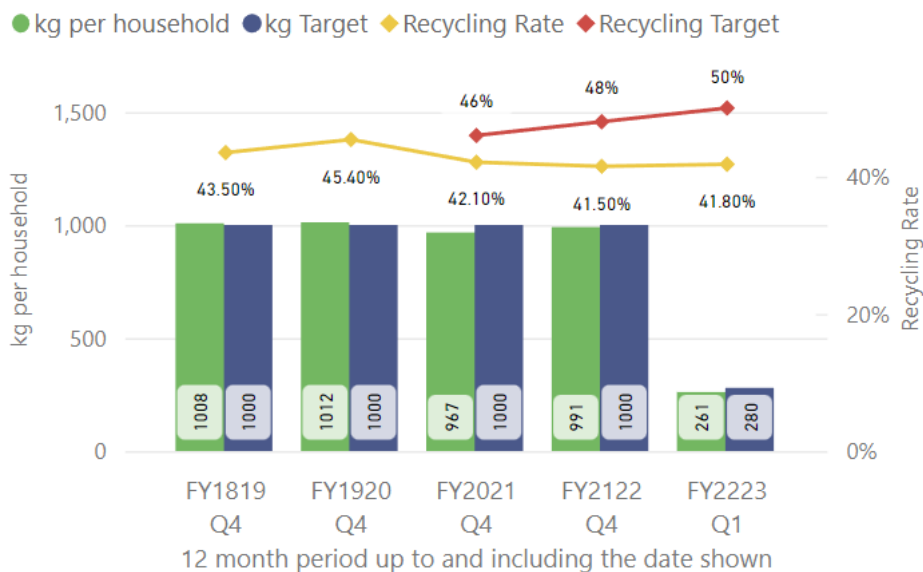
There has been an increase in face-to-face volunteering outreach which will develop further over the coming months and hopefully attract a diverse range of new volunteers. There are also plans to increase online presence significantly to attract volunteers through digital routes. Partnership working 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) ✖

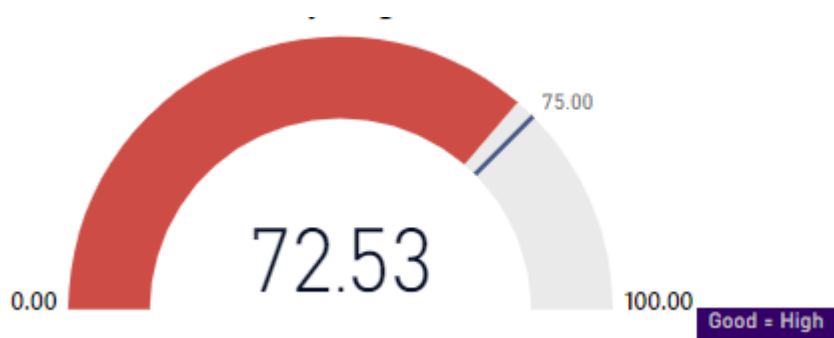
Household waste and recycling rate



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.

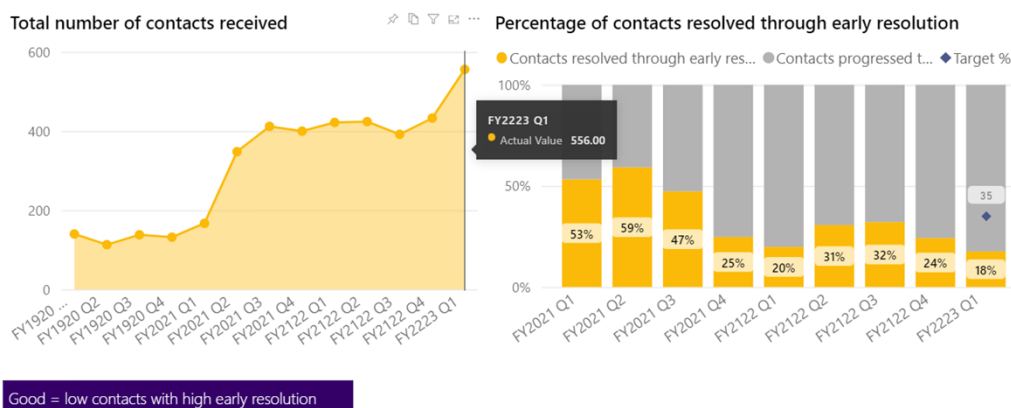
PI 38: Recycling at County Council owned Household Waste Recycling Centres (HWRC) ✖



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

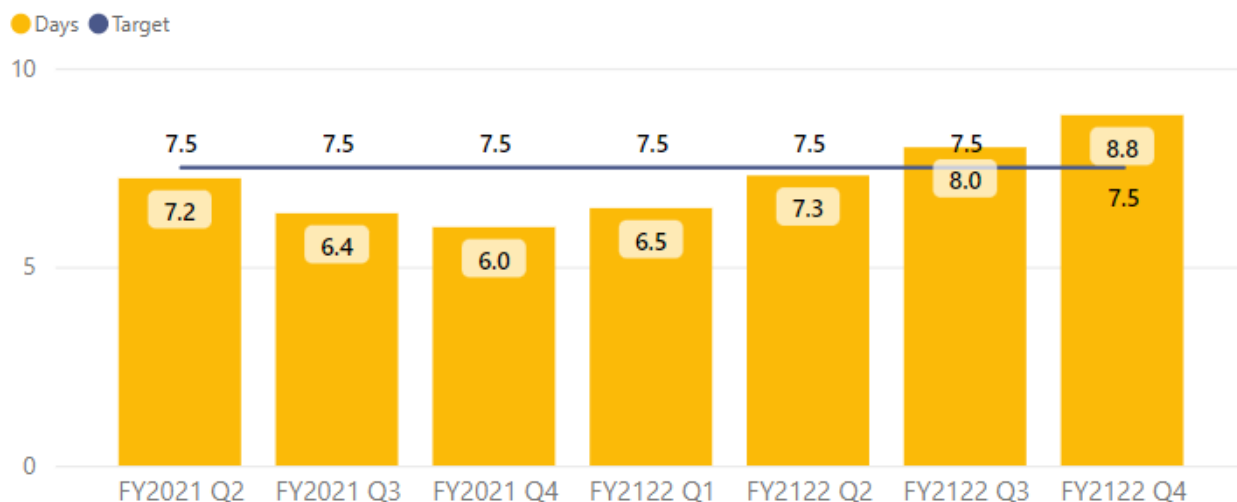
PI 43: Percentage of contacts resolved through early resolution ✖



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 Lincs2Learn. 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.

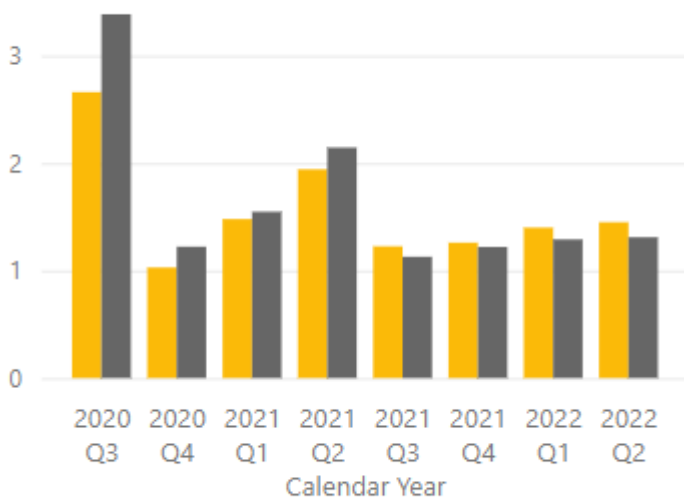
4.5 Contextual KPIs

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 ✓

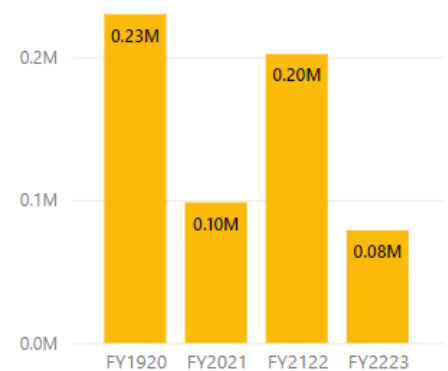
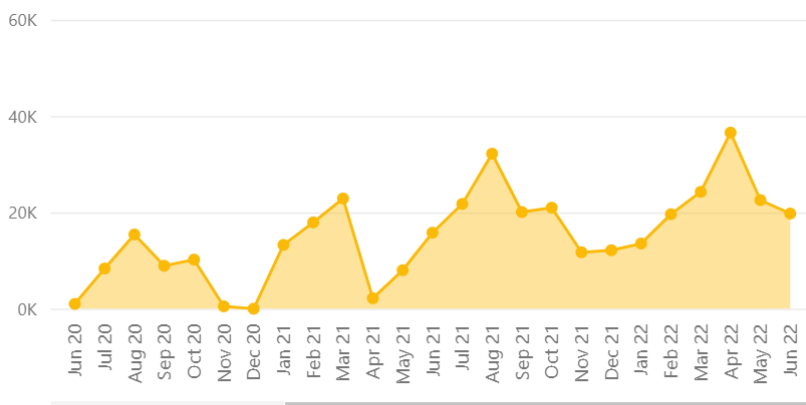
● Greater Lincolnshire ● England



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.

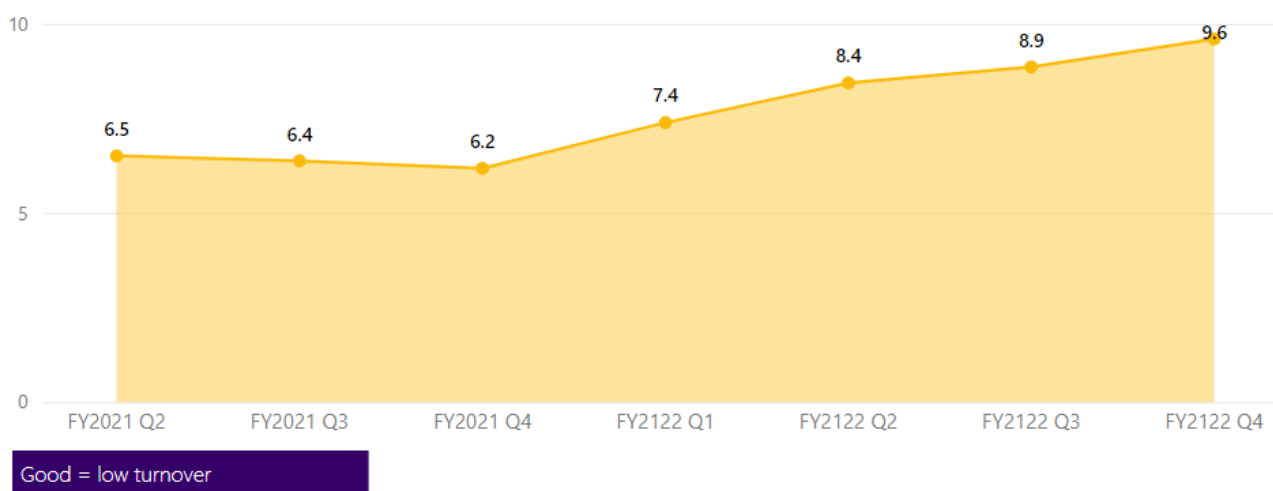
Our events programme has provided the community with varied opportunities to engage with heritage across our sites, from the arrival of Lucy the Dragon at Lincoln Castle, the installation of Gaia at the Collection which recorded 31,500, and the wide range of Platinum Jubilee celebrations, we have ensured 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);

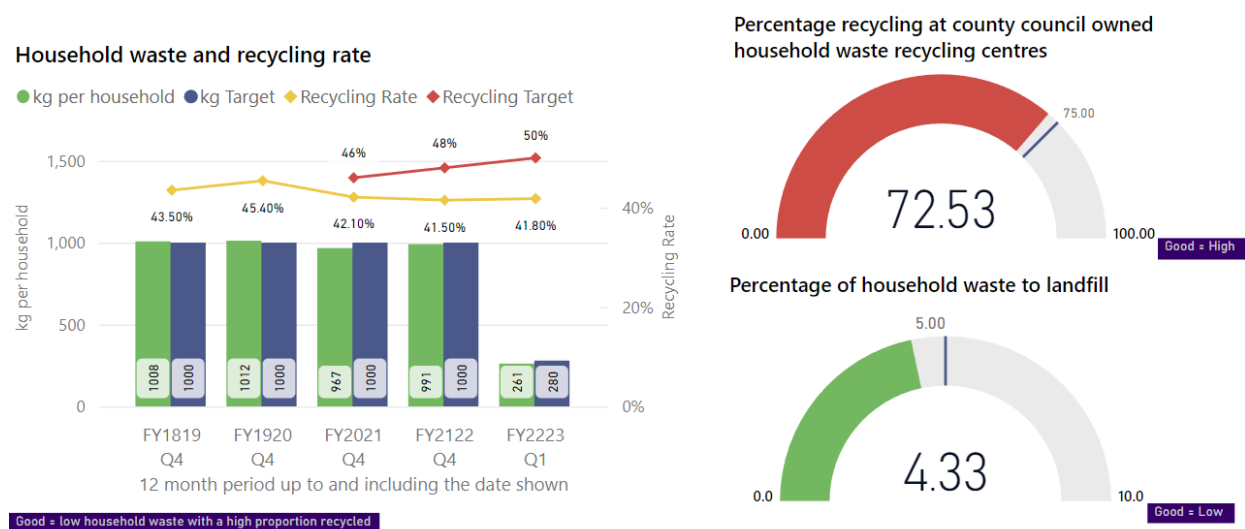
PI 38 - Recycling at County Council owned Household Waste Recycling Centres; and

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.

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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
			<p><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></p>	
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

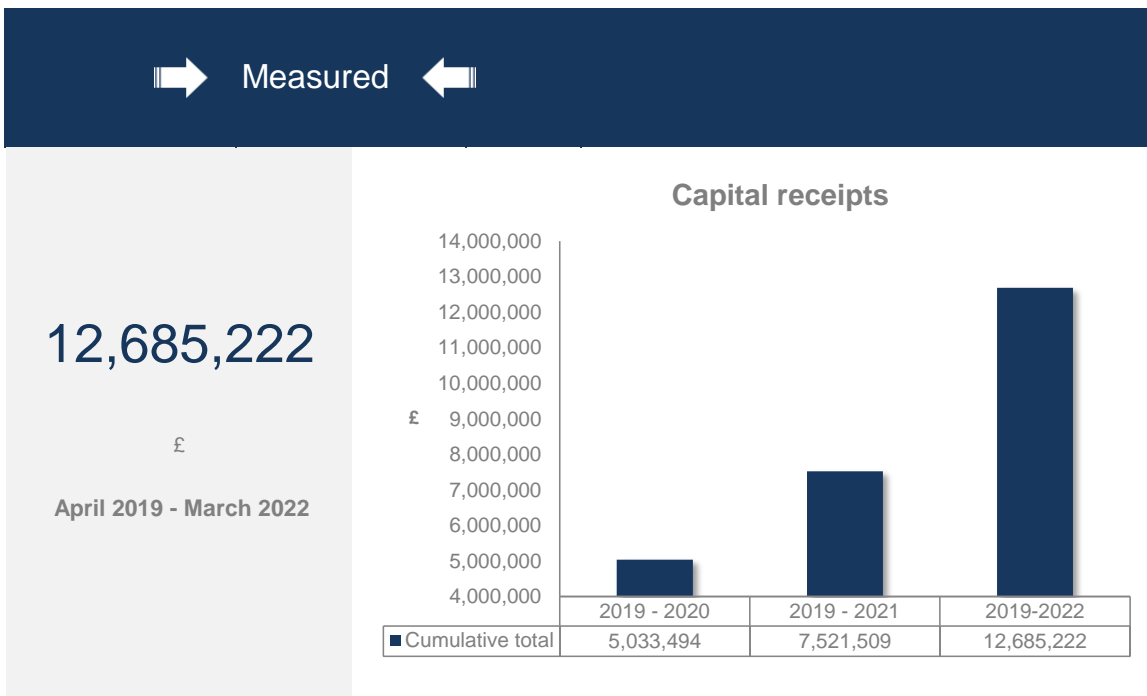
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A47	Put our customers first, so we respond with one voice, working effectively across teams	We will transform the way we engage with customers through the implementation of a customer strategy. We will maximise technology solutions in the Customer 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)

Capital receipts

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

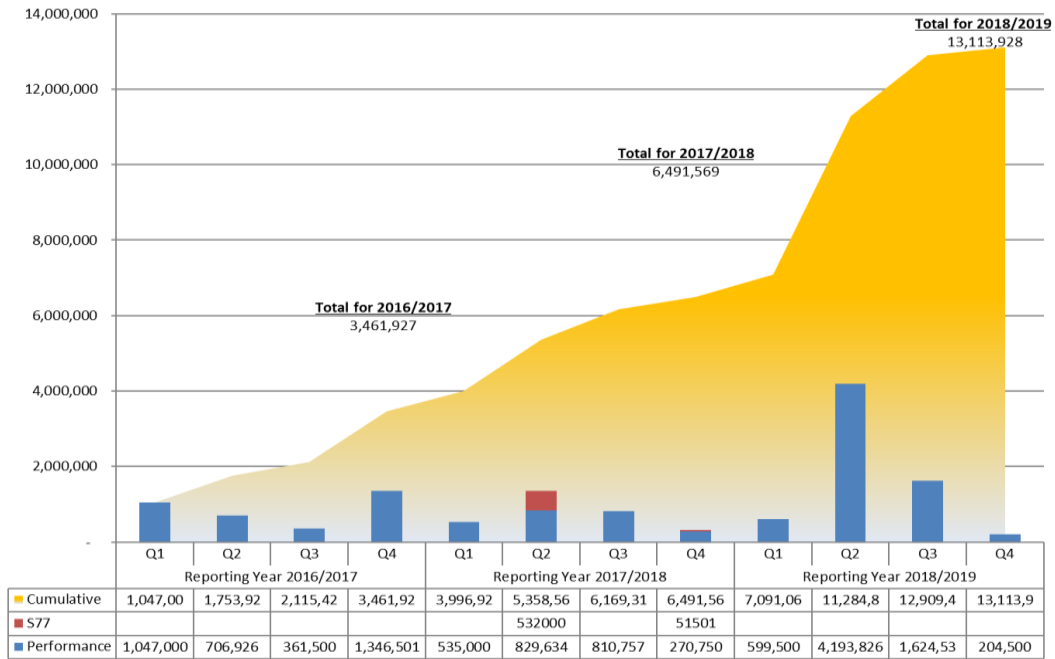


About the latest performance

The three year disposal programme ended with a total receipt of £12,685,222 gross, £1.3m under target. This target was set pre-covid but the entire pandemic fell within the target period which has impacted completion timescales and market certainty. Two receipts totalling £1.4m were pushed back to 2022/23 late in the last financial year due to unforeseen legal issues which has delayed completion for a few months. Another disposal has been delayed positively due to the unexpected level of interest and is now expected to contribute £3m to the new target. Almost £5m in receipts is now pending completion with Legal Services, once disposals reach this stage it is difficult to predict when they will complete. A new shorter term 2 year target has been proposed to take us through the period of uncertainty following covid and a move to new ways of working and allow time to review and prepare a longer term programme for the future.

Further details

**Capital Receipts
Q1 2016/2017 - Q4 2018/2019**



About the target

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

About the target range

No target range has been set for this target.

About benchmarking

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

Achievement of KPIs - VINCI Facilities Partnership Limited contract

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

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

Key performance indicators provide percentage scores against baseline performance for the overall service and for each individual service area of the VINCI Facilities Partnership Limited contract. The contractor's performance is incentivised to stimulate continuous improvement in providing the service.

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

Services measured and their percentage weighting are:-

Project services – 22.5%;

Managed services – 15%;

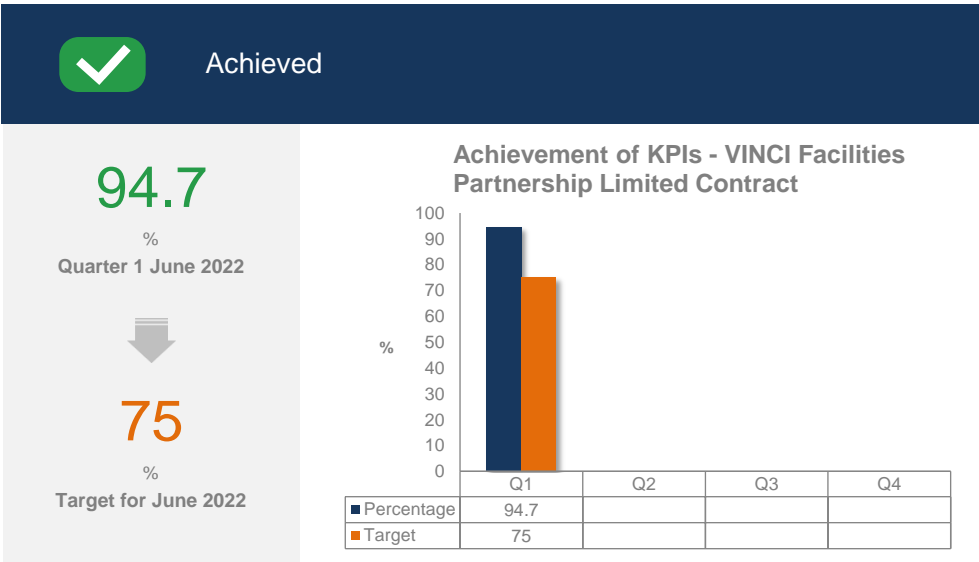
Hard FM Services – 22.5%;

Soft FM services – 22.5%;

Other property services – 12.5%; and

General service – 5%.

A higher percentage of KPIs achieved indicates a better performance.

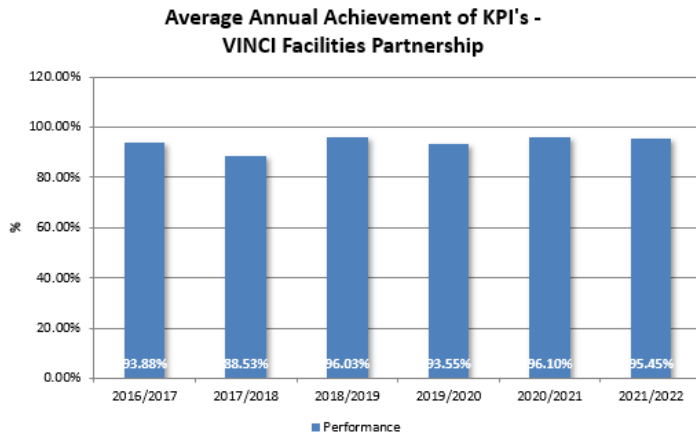
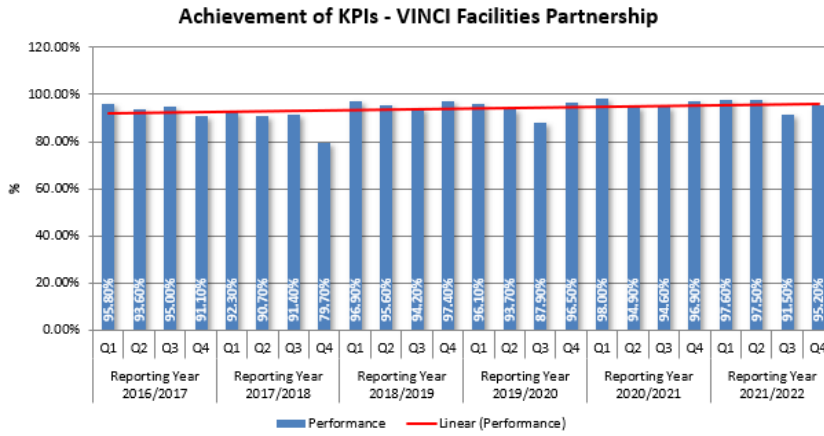


About the latest performance

The FM01 KPI which relates to missed reactive maintenance activities had five failures. There is a 5 point drop per failure, so this was 75%. Furthermore, the FM02 indicator had one failure which relates to a missed planned preventative maintenance activity. There is a 25 point drop per failure within this KPI so this was also at 75%.

Key Stakeholder feedback dropped by 5 points to 81% for the first quarter. The overall score for the quarter is 94.7%.

Further details



About the target

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

About the target range

No target range has been set for this measure.

About benchmarking

There is an aspiration to benchmark performance in the future.

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

Report to:	Overview and Scrutiny Management Board
Date:	25 August 2022
Subject:	People Management Update – Quarter 1

Summary:

The purpose of this report is to provide an update on the HR Management Information (HRMI) and on corporate People Strategy projects for Quarter 1.

Actions Required:

The Overview and Scrutiny Management Board is asked to seek assurance on HR Management Information and review the progress on 2021 - 24 People Strategy projects.

1. Background

This report provides a summary of the HR management information data from 2022 Quarter 1 which can be seen in the summary data dashboard in Appendix A.

The report also includes a high-level summary of the 2021 - 24 People Strategy projects.

2. HR Management Information

a. Employments

The number of employments increased by 77 (1.4%) in Quarter 1 (5619) and overall has increased by 172 (3.2%) over 12 months.

Over the last 12 months, the number of employments in Adult Care and Community Wellbeing has increased due to the movement of Public Protection into the Directorate from Resources. Other areas have also increased; Children's Services (2.1%), Corporate (6.7%), and Place (8.4%). Lincolnshire Fire and Rescue (-2.0%) and Commercial areas (-5.5%) have reduced.

b. Voluntary turnover

Current figures have returned to pre-pandemic levels and indicate the upturn is stabilising. The Quarter 1 2022 figure is 9.92%. There is still concern particularly where the national competition for recruiting skilled professionals is greater such as social work and care, legal, IMT (Information Management and Technology) and procurement. The Council's image and reputation as an employer of choice remains a priority.

c. Agency spend

The total agency spend in 2020-2021 was £4.89 million and was £2.2 million less than the previous year. In 2021-2022, the total agency spend was £6.06 million. There has been a drop in spend for this latest quarter across all directorates, however this is 30% higher than the same quarter last year.

The highest spend continues to be in Adult Care, Children's Services and Legal Services (Resources). As part of the People Strategy, alongside additional recruitment campaigns and attraction payments, we are exploring longer-term solutions to significantly invest in growing our own through apprenticeship routes.

d. Sickness absence

At the end of Quarter 1, the LCC (Lincolnshire County Council) days lost per FTE (Full Time Equivalent) figure for Directorates stands at 8.69.

The number of absences attributed to Cold, Flu and viruses has reduced in Quarter 1 following a peak in March, however there are more than twice the number of days lost compared to the same period last year due to Covid-19 cases.

All absence over the previous 12 months has been affected by the number of Covid-19 cases over the summer months in 2021 when absences due to colds and viruses would usually be low. If the cases over the summer in 2022 continue to be high, then this will impact on the sickness figure for the following 12 months making a reduction to the target figure of 7.5 days per FTE unlikely.

The previously reported elevated level of mental health related absence has continued to reduce in Quarter 4 and Quarter 1.

In Quarter 1 the highest levels of absence have been in Adult Care and Community Wellbeing and Children's Services. Most absences are for cold and flu viruses (including Covid-19).

e. Indicators of Council Performance

As part of the Local Government Association (LGA) benchmarking, key Council HR metrics can be compared to other councils. The latest LGA benchmarking figures available, attached

at Appendix B, are for Quarter 4. The benchmarking covers labour turnover and sickness absence rates.

Lincolnshire saw the biggest growth in labour turnover figures for Quarter 4 (when compared to other councils in the benchmarking exercise). The growth in turnover during Quarter 4 demonstrates that the Council was correct in pro-actively deciding to introduce measures in January 2022 to assist services. It is anticipated that Quarter 1 will see a reduction when compared to other councils.

With respect to sickness absence, Lincolnshire’s figures are below the national average.

3. People Strategy

The People Strategy was launched in June 2021 to meet the Corporate Plan ambition on being an ‘employer of choice’. There is a focus on nine core areas for development over the next three years:



a) Attracting and Retaining Talent

- Attraction and Retention Framework

The main area of focus at the present time is the County Council’s ability to manage the challenges around attraction and retention.

Following the introduction of a new Attraction and Retention Framework, services are making use of the short, medium, and long-term solutions available to them to improve their attraction and retention of staff. This includes recruitment and retention incentive payments and additional apprenticeship posts through our 'Grow our Own' model. This has recently seen the Council commit to a significant investment in Trainee Social Workers, with

15 individuals commencing from September 2022 and to match this year on year for the next three years.

- Apprenticeships

As of 1 June 2022, the total number of apprentices is 307 on roll, with a levy allocation of £2,231,677. 71.3% of apprenticeship training provision is being delivered by local providers. The Council is supporting 20 apprentices through the levy transfer scheme currently and the priority groups for our next levy transfer offer is under consideration.

- Re-Procurement of Temporary Agency Staffing Contract

We are currently undertaking a re-procurement of the Council's contracts for temporary agency workers. The current contracts with Comensura (for general staff) and Retinue (for social care staff) have been extended and expire on 4 December 2022.

b) Health and Wellbeing

Support for employee mental health remains a priority. We are monitoring the use of the new mental health first aider provision which launched in October. There have been 21 contacts to the service with 86% of cases due to personal and 14% due to work issues. We are continuing to run resilience workshops which have been attended by 800 employees and managers so far.

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.

Following the One You Lincolnshire fitness challenge, employees have had the opportunity to sign up for a Health MOT trial to access advice and support to help them develop healthy habits and make positive lifestyle changes. 21 employees took part in the six-week trial.

c) Communication and Engagement

- Employee Survey 2021

The employee survey, which was completed in November and December 2021, indicated that employee recognition was an area for improvement. Using the Let's Talk Lincolnshire engagement platform, the workforce has provided several ideas on the best ways to recognise personal and team achievements. The most popular idea was to create a toolkit which would enable managers to pick from resources to give local, timely recognition.

d) Equality, Diversity, and Inclusion

Following the appointment of a HR equality, diversity and inclusion lead in April 2022, a new annual report is being developed covering the Council's statutory public sector equality duty including:

- the diversity characteristics of the Council's workforce
- the diversity of applicants applying for and being successful in securing roles through recruitment
- the impact of key policies including disciplinary, capability and grievance
- the profile of employees leaving the organisation
- activities which take place to support the engagement and inclusion of our employees
- responses to our employee survey and exit survey
- how the Council engages with the communities of Lincolnshire
- how the Council's services and information are made accessible

The report will identify actions to:

- improve our understanding of the experiences of future and current employees
- improve the experience and inclusivity for all employees
- contribute to our aim to be an employer of choice
- contribute to our recruitment and retention strategy

e) Culture and Leadership

- Diagnostic / Stocktake

The Council's programme of a culture and leadership diagnostic is now underway to assess the views of leaders and the workforce on the 'how we do things around here' test.

As part of the diagnostic over 70 employees have volunteered to form part of the Culture Change Team and individuals are assisting with four workstreams:

- i. Interviews with senior leaders (including the Corporate Leadership Team)
- ii. Focus groups with members of the workforce
- iii. Leadership survey open to the whole workforce
- iv. Information dashboard

The leadership survey is complete and the senior leader interviews and focus groups are taking place. The work will continue until September 2022 with a report published by November 2022. The report will be shared with the Corporate Leadership Team (CLT) and then the whole workforce.

This overall work will enable us to understand, for example, whether we are a learning organisation; how empowering are our leaders and how well they demonstrate distributed

leadership to improve our agility and performance. This will inform what action we need to take as an organisation.

4. Conclusion

The Board is invited to review the HRMI data from Quarter 1 2022/23 and seek assurance on HR Management Information and the progress on People Strategy projects.

5. Consultation

a) Risks and Impact Analysis

Not Applicable

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Quarterly HRMI data Quarter 1 2022/23
Appendix B	LGA Benchmarking data Quarter 4 2021/22

7. Background Papers

The following background papers as defined in section 100D of the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
People Strategy 2021-2024	Copy can be requested via tony.kavanagh@lincolnshire.gov.uk

This report was written by Tony Kavanagh (Assistant Director – HR and Organisational Support) and Lucy Shevill (Strategic HR Business Partner) both of whom can be contacted via e-mail at tony.kavanagh@lincolnshire.gov.uk and lucyk.shevill@lincolnshire.gov.uk.

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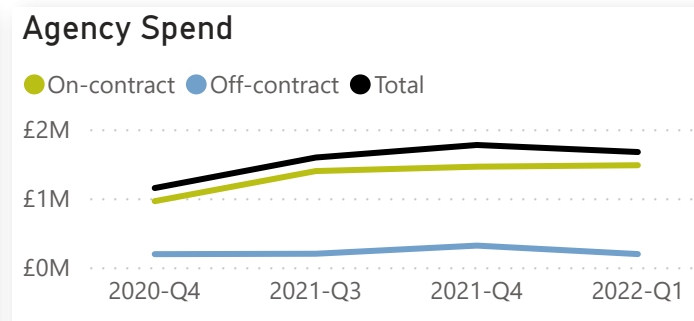
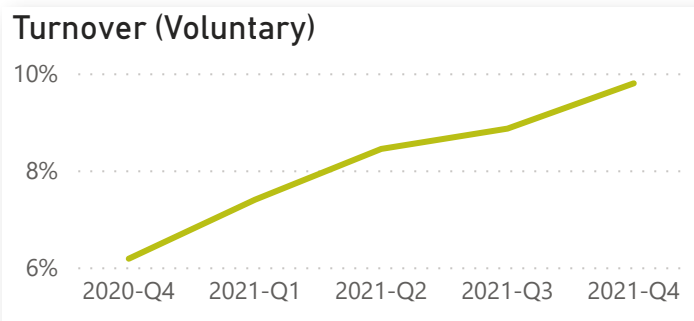
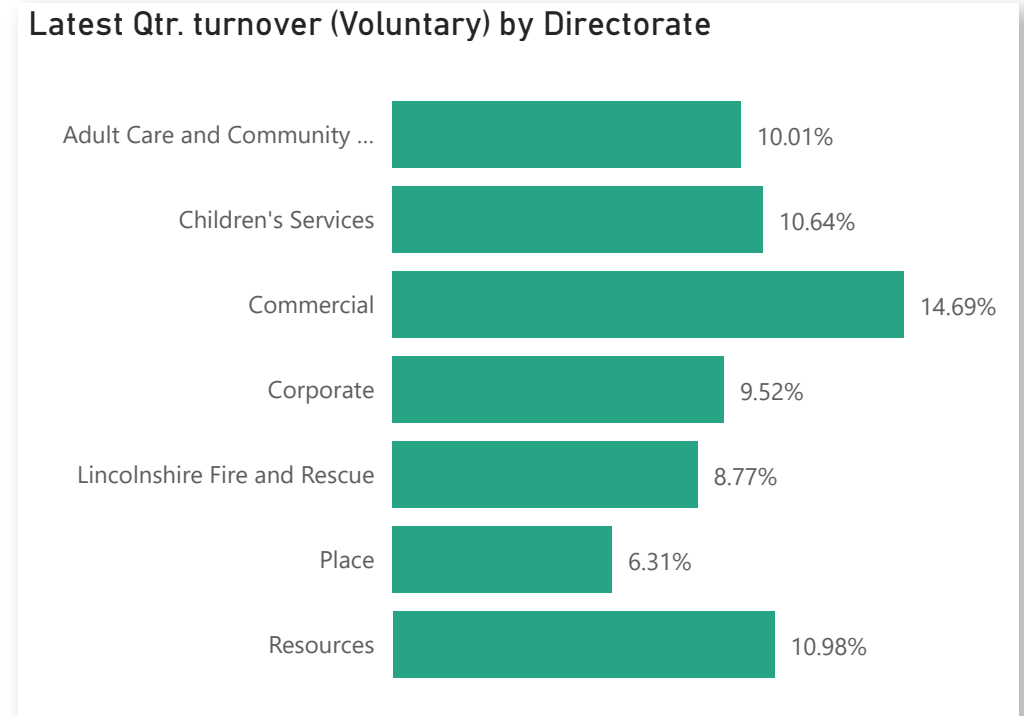
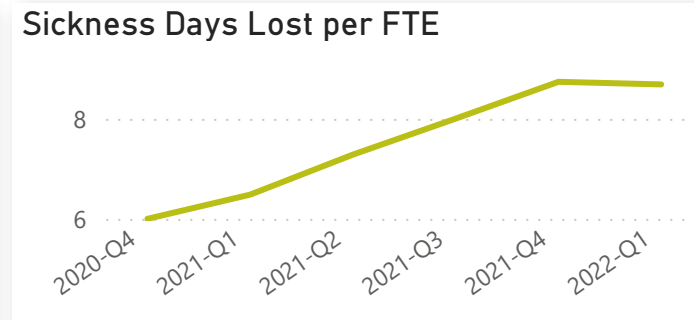
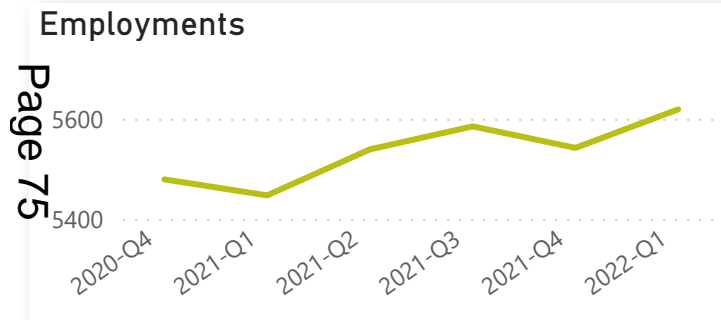
HRMI for LCC by quarter from 2020-Q4

Financial Year - Quarter	Employments
2020-Q4	5479
2021-Q1	5447
2021-Q2	5539
2021-Q3	5585
2021-Q4	5542
2022-Q1	5619

Financial Year - Quarter	Sickness Days Lost per FTE
2020-Q4	6.00
2021-Q1	6.48
2021-Q2	7.29
2021-Q3	8.01
2021-Q4	8.74
2022-Q1	8.69

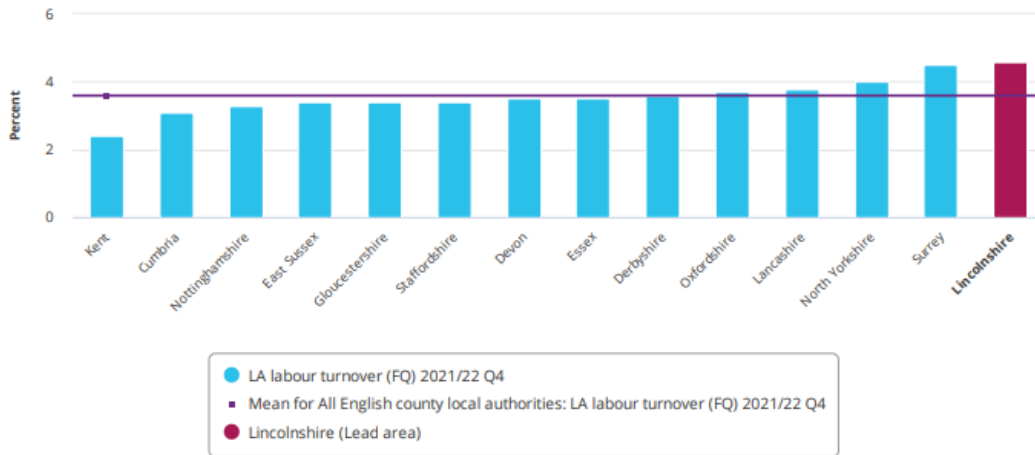
Financial Year - Quarter	Turnover (Voluntary)
2020-Q4	6.18%
2021-Q1	7.39%
2021-Q2	8.44%
2021-Q3	8.86%
2021-Q4	9.79%
2022-Q1	9.92%

Financial Year - Quarter	On-contract Agency Spend	Off-contract Agency Spend	Total Agency Spend
2020-Q4	£958,030	£190,229.0	£1,148,259
2021-Q1	£1,047,092	£229,914.2	£1,277,006
2021-Q2	£1,237,652	£182,698.3	£1,420,351
2021-Q3	£1,394,639	£196,219.6	£1,590,858
2021-Q4	£1,458,237	£314,246.8	£1,772,484
2022-Q1	£1,478,976	£191,424.3	£1,670,401



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Labour turnover rate (FQ) (2021/22 Q4) for All English county local authorities



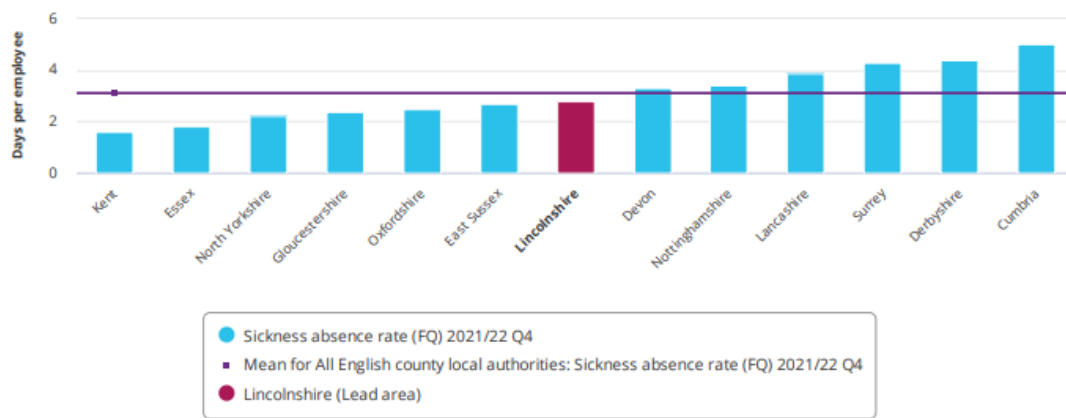
Source:

Sickness Absence

This section looks at the total number of sickness absence days and then broken down by short and long term absence. The figures are sickness absence full time equivalent (FTE) days per employee and the percentage of days lost.

Sickness absence figures do not include any school staff.

Sickness absence FTE days per employee (FQ) (2021/22 Q4) for All English county local authorities



Source:

[Sickness absence FTE days per employee \(FQ\)](#)

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

Report to:	Overview and Scrutiny Management Board
Date:	25 August 2022
Subject:	Revenue Budget Monitoring Report 2022/23 - Quarter 1

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on Revenue Budget Monitoring, which is being presented to the Executive on 06 September 2022. The views of the Board will be reported to the Executive as part of its consideration of this item.

The Revenue Budget Monitoring Report compares the Council's projected expenditure with the approved budget for 2022/23 and provides explanations for any significant forecast over or under spending.

Actions Required:

The Overview and Scrutiny Management Board is invited to: -

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

1. Background

1.1 The Executive is due to consider the Revenue Budget Monitoring Report 2022/23 - Quarter 1 at its meeting on 06 September 2022.

1.2 The Executive report attached at Appendix 1 is the revenue budget monitoring report for the first quarter of financial year 2022/23 and has been prepared as at the end of 30 June 2022. It compares projected expenditure for the year with the approved budget and provides explanations for any significant forecast over or under-spending.

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

2. Conclusion

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

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 06 September 2022.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on Revenue Budget Monitoring Report 2022/23 - Quarter 1 to be presented to the Executive at its meeting on 06 September 2022

5. Background Papers

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

Document title	Where the document can be viewed
Budget Book 2022/23	The details of the budget set for financial year 2022/23 is within the document Budget Book 2022/23, which can be found on the Council's website. Agenda for Council on Friday, 18th February, 2022, 10.00 am (moderngov.co.uk)

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

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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.

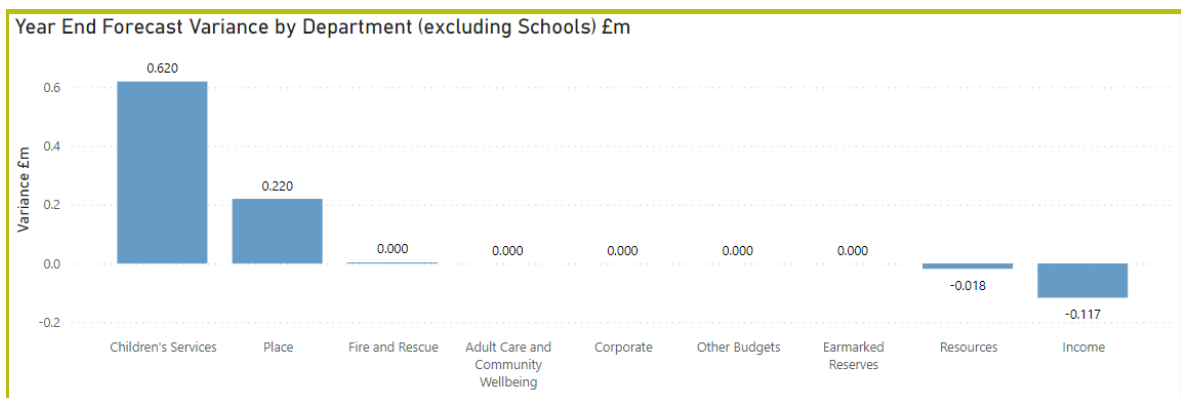
Reasons for Recommendation:

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).

Directorate	Prior Year under achieved Savings £000s	This Year savings £000s
Place	0	1,828
Resources	0	981
Commercial	0	819
Adult Care & Community Wellbeing	0	707
Children's Services	0	435
Fire and Rescue	0	23
Corporate Services	0	20
Other Budgets	0	6
Total	0	4,818

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 £95.491m 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 £m	Forecast Outturn £m	Forecast Variance £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.

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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		-102,995,291	10,105,574	15,810,000	5,704,426	
Place						
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
Elections Reserve	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	
Subtotal Resources		-4,342,937	1,737,420	1,737,420	0	
Schools						
Schools Sickness Insurance Scheme - Earmarked Reserve	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	
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
Subtotal Adult Care and Community Wellbeing		-65,374,378	14,869,297	16,234,136	1,364,839	Amended to reflect Covid-19 grants outturn position 2021/22, and change in MTFP
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	
Subtotal Place		-14,121,682	1,680,000	4,680,000	3,000,000	Spending requirements have been reassessed following the 2021/22 outturn position.
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 lead 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			

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

Report to:	Overview and Scrutiny Management Board
Date:	25 August 2022
Subject:	Capital Budget Monitoring Report 2022/23 - Quarter 1 to 30 June 2022

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on Capital Budget Monitoring, which is being presented to the Executive on 6 September 2022. The views of the Board will be reported to the Executive as part of its consideration of this item.

The Capital Budget Monitoring Report compares the Council's projected expenditure with the approved Capital Programme and highlights any forecast over or under spending.

Actions Required:

The Overview and Scrutiny Management Board is invited to: -

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

1. Background

1.1 The Executive is due to consider the Capital Budget Monitoring Report 2022/23 - Quarter 1 to 30 June 2022 at its meeting on 6 September 2022.

1.2 The Executive report attached at Appendix 1 is the capital budget monitoring report for the first quarter of financial year 2022/23 and has been prepared as at 30 June 2022. It compares projected expenditure for the year with the approved Capital Programme and highlights any forecast over or under-spending.

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

2. Conclusion

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

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 06 September 2022.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on Capital Budget Monitoring Report 2022/23 - Quarter 1 to 30 June 2022 to be presented to the Executive at its meeting on 6 September 2022

5. Background Papers

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

Document title	Where the document can be viewed
Budget Book 2022/23	The details of the Capital Programme set for the financial year 2022/23 and beyond is within the document Budget Book 2022/23, which can be found on the Council's website. Agenda for Council on Friday, 18th February, 2022, 10.00 am (modern.gov.co.uk)

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

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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	Variance £m
☐ Children's Services	11.448	10.562	-0.886
☐ Adult Care and Community Wellbeing	0.045	0.045	0.000
☐ Place	116.931	116.816	-0.115
☐ Fire and Rescue	5.536	5.536	0.000
☐ Resources	11.979	11.979	0.000
☐ Other Budgets	18.663	18.663	0.000
Total	164.601	163.601	-1.001

- 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	Variance £m	Change in Variance from last period £m
Children's Services	6.826	49.378	48.464	-0.914	-0.914
Adult Care and Community Wellbeing	6.977	1.445	1.445	0.000	0.000
Place	44.294	153.742	153.627	-0.115	-0.115
Fire and Rescue	0.201	5.536	5.536	0.000	0.000
Resources	0.947	11.979	11.979	0.000	0.000
Other Budgets		20.231	20.231	0.000	0.000
Total	59.244	242.310	241.280	-1.029	-1.029

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
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
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
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				
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
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	Forecast £m	Variance £m	Change in Variance from last quarter £m
Children's Services	1.342	13.818	13.148	-0.670	-0.670
Connect the Classroom	0.026	-0.029	0.459	0.487	0.487
Devolved Capital	0.192	1.961	0.993	-0.968	-0.968
Digital Education Platform Grant			0.002	0.002	0.002
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	0.600	0.006	-0.594	-0.594
Provision of School Places (Basic Need)	0.421	6.217	6.620	0.403	0.403
Schools Access Improvements	0.009		0.000	0.000	0.000
Schools Maintenance Programme	0.627	4.914	4.914	0.000	0.000
Adult Care and Community Wellbeing	6.976	0.045	0.045	0.000	0.000
Better Care Fund	6.976	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
Place	30.631	49.935	49.820	-0.115	-0.115
A16/A1073 Spalding to Eye Road Improvement	0.002				
A18 Safer Road Fund	0.007				
A46 Roundabouts		-1.612	-1.612	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 Supression 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	26.688	28.693	28.693	0.000	0.000


Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
▲ Highways Asset Protection	20.000	20.093	20.093	0.000	0.000
Holdingham Roundabout (Sleaford Growth Schemes)	0.117	0.295	0.295	0.000	0.000
Integrated Transport	0.121	1.225	1.225	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	0.064	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	-1.226	-1.226	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
▣ 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	0.918	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	0.240	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
Replacement ERP Finance System	0.041	0.240	0.240	0.000	0.000
▣ Other Budgets		20.231	20.231	0.000	0.000
New Developments Contingency Fund		20.231	20.231	0.000	0.000
Total	40.068	100.102	99.317	-0.785	-0.785

Capital Projects Gross Expenditure Position 2022/23


Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
Children's Services	5.484	35.561	35.316	-0.245	-0.245
Children's Homes	0.434	2.451	2.207	-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	32.809	32.809	0.000	0.000
Adult Care and Community Wellbeing	0.000	1.400	1.400	0.000	0.000
De Wint Court - Extra Care Housing		1.400	1.400	0.000	0.000
Hoplands - Extra Care Housing	0.000				
Place	13.663	103.806	103.806	0.000	0.000
A1084 Safer Road Fund	0.000	-0.003	-0.003	0.000	0.000
Directorate	Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last quarter £m
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	-0.275	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	1.980	-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	37.099	37.099	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
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	19.176	142.208	141.963	-0.245	-0.245

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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 £m</th> <th>Variance £m</th> <th>Change in Variance from last period £m</th> </tr> </thead> <tbody> <tr> <td>5.048</td> <td>32.809</td> <td>32.809</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	5.048	32.809	32.809	0.000	0.000										
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5.048	9.444	9.444	0.000	0.000																		
<p>Period</p> <p>3</p>																						
<p><u>Purpose of Scheme</u></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><u>In Year Performance of Scheme</u></p>																				
<p><u>Whole Life Performance of Scheme</u></p>		<p><u>Mitigating actions for issues identified</u></p>																				

Place

 <p>Lincolnshire COUNTY COUNCIL <i>Working for a better future</i></p>	<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>Forecast £m</th> <th>Variance £m</th> <th colspan="2">Change in Variance from last period £m</th> </tr> </thead> <tbody> <tr> <td>8.097</td> <td>39.583</td> <td>39.583</td> <td>0.000</td> <td colspan="2">0.000</td> </tr> </tbody> </table>					Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m		8.097	39.583	39.583	0.000	0.000													
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8.097	39.583	39.583	0.000	0.000																										
<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>In Year Performance of Scheme</p>																												
<p>Whole Life Performance of Scheme</p> <p>In common with other major schemes, work on the Grantham Southern Relief Road has been affected by extreme weather events, exacerbated by technical issues and ecological considerations. Operation of the site was further affected by the COVID-19 pandemic and although work continued with appropriate social distancing measures implemented, some activity such as the diversion of high voltage power cables, that were dependent on third party agencies, was delayed. Final finishing work on Phase 2 of the project is ongoing and work on the third and final phase is now underway. Although the contractor is attempting to mitigate the global materials supply and price issues by placing early orders and holding stocks of materials, there is now limited scope to absorb further impacts within the project risk allocation. The site team have identified an area of unstable ground resulting in engineering issues for the construction of the bridge to span the East Coast Mainline and River Witham. This has necessitated the re-design of the bridge, which is expected to delay progress and result in increased cost. Once the new bridge design is complete the full impact of this issue in terms of timescales and costs will be clearer and the forecasts updated accordingly.</p>		<p>Mitigating actions for issues identified</p>																												

Scheme Name

Spalding Western Relief Road (Section 5) ▾

Gross in year position

Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m
2.143	37.099	37.099	0.000	0.000

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 £m	Variance £m	Change in Variance from last period £m
2.143	34.469	34.469	0.000	0.000

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

The completion of the detailed design for the scheme resulted in an increase in forecast construction costs from that envisaged at the planning stage, however additional grant of £8.130m from the Housing Infrastructure Fund was secured to fund these additional costs. All the required land has now been acquired and work undertaken to divert overhead power lines. Final design work has been completed and construction started on 10 January 2022. Although work was undertaken to value engineer the design, whole-life costs have increased due to the inflationary impacts of global material supply and price issues. This was addressed as part of the 2022/23 budget process, with additional LCC funds being committed to the project. However, inflationary risks remain and are being closely monitored.

Mitigating actions for issues identified

Scheme Name

Highways Asset Protection

Financial Year

2022/23

Period

3

Gross in year position

Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m
26.688	28.693	28.693	0.000	0.000

Net in year position

Actuals £m	Budget £m	Forecast £m	Variance £m	Change in Variance from last period £m
19.195	-9.437	-9.437	0.000	0.000

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

Mitigating actions for issues identified

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:	Overview and Scrutiny Management Board
Date:	25 August 2022
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none">• Adults and Community Wellbeing Scrutiny Committee• Health Scrutiny Committee for Lincolnshire

Summary:

As part of its constitutional role in monitoring the work programmes of the other scrutiny committees, the Board is asked to be satisfied with the overall content of each committee's work programme.

This report includes information on the activity of the Adults and Community Wellbeing Scrutiny Committee and the Health Scrutiny Committee for Lincolnshire since 24 March 2022, when reports on these two committees were last considered by the Board.

Actions Required:

- (1) The Board is requested to determine whether it is satisfied with the activity undertaken since 24 March 2022 by:
 - (a) the Adults and Community Wellbeing Scrutiny Committee; and
 - (b) the Health Scrutiny Committee for Lincolnshire.
- (2) The Board is requested to determine whether it is satisfied with the planned work programme of:
 - (a) the Adults and Community Wellbeing Scrutiny Committee; and
 - (b) the Health Scrutiny Committee for Lincolnshire.
- (3) The Board is requested to note the activity of the Health Scrutiny Committee for Lincolnshire's three working groups:
 - (i) Pharmaceutical Needs Assessment;
 - (ii) Quality Accounts; and
 - (iii) Suicide Prevention and Mental Health.

1. Background

The Council's constitution includes in this Board's terms of reference the following two clauses: -

- To agree and monitor the ongoing overview and scrutiny work programme, in particular holding the chairmen and/or vice chairmen to account for their committee's work programme on a quarterly basis.
- To monitor and guide the activities of the other overview and scrutiny committees.

Adults and Community Wellbeing Scrutiny Committee and Health Scrutiny Committee for Lincolnshire

Since 24 March 2022, when a report was last submitted, the Adults and Community Wellbeing Scrutiny Committee has met on three occasions: 6 April, 25 May and 6 July. The Health Scrutiny Committee for Lincolnshire has met on 13 April, 18 May, 15 June and 13 July. The key activities since March 2022 and the planned work programme of each committee and are set out in Appendices A and B respectively. If members of the Board require further details on any item of previous activity, the full reports can be found on the County Council's website.

In addition, Appendix B includes information on the Health Scrutiny Committee's three working groups on (i) the Pharmaceutical Needs Assessment; (ii) Quality Accounts; and (iii) Suicide Prevention and Mental Health.

Committee Reporting Timetable

The table below sets out the planned reporting timetable until April 2023: -

Scrutiny Committee	Monitoring Date	Monitoring Date	Monitoring Date
Adults and Community Wellbeing	25 Aug 22	24 Nov 22	23 Feb 23
Health			
Children and Young People	29 Sept 22	15 Dec 22	30 Mar 23
Public Protection and Communities			
Environment and Economy	27 Oct 22	26 Jan 23	27 Apr 23
Highways and Transport			
Flood and Water Management			

2. Conclusion

The Board is asked to consider whether it is satisfied with the previous activity and the planned work programmes of the Adults and Community Wellbeing Scrutiny Committee, and the Health Scrutiny Committee for Lincolnshire.

3. Appendices – These are listed below: -

Appendix A	Adults and Community Wellbeing Scrutiny Committee – Activity and Planned Work
Appendix B	Health Scrutiny Committee for Lincolnshire – Activity and Planned Work

4. 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 Simon Evans, Health Scrutiny Officer, who can be contacted on 07717 868930, or via Simon.Evans@lincolnshire.gov.uk

ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE

ACTIVITY REPORT

Since its last report to the Board, the Committee has met on three occasions: 6 April, 25 May and 6 July 2022. Full details on all the items considered at these meetings are available on the County Council's website:

<https://lincolnshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=550>

Set out below is a summary of the outcomes at these three meetings:

6 April 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
1 Lincolnshire Community Equipment Services Re-Procurement	<p>The Committee supported recommendations, which were approved by the Executive on 4 May 2022, for the re-procurement of the Lincolnshire Community Equipment Services.</p> <p>The new contract would include the wheelchair service and be based on a single provider model, but with sub-contractors for specialist services. There would also be a proposed rebate model, enabling the provider to retain a percentage of the value of recycled equipment. Telecare would be detached from this contract and be procured separately.</p>
2 Adult Care and Community Wellbeing Improvement and Development Programme – Overview	<p>The Committee recorded its support for the improvement and development programme for adult social care, with an emphasis on prevention and early intervention. The Committee recognised the Council's employees for providing a supportive environment for staff.</p>
3 Increasing the Capacity of the Adult Social Care Sector Workforce in Lincolnshire	<p>The Committee acknowledged that levels of pay remained a key factor in the recruitment and retention of adult social care staff. The Committee supported plans to increase the adult social care workforce in Lincolnshire, including campaigns at promoting and highlighting the benefits of a career in the sector. There was also a focus on making it easier for people to apply for jobs, as well as targeting areas of the county where there were particular shortages.</p>

6 April 2022

<i>Item</i>		<i>Summary of Outcomes</i>
4	Review of a Performance Measure PI 130 “Adult Safeguarding Concerns Progressing to Enquiry”	A higher number of concerns progressing to an enquiry was assessed ‘better performance’. As some organisations over-reported minor incidents, which were not safeguarding concerns, the measure was skewed. The Committee supported the removal of the measure from the suite of indicators, as well as actions to increase knowledge in local organisations when a concern should be escalated to the local authority.

25 May 2022

<i>Item</i>		<i>Summary of Outcomes</i>
1	Social Connections	A discussion paper included extensive detail on social isolation and its impact, as well as the various initiatives already in place. The Committee supported an approach whereby existing approaches to improving social connections and reducing isolation would be developed via the Health and Wellbeing Board. This would include reference to the Joint Strategic Needs Assessment and the involvement of agencies, such as the NHS and the voluntary sector.
2	Charging for Social Care	Following a presentation on the implications of the Government’s <i>Fair Cost of Care</i> reforms, which would include the Council maintaining care accounts for approximately 20,000 individuals, the Committee recorded its satisfaction with the plans in place to have a system, including the use of digital technology, by October 2023. Further reports would be submitted on this topic.
3	The Government’s Proposals for Health and Care Integration (White Paper – <i>Joining Up Care for People, Places and Populations</i>)	The Committee explored the implications of the Government white paper, which included faster integration of health and social care; person-centred outcomes; and a single point of responsibility and accountability. The Committee supported the plans for simplification of pooled budgets; and the opportunities for further integration.

6 July 2022		
<i>Item</i>		<i>Summary of Outcomes</i>
1	Lincolnshire Safeguarding Adults Board (LSAB) Update	As part of its consideration of the six monthly update from the LSAB, the Committee supported the strategic priorities proposed for the LSAB's new three-year strategic plan: (i) prevention and early intervention; (ii) learning and shaping future practice; (iii) safeguarding effectiveness; and (iv) making safeguarding personal.
2	Adult Care and Community Wellbeing Financial Position 2021/22	The Committee supported the financial position for 2021/22, including an overall underspend of £2.4 million on the service budget. The Committee also supported the 'carry forward' of funds into 2022/23 to support three initiatives: (i) Day Services – Increased Access and Community Use; (ii) Extra Care Housing – Transfer from Revenue to Capital; and (iii) Integrated Working for Hospital Discharge.
3	2021/22 Quarter 4 Performance Report	The Committee's comments on the Adult Care and Community Wellbeing performance report for the final quarter of 2021/22 were noted and the comments made taken into consideration, including requests that the report for Quarter 1 of 2022/23 provided more detail on: <ul style="list-style-type: none"> • improvements in carers assessment and support; and • the age profiling of smokers.

PLANNED WORK

Set out below are the items planned for future meetings of the Committee:

7 September 2022 – 10.00 am		
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>
1 All Age Obesity	Derek Ward, Director of Public Health Andy Fox, Consultant in Public Health	To advise the Committee of initiatives to support weight reduction across all age.

7 September 2022 – 10.00 am			
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>	
2	Greater Lincolnshire Public Health Arrangements – Update	Derek Ward, Director of Public Health	To update the Committee on the joint arrangements which have been in place since February 2022.
3	Lincolnshire Integrated Care System	Glen Garrod, Executive Director of Adult Care and Community Wellbeing	This item will advise the Committee on the impacts of the Lincolnshire Integrated Care System, which will be implemented from 1 July 2022.
4	Performance Against Corporate Performance Framework – 2022-23 Quarter 1	David Boath, Corporate Performance Manager, Adult Care and Community Wellbeing	This is the quarterly performance report.

28 September 2022 – 10.00 am - (Special Meeting)			
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>	
1	Extension of the Lincolnshire Integrated Sexual Health Service Contract	Carl Miller, Commercial and Procurement Manager	The Executive is due to make a decision on 4 October on the extension of the sexual health contract.
2	Extension of the Substance Misuse Treatment Contract	Carl Miller, Commercial and Procurement Manager	The Executive is due to make a decision on 4 October on the extension of the substance misuse treatment contract.
3	Market Sustainability Statement and Fair Cost of Care Fund (EXEMPT INFORMATION)	Alina Hackney, Head of Commercial Services Pam Clipson, Head of Finance, Adult Care and Community Wellbeing	The Executive is due to make a decision on 4 October on Market Sustainability Statement and Fair Cost of Care Fund.

19 October 2022 – 10.00 am			
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>	
1	Adult Care and Community Wellbeing Budget Monitoring 2022-23	Pam Clipson, Head of Finance, Adult Care and Community Wellbeing	This is the standard report, enabling the Committee to monitor the in-year budget.
2	Care Quality Commission – Annual Update	To be confirmed.	Each year the Committee considers the Care Quality Commission’s activities in relation to adult care in Lincolnshire.

30 November 2022 – 10.00 am			
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>	
1	Performance Against Corporate Performance Framework – 2022-23 Quarter 2	David Boath, Corporate Performance Manager, Adult Care and Community Wellbeing	This is the quarterly performance report.
2	Specialist Adults Accommodation at Grange Farm, Market Rasen	Emma Rowitt, Project Manager – Corporate Property	To consider proposals for specialist adult accommodation in Market Rasen, on which a decision is due to be made by the Executive on 6 December 2022.
3	Day Services Update	Justin Hackney, Assistant Director of Specialist Services	To consider progress with the Council’s day services.
4	De Wint Court, Lincoln, Extra Care Accommodation	Emma Rowitt, Project Manager – Corporate Property	To consider an update report on the extra care accommodation at De Wint Court, Lincoln, which was opened on 22 March 2022.

11 January 2023 – 10.00 am			
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>	
1	Adult Care and Community Wellbeing Budget Proposals 2023-24	Pam Clipson, Head of Finance, Adult Care and Community Wellbeing	To consider and comment on the proposed budget for Adult Care and Community Wellbeing.

22 February 2023 – 10.00 am			
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>	
1	Performance Against Corporate Performance Framework – 2022-23 Quarter 3	David Boath, Corporate Performance Manager, Adult Care and Community Wellbeing	This is the quarterly performance report.
2	Langrick Road, Boston – Extra Care Housing and Working Aged Adults Accommodation	Emma Rowitt, Project Manager – Corporate Property	To consider proposals for extra care housing and working aged adult accommodation at Langrick Road, Boston, on which a decision is due to be made by the Executive on 7 March 2023.

5 April 2023 – 10.00 am			
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>	
1	Carers Support Service – Introduction to the New Provider	To be confirmed.	To receive a presentation on the carers support service, including the new provider.

HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE

ACTIVITY

The Health Scrutiny Committee for Lincolnshire has met on 13 April, 18 May, 15 June and 13 July. Full detail on these items is available on the County Council's website:

<https://lincolnshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=137>

Set out below is a summary of the outcomes at these meetings:

13 April 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
1 Lincolnshire Partnership NHS Foundation Trust (LPFT) - Update	<p>LPFT, the main provider of NHS mental health and learning disability services in Lincolnshire, focused on: the continued impact of the pandemic, including increases in demand for services; plans for mental health rehabilitation services, including the closure of Ashley House in Grantham; and acute mental health wards.</p> <p>The Committee agreed to respond to the formal consultation on mental health rehabilitation services (due in September 2022). A working group would also be established to explore issues of demand for mental health services in greater detail.</p>
2 General Practice Access – Report by the Lincolnshire Local Medical Committee	<p>The Medical Director of the Lincolnshire Local Medical Committee (LMC) explored some of the issues relating to demand on and access to GP services.</p> <p>The Committee noted that the number of GP appointments had increased by six per cent since prior to the pandemic. A further report from the LMC is due in October 2022.</p>
3 General Practice Provision – Report by the Lincolnshire Clinical Commissioning Group (CCG)	<p>As well as exploring further the issues of demand and access on GP services, Lincolnshire CCG reported on its role in supporting and developing GP practices in Lincolnshire. This item also explored the role of the thirteen primary care networks (groups of GP practices) in Lincolnshire.</p> <p>A report from the NHS Lincolnshire Integrated Care Board is due in October 2022. The developing role of primary care networks is due to be explored further.</p>

13 April 2022

<i>Item</i>		<i>Summary of Outcomes</i>
4	Response of the Committee to the Consultation by United Lincolnshire Hospitals NHS Trust (ULHT) on Nuclear Medicine	<p>Nuclear medicine uses small doses of radioactive substances in strictly controlled environments as an imaging technique for the diagnosis and treatment of just over 3,000 patients per year at ULHT at three sites (Boston, Grantham and Lincoln).</p> <p>The Committee's response to the consultation did not support ULHT's plans for the consolidation of its nuclear medicine service at either Lincoln or Boston and Lincoln on the grounds of its impact on patients and staff, as well as issues such as parking at Lincoln County Hospital.</p>

18 May 2022

<i>Item</i>		<i>Summary of Outcomes</i>
1	United Lincolnshire Hospitals NHS Trust (ULHT) – Elective Care Recovery and Response to the Care Quality Commission Report (February 2022)	<p>An update from ULHT on the progress of its response to the Care Quality Commission's (CQC's) report on Elective Care Recovery.</p> <p>The Committee noted the action taken as part of the Lincolnshire Elective Recovery Plan and the CQC action plan, and agreed to a further update in six months.</p>
2	United Lincolnshire Hospitals NHS Trust (ULHT) – Update on Reconfiguration of Urology Services	<p>Following a consultation, the ULHT Board approved changes to its urology service from 9 August 2021, whereby Lincoln County Hospital received all emergency urology admissions, with the aim of reducing cancelled elective urology operations at both Boston and Lincoln. A previous update in February 2022 had not demonstrated a reduction in cancellations.</p> <p>As the report indicated significant reductions in cancellations, the Committee agreed to no further updates on this service, unless any performance concerns merited consideration.</p>

15 June 2022

<i>Item</i>		<i>Summary of Outcomes</i>
1	<p>Reconfiguration of Four NHS Services:</p> <ul style="list-style-type: none"> • Orthopaedics • Urgent and Emergency Care (Grantham) • Acute Medicine (Grantham) • Stroke Services 	<p>On 25 May 2022, the Board of the Lincolnshire Clinical Commissioning Group approved the reconfiguration of four NHS services in Lincolnshire. This followed a consultation exercise between September and December 2021.</p> <p>The Committee recorded its disappointment with the Board's decision, as three of the four reconfigurations has not been supported by the Committee, as part of its response to the consultation. The Committee requested further reports on the implementation, focusing on (a) staffing; (b) transport; (c) the Grantham Urgent Treatment Centre; and (d) progress securing the capital investment of £7.5 million required to increase the capacity for stroke services at Lincoln County Hospital. The first report on implementation is due on 14 December 2022.</p>
2	<p>Engagement by the NHS in Lincolnshire on Lincolnshire's Second Community Diagnostic Centre</p>	<p>Community Diagnostic Centres (CDCs) Lincolnshire's first CDC was opened in Grantham.</p> <p>Of the three options put forward, the Committee recorded a preference for the second CDC in Lincolnshire to be in Boston (operating as a hub), with spokes in Skegness, Mablethorpe and possible Spalding.</p>
3	<p>NHS Dental Services in Lincolnshire</p>	<p>A detailed paper was considered on NHS dental services, which covered:</p> <ul style="list-style-type: none"> • flaws in the current NHS dental contract; • gaps in NHS dental provision in Lincolnshire; • new arrangements for commissioning NHS dental services; and • oral health in Lincolnshire. <p>A further report is due after six months.</p>
4	<p>Lincolnshire Pharmaceutical Needs Assessment (PNA) – Response to the Consultation Draft</p>	<p>The Committee's response to the consultation draft of the PNA, which had been prepared by a working group (please see details below), was approved.</p>

13 July 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
1	Cancer Programme Update and Living with Cancer Programme Comparative cancer waiting performance indicated that Lincolnshire's performance was below national and regional averages. Planned and actual improvements in the three acute hospital trusts were noted. In addition, the Committee recognised the importance of the Living with Cancer programme; and agreed to seek a further update after a period of six months.
2	The Lincolnshire People Board Strategy for Recruiting and Retaining Talent The People Board Strategy for 2022/23 contained various high level initiatives to improve the overall NHS staffing position in Lincolnshire. The Committee provided feedback on the detail and agreed to seek a further report in March 2023 on the progress with the 2022/23 strategy.
3	Humber Acute Services Programme An update on the Humber Acute Services programme, which is likely to affect the services provided at Diana Princess of Wales Hospital in Grimsby and Scunthorpe General Hospital. In the absence of details on the three services areas where changes are anticipated: (i) maternity; (ii) urgent and emergency care; and (iii) elective care, the Committee agreed to await these details before further consideration.

PLANNED WORK

Set out below are the items planned for future meetings of the Committee:

14 September 2022		
	<i>Item</i>	<i>Contributor</i>
1	North West Anglia NHS Foundation Trust – General Update	Caroline Walker, Chief Executive North West Anglia NHS Foundation Trust.
2	Lincoln Medical School - Update	Professor Danny McLaughlin, Associate Dean of Medicine, Lincoln Medical School
3	Lincolnshire Pharmaceutical Needs Assessment – Consideration of Final Draft	Lucy Gavens, Consultant in Public Health, Lincolnshire County Council

14 September 2022		
	<i>Item</i>	<i>Contributor</i>
4	Spalding GP Surgery – Consultation on List Dispersal	Sarah-Jane Mills, Director for Primary Care and Community and Social Value, Lincolnshire Integrated Care Board
5	Lincolnshire Partnership NHS Foundation Trust – Consultation on Mental Health Rehabilitation Services	Representatives from Lincolnshire Partnership NHS Foundation Trust

12 October 2022		
	<i>Item</i>	<i>Contributor</i>
1	East Midlands Ambulance Service Update	<ul style="list-style-type: none"> • Ben Holdaway, Director of Operations, East Midlands Ambulance Service • Sue Cousland Divisional Director, Lincolnshire Division, East Midlands Ambulance Service
2	Update on GP Services – Integrated Care Board	Sarah-Jane Mills, Director for Primary Care and Community and Social Value, Lincolnshire Integrated Care Board
3	Update on GP Services – Lincolnshire Local Medical Committee	Dr Reid Baker, Medical Director, Lincolnshire Local Medical Committee
4	Future Commissioning Arrangements for Dental Services, Ophthalmology and Pharmaceutical Services	Sarah-Jane Mills, Director for Primary Care and Community and Social Value, Lincolnshire Integrated Care Board
5	Lakeside Healthcare	<ul style="list-style-type: none"> • Sandra Williamson, Director for Health Inequalities and Regional Collaboration, Lincolnshire Integrated Care Board • Sarah-Jane Mills, Director for Primary Care and Community and Social Value, Lincolnshire Integrated Care Board

9 November 2022		
	<i>Item</i>	<i>Contributor</i>
1	Sustainability Transformation Partnership Clinical Care Portal Data Sharing - Update	Theo Jarratt, Head of Quality and Information, Lincolnshire County Council Samantha Francis, Information and Systems Manager, Lincolnshire County Council Dave Smith, Care Portal Team, United Lincolnshire Hospitals NHS Trust
2	Lincolnshire Integrated Care Strategy	Representatives of the Lincolnshire Integrated Care Partnership

14 December 2022		
	<i>Item</i>	<i>Contributor</i>
1	Four NHS Services in Lincolnshire: Stroke Services; Orthopaedics; Grantham Urgent Treatment Centre; and Community/ Medical Beds at Grantham Hospital	Pete Burnett, Director of Strategic Planning, Integration and Partnerships, Lincolnshire Integrated Care Board

18 January 2023		
	<i>Item</i>	<i>Contributor</i>
1	Dental Services in Lincolnshire	Representatives from NHS England

15 February 2023		
	<i>Item</i>	<i>Contributor</i>
1	Director of Public Health Annual Report 2022	Derek Ward, Director of Public Health, Lincolnshire County Council

WORKING GROUP ACTIVITY

Since its last report to the Board, the Health Scrutiny Committee's work has been complemented by three working groups, whose activities are summarised below:

Pharmaceutical Needs Assessment

This working group, comprising Councillors Carl Macey, Angela White (West Lindsey District Council), Linda Wootten and Ray Wootten, met once on 23 May 2022 to consider the consultation draft of the Lincolnshire Pharmaceutical Needs Assessment (PNA). Every three years, the Health and Wellbeing Board is required to prepare a PNA, which identifies any gaps in community pharmacy provision and any improvements that could be made in the future. The PNA does not cover issues of quality or performance, as its focus is on the availability of 'essential' pharmacy services.

The working group's main conclusion was that existing evidence indicates that Lincolnshire is adequately served by providers of pharmaceutical services and there are no gaps in provision. This finding and the other conclusions of the working group were approved as the Committee's response on 15 June 2022. A further report on the final response is due on 14 September 2022.

Quality Accounts

Every year providers of NHS-funded services (with certain exceptions, such as GP practices) are required to prepare and publish a quality account, which reports on the quality (as opposed to the finances) of the services they have provided in the previous year and sets out at least three priorities for improvement for the year ahead. There is a requirement for these documents to be shared in draft form with local health overview and scrutiny committees, whose statement (of up to 1,000 words) has to be included in the published version of the quality account.

For the 2021/22 quality account process, the Committee agreed to focus on the draft quality accounts of three NHS providers: (i) the East Midlands Ambulance Service NHS Trust; (ii) the North West Anglia NHS Foundation Trust; and (iii) United Lincolnshire Hospitals NHS Trust. The working group, comprising Councillors Carl Macey, Richard Cleaver, Sarah Parkin, Angela White (West Lindsey District Council), Mark Whittington (South Kesteven District Council), and Linda Wootten, met twice on 12 May and 7 June 2022.

The final quality accounts for the three providers, including the Committee's statements, are available at:

[Trust documents | East Midlands Ambulance Service NHS Trust \(emas.nhs.uk\)](#)

[North West Anglia NHS FT Quality Account 2021-22](#)

[Quality Account 2021-22 FINAL - United Lincolnshire Hospitals \(ulh.nhs.uk\)](#)

Suicide Prevention and Mental Health

The remit of this working group, which comprises Councillors Carl Macey, Sarah Parkin, Tom Smith, Angela White (West Lindsey District Council) and Mark Whittington (South Kesteven District Council), is as follows:

- (1) Access to Mental Health Services
 - Waiting Lists for Accessing Mental Health Services
 - Support for People (including Children and Young People) while on waiting list.
 - Support for People Following Discharge from Mental Health Services
- (2) Implementation of the Suicide Prevention Strategy
 - Support for Specific Communities or Individuals, such as the farming and the armed forces communities and their families.
 - Support for Families following a Suicide of a Family Member
 - Training for People Providing Support
- (3) Use of Anti-Depressants
 - Continued Use of Anti-Depressants for Many Years

At its first meeting on 27 July 2022, the Committee considered information on section (2) of its remit. Information on sections (1) and (3) are due to be considered in September. The working group will submit a report on its findings to the Committee.

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

Report to:	Overview and Scrutiny Management Board
Date:	25 August 2022
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item informs the Board of its current work programme for 2022/23.

Actions Required:

This item is for information only.

1. Background

Work Programme

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

Executive Forward Plan

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

2. Conclusion

This item is to inform the Overview and Scrutiny Management Board of its current work programme for 2022/23, which is attached at Appendix A to this report.

3. Consultation

a) Risks and Impact Analysis

Not Applicable

4. Appendices

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

5. Background Papers

No background papers as defined in section 100D of the Local Government Act 1972 were relied upon in the writing of this report.

This report was written by Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted by e-mail at nigel.west@lincolnshire.gov.uk

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Each agenda includes the following standard items:

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

25 August 2022			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2022/23 – Quarter 1	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 6 September 2022)
2.	People Management Update - Quarter 1	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
3.	Revenue Budget Monitoring Report 2022/23 – Quarter 1	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 September 2022)
4.	Capital Budget Monitoring Report 2022/23 – Quarter 1 to 30 June 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 September 2022)
5.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

29 September 2022			
Item		Contributor	Purpose
1.	Insurance Strategy	Mandy Knowlton-Rayner, Insurance and Risk Lead	Pre-Decision Scrutiny (Leader Decision between 3 – 7 October 2022)
2.	Update on IMT Services <ul style="list-style-type: none"> • IMT Service Plan • Serco Contract Performance • Project Portfolio 	John Wickens, Assistant Director - IMT and Enterprise Architecture Paul Elverstone, Lead IT Contract & Vendor Relationship Officer Donna Fryer, Head of Portfolio and Resources	Performance Scrutiny
3.	Treasury Management Annual Report 2021/22	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
4.	Treasury Management Performance 2022/23 - Quarter 1 to 30 June 2022	Karen Tonge, Treasury Manager	Performance Scrutiny
5.	Scrutiny Review – Findings and Action Plan	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny
6.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee 	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

27 October 2022			
Item	Contributor	Purpose	
1.	Transformation Programme Update (<i>with focussed overview on the Children in Care project</i>)	Clare Rowley, Head of Transformation Tara Jones, Head of Service – Children in Care Transformation Janice Spencer, Assistant Director – Children’s Safeguarding Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny
2.	Establishment of the Legal Services Company – Progress Report	David Coleman, Chief Legal Officer	Performance Scrutiny
3.	Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director - Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
4.	Health and Safety Annual Report 2021/22	Fraser Shooter, Health and Safety Team Leader	Performance Scrutiny
5.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Environment and Economy Scrutiny Committee Highways and Transport Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

24 November 2022			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2022/23 – Quarter 2	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
2.	Draft Infrastructure Funding Statement 2021/22	Brendan Gallagher, Principal Planning Officer – Infrastructure	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
3.	People Management Update - Quarter 2	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
4.	Revenue Budget Monitoring Report 2022/23 – Quarter 2 to 30 September 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
5.	Capital Budget Monitoring Report 2022/23 – Quarter 2 to 30 September 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
6.	Treasury Management Performance 2022/23 - Quarter 2 to 30 September 2022	Karen Tonge, Treasury Manager	Performance Scrutiny
7.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

15 December 2022

Item		Contributor	Purpose
1.	Business World ERP System Re-Design Update	Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance Louisa Harvey, ERP System Delivery Manager, Business World Sadie Rossington, Senior Project Officer	Performance Scrutiny
2.	Update on IMT Services <ul style="list-style-type: none"> • Data Services • Service KPI's & Service Issues 	Sue Cline, Head of Data Services and Business Intelligence Paul Elverstone, Lead IT Contract & Vendor Relationship Officer	Performance Scrutiny
3.	Developer Contributions Scrutiny Review – Third Monitoring Update of Action Plan	Justin Brown, Assistant Director – Growth Warren Peppard, Head of Development Management	Scrutiny Review Activity
4.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee 	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

26 January 2023			
Item		Contributor	Purpose
1.	Service Revenue and Capital Budget Proposals 2023/24	Keith Noyland, Strategic Finance Lead - Communities	Budget Scrutiny (Executive decision on 7 February 2023) (Council decision on 17 February 2023)
2.	Council Budget 2023/24	Michelle Grady, Assistant Director - Finance	Budget Scrutiny (Executive decision on 7 February 2023) (Council decision on 17 February 2023)
3.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Flood and Water Management Scrutiny Committee • Highways and Transport Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Robert Reid, Chairman of Flood and Water Management Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

23 February 2023			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2022/23 – Quarter 3	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 7 March 2023)
2.	People Management Update Quarter 3	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny

23 February 2023			
Item	Contributor	Purpose	
3.	Revenue Budget Monitoring Report 2022/23 – Quarter 3 to 31 December 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 7 March 2023)
4.	Capital Budget Monitoring Report 2022/23 – Quarter 3 to 31 December 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 7 March 2023)
5.	Treasury Management Performance Quarter 3 to 31 December 2022	Karen Tonge, Treasury Manager	Performance Scrutiny
6.	Treasury Management Strategy Statement and Annual Investment Strategy 2023/24	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Pre-Decision Scrutiny (Executive Councillor Decision TBC)
7.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

30 March 2023			
Item	Contributor	Purpose	
1.	Transformation Programme Update	Clare Rowley, Head of Transformation Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny

30 March 2023			
Item	Contributor	Purpose	
2.	Property Services Contract Year Seven Report	Stuart Wright, Contract Manager - Corporate Property	Performance Scrutiny
3.	Update on IMT Services - User Engagement and Project Portfolio	Donna Fryer, Head of Portfolio and Resources Allison Kapethanasis, Head of Service Delivery and User Engagement	Performance Scrutiny
4.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee 	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

27 April 2023			
Item	Contributor	Purpose	
1.	Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director – Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
2.	Overview and Scrutiny Annual Report 2022-23	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny

27 April 2023		
Item	Contributor	Purpose
<p>3. Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee 	<p>Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee</p> <p>Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee</p>	Performance Scrutiny

25 May 2023		
Item	Contributor	Purpose
<p>1. Developer Contributions Scrutiny Review – Fourth Monitoring Update of Action Plan</p>	<p>Justin Brown, Assistant Director – Growth</p> <p>Warren Peppard, Head of Development Management</p>	Scrutiny Review Activity
<p>2. People Management Update Quarter 4</p>	<p>Tony Kavanagh, Assistant Director – HR and Organisational Support</p>	Performance Scrutiny
<p>3. Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	<p>Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee</p> <p>Cllr Carl Macey, Chairman of Health Scrutiny Committee</p>	Performance Scrutiny

29 June 2023			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2022/23 – Quarter 4	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 4 July 2023)
2.	Review of Financial Performance 2022/23	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 4 July 2023)
3.	Treasury Management Annual Report 2022/23	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
4.	Update on IMT Service Plan and Serco Contract Performance	John Wickens, Assistant Director - IMT and Enterprise Architecture Paul Elverstone, Lead IT Contract & Vendor Relationship Officer	Performance Scrutiny
5.	Business World ERP System Re-Design – Progress Report	Louisa Harvey, ERP System Delivery Manager, Business World Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny
6.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee 	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

**For more information about the work of the Overview and Scrutiny Management Board
please contact Tracy Johnson, Senior Scrutiny Officer, by e-mail at
Tracy.Johnson@lincolnshire.gov.uk**

FORWARD PLAN OF KEY DECISIONS FROM 01 SEPTEMBER 2022

PUBLISH DATE 1 AUGUST 2022

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I026216	Residential Estate Expansion Programme - Children's Home Louth	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 1 Sep 2022 and 22 Sep 2022	Children and Young People Scrutiny Committee	Reports	Head of Property Development E-mail: Dave.pennington@lincolnshire.gov.uk	Louth North; Louth South
I025685	Re-Commissioning of Domestic Abuse Services	Open	Executive 6 Sep 2022	Public Protection and Communities Scrutiny Committee	Reports	Commercial and Procurement Manager E-mail: carl.miller@lincolnshire.gov.uk	All Divisions
I027829 New!	A52 Ingoldmells PRN and A1104 Mablethorpe Puffin Crossing Upgrade	Open	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Executive Councillor: Highways, Transport and IT Between 12 Sep 2022 and 16 Sep 2022 Between 12 Sep 2022 and 16 Sep 2022	Highways colleagues and utility companies	Reports	Senior Project Leader (Major Schemes) E-mail: steve.brooks@lincolnshire.gov.uk	Ingoldmells Rural; Mablethorpe

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I027828 New!	B1225 Stainton Le Vale PRN	Open	<p>Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)</p> <p>Executive Councillor: Highways, Transport and IT</p> <p>Between 12 Sep 2022 and 16 Sep 2022</p> <p>Between 12 Sep 2022 and 16 Sep 2022</p>	Highway colleagues and utility companies	Reports	Senior Project Leader (Major Schemes) E-mail: steve.brooks@lincolnshire.gov.uk	Market Rasen Wolds
I027827 New!	A1031 Saltfleetby PRN	Open	<p>Leader of the Council (Executive Councillor: Resources, Communications and Commissioning)</p> <p>Executive Councillor: Highways, Transport and IT</p> <p>Between 12 Sep 2022 and 16 Sep 2022</p> <p>Between 12 Sep 2022 and 16 Sep 2022</p>	Highway colleagues and utility companies	Reports	Senior Project Leader (Major Schemes) E-mail: steve.brooks@lincolnshire.gov.uk	Saltfleet and the Cotes

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I027830 New!	Education Provision Planning	Exempt	Executive Councillor: Children's Services, Community Safety and Procurement Between 12 Sep 2022 and 16 Sep 2022	Children and Young People Scrutiny Committee	Reports	Admissions and Education Provision Manager - Children's Services E-mail: matt.clayton@lincolnshire.gov.uk	All Divisions
I027865 New!	HWRC Reception Facilities Dynamic Purchasing System	Open	Executive Councillor: Waste and Trading Standards Between 19 Sep 2022 and 23 Sep 2022	Environment and Economy Scrutiny Committee	Reports	Head of Waste E-mail: mike.reed@lincolnshire.gov.uk	All Divisions
I026328	Grantham Fire Station Refurbishment	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Executive Councillor: Fire & Rescue and Cultural Services Between 26 Sep 2022 and 30 Sep 2022 Between 26 Sep 2022 and 30 Sep 2022	Public Protection and Communities Scrutiny Committee	Reports	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	Grantham Barrowby

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I026240	Surplus Land Disposal	Open	Executive Councillor: People Management, Legal and Corporate Property Between 26 Sep 2022 and 30 Sep 2022	Leader of the Council, Executive Councillor for People Management, Legal and Corporate Property, Executive Director – Resources, Property Board	Reports	Interim Assistant Director - Corporate Property e-mail: paulm.smith@lincolnshire.gov.uk	Bourne North and Morton
I026605	Highways Infrastructure Asset Management Strategy 2022 - 2026	Open	Executive Councillor: Highways, Transport and IT Between 31 Oct 2022 and 8 Nov 2022	Highways and Transport Scrutiny Committee – 12 September 2022 Place DLT Place CLT Informal Executive	Reports	Head of Highways Client and Contractual Management Services E-mail: jonathan.evans@lincolnshire.gov.uk	All Divisions
I026604	Highways Infrastructure Asset Management Plan 2022	Open	Executive Councillor: Highways, Transport and IT Between 31 Oct 2022 and 8 Nov 2022	Highways and Transport Scrutiny Committee – 12 September 2022 Place DLT	Reports	Policy and Strategic Asset Manager E-mail: clair.dixon@lincolnshire.gov.uk	All Divisions
I027826 New!	Horncastle Industrial Estate Expansion	Open	Executive 4 Oct 2022	Executive Director – Place, Economic Development Capital Programme Board (Governance), Development Management, Corporate Property Services, East Lindsey District Council.	Reports	Project Officer - Economic Infrastructure E-mail: hayley.redford@lincolnshire.gov.uk	Horncastle and the Keals
I027868 New!	Extension of the Substance Misuse Treatment Contract	Open	Executive 4 Oct 2022	Adults and Community Wellbeing Scrutiny Committee	Reports	Commercial & Procurement Manager E-mail: carl.miller@lincolnshire.gov.uk	All Divisions
I027867 New!	Expansion of the Lincolnshire Integrated Sexual Health Service Contract	Open	Executive 4 Oct 2022	Adults and Community Wellbeing Scrutiny Committee	Reports	Commercial & Procurement Manager E-mail: carl.miller@lincolnshire.gov.uk	All Divisions

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I026118	The Lincolnshire Secure Children's Home - New Build	Exempt	Executive Councillor: Children's Services, Community Safety and Procurement Between 26 Oct 2022 and 31 Oct 2022	DLT/Executive DLT/Children and Young People Scrutiny Committee	Reports	Head of Service - Children in Care Transformation E-mail: tara.jones@lincolnshire.gov.uk	All Divisions
I026178	Specialist Adults Accommodation at Grange Farm, Market Rasen	Open	Executive 6 Dec 2022	Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Project Manager - Corporate Property E-mail: emma.rowitt@lincolnshire.gov.uk	Market Rasen Wolds
I026109	Household Waste Recycling Centre Operational Contract Procurement	Open	Executive 6 Dec 2022	Environment and Economy Scrutiny Committee	Reports	Head of Waste E-mail: mike.reed@lincolnshire.gov.uk	All Divisions
I025746	Recommissioning of Children with Disabilities services	Open	Executive 7 Feb 2023	Children and Young People Scrutiny Committee	Reports	Strategic Commissioning Manager E-mail: mark.rainey@lincolnshire.gov.uk Strategic Commissioning Head of Service E-mail: charlotte.grey@lincolnshire.gov.uk	All Divisions
I026273	Langrick Road, Boston – Extra Care Housing and Working Aged Adults Accommodation	Open	Executive 7 Mar 2023	Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Project Manager - Corporate Property e-mail: Emma.rowitt@lincolnshire.gov.uk	Boston North; Boston South; Boston West