



County Offices
Newland
Lincoln
LN1 1YL

16 August 2023

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 24 August 2023 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

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

Debbie Barnes OBE
Chief Executive

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

Councillors 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: M Kyle

Parent Governor Representatives: Mrs M R Machin and Dr E van der Zee

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 24 AUGUST 2023**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 29 June 2023	7 - 16
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 2023-24 - Quarter 1 <i>(To receive a report by Caroline Jackson, Head of Corporate Performance, which invites the Board to consider a report on the 2023-24 Corporate Plan performance for Quarter 1 that is due to be considered by the Executive on 5 September 2023. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	17 - 64
8	Commissioning of the Social Care Financial Management System <i>(To receive a report by Mark Williams, Business Change Manager, which invites the Board to consider a report on the Commissioning of the Social Care Financial Management System that is due to be considered by the Executive on 5 September 2023. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	65 - 88
9	Revenue Budget Monitoring Report 2023/24 (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 2023/24 (Quarter 1) which is due to be considered by the Executive on the 5 September 2023. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	89 - 110
10	Capital Budget Monitoring Report 2023/24 (Quarter 1) <i>(To receive a report by Michelle Grady, Assistant Director – Finance, which invites the Board to consider a report on the Capital Budget Monitoring 2023/24 (Quarter 1) which is due to be considered by the Executive on the 5 September 2023. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	111 - 130

- 11 Overview and Scrutiny Annual Report 2022-23** 131 - 150
(To receive a report by Nicola Calver, Member Services Manager, which invites the Board to consider the draft Overview and Scrutiny Annual Report for 2022-23)
- 12 Proposal for Scrutiny Review on Traffic Management in Lincolnshire** 151 - 158
(To receive a report by Nicola Calver, Member Services Manager, which invites the Board to consider a proposal from the Highways and Transport Scrutiny Committee for a potential scrutiny review on Traffic Management in Lincolnshire)
- 13 Scrutiny Committee Work Programmes** 159 - 178
(To receive a report which sets out the work programmes of the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee in accordance with the Board's agreed programme)

ITEMS FOR INFORMATION ONLY

- 14 Overview and Scrutiny Management Board Work Programme** 179 - 194
(To receive a report which enables the Board to note the content of its work programme for the coming year)

Democratic Services Officer Contact Details

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E Mail Address emily.wilcox@lincolnshire.gov.uk

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

- Business of the meeting
- Any special arrangements

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, 24th August, 2023, 10.00 am \(moderngov.co.uk\)](#)

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

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**OVERVIEW AND SCRUTINY MANAGEMENT
BOARD
29 JUNE 2023**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors T J N Smith (Vice-Chairman), Mrs J Brockway, M Brookes, P M Dilks, C S Macey, C E H Marfleet, E W Strengiel and A N Stokes

Councillors: M J Hill OBE, R D Butroid, A Baxter and V Moran (South Kesteven District Councillor) attended the meeting as observers

Officers in attendance:-

Debbie Barnes (Chief Executive), Andrew Crookham (Deputy Chief Executive & Executive Director), Michelle Grady (Assistant Director - Finance), Adam Hopley (Strategic Finance Lead (Corporate), Andrew McLean (Assistant Director - Transformation, Programmes & Performance), Andy Fenn (Head of Facilities Management), Caroline Jackson (Head of Corporate Performance), Dan Charlesworth (Commercial and Procurement Manager – Infrastructure Services), Dave Pennington (Head of Property Development), Jayne Sowerby-Warrington (Assistant Director of Corporate Property), Louisa Harvey (Head of Corporate Systems), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), Natasha Langford (Business Support Officer – Corporate Transformation, Programmes & Performance), Sue Maycock (Strategic Finance Lead - Technical), John Giblin (Strategic Communications Team Leader), Karen Spencer (Head of communications and Engagement), Tracy Johnson (Senior Scrutiny Officer) and Thomas Crofts (Democratic Services Officer)

Councillors Mrs S Woolley and M A Whittington attended the meeting remotely via Teams

Officers in attendance remotely via Teams:-

Glen Garrod (Executive Director of Adult Care and Community Wellbeing), Heather Sandy (Executive Director of Children's Services), Mike Reed (Head of Waste), Keith Noyland (Strategic Finance Lead - Place, Fire & Rescue), Mark Popplewell (Strategic Finance Lead - Children's Services), Martin Smith (Assistant Director of Education), Pam Clipson (Strategic Finance Lead – Adult Social Care & Wellbeing) and Kiara Chatzioannou (Scrutiny Officer)

Also in attendance remotely via Teams:-

Robert Baxter (Link Group)

11 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Martin Kyle Church, Representative Added Member, and Councillors R Kendrick, N Pepper and H Spratt.

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It was reported that, under Regulation 13 of the Local Government Committee and Political Groups Regulation 1990, Councillor A Stokes was replacing Councillor N Pepper for this meeting only.

12 DECLARATIONS OF INTEREST

For openness and transparency, Councillor P Dilks declared that the Deepings Leisure Centre was within his Division and that he had supported the centre's community group, but was not a member.

13 MINUTES OF THE MEETING HELD ON 25 MAY 2023

RESOLVED:

That minutes of the meeting held on 25 May 2023 be approved as a correct record and signed by the Chairman.

14 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Chairman reported that following a recent election for a new Parent Governor Representative, Dr Emile van der Zee had been elected and welcomed him ahead of the next meeting in August.

The Chairman also stated that the proceedings for the meeting would be changed slightly, and that item 9 was to be considered before item 7.

The Chief Executive reported that Childrens Services had successfully completed an Ofsted inspection and that Fire and Rescue Services were awaiting the report from another recent inspection. It was also reported that Adult Social Care were to undergo a new framework review conducted by the Care Quality Commission.

15 CONSIDERATION OF CALL-INS

None had been received.

16 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

17 DEEPINGS SCHOOL LEISURE CENTRE

Consideration was given to a report regarding options considered in relation to the future of the Deeping Leisure Centre, which was to be considered by the Executive on 4 July 2023. The following matters were highlighted:

- Ownership of the Deepings Leisure Centre – the centre was owned by Lincolnshire County Council (LCC) and had been operated by South Kesteven District Council (SKDC) since 1974. The centre was closed by SKDC in July 2021 and a formal decision was made by SKDC in November 2022 to return the asset to LCC in January 2023. LCC took responsibility for the building on 16th January 2023.
- Options considered – a comprehensive option appraisal had been undertaken using the following principles to guide the development of a recommendation:
 1. The preferred option must result in the termination of the existing Tenancy at Will and the successful granting of the 125-year Academy Lease.
 2. The preferred option must ensure no ongoing liability for LCC once implemented.
 3. Due to the existing Tenancy at Will and the requirement for Department for Education agreement, the school needed to be supportive of any recommendation.
- It was recommended that disposal of the asset was adopted. This recommendation enabled LCC to rigorously canvas the Leisure market and within the limitations of a freehold sale seek to influence the outcome so that the Leisure Centre was brought back into use and allow LCC to finalise the lease and relinquish all associated liabilities.
- Should the Expression of Interest exercise fail to provide the required outcome, it was recommended that demolition be undertaken. However, this option required a capital sum.

The Board was addressed by Councillor Virginia Moran, South Kesteven District Councillor for the Market and West Deeping ward and chair of the Deepings Leisure Centre Community Group, and Councillor Ashley Baxter, County Councillor and Deputy Leader of South Kesteven District Council, who were both supportive of the proposals to the Executive.

The Board welcomed and supported the proposals which provided the local community with an opportunity to find a third party to purchase and operate the leisure centre, but recommended that an end date needed to be agreed in order to move forward. The Board proposed that an end date in nine months time should be considered, subject to further advice from Corporate Property on the feasibility of this timescale. The Board requested a progress update on the proposals in nine months time.

As part of the Board's consideration of this item, the following information was confirmed:

- In relation to the former grant of approximately £124,000 from the County Council to assist with the running of the leisure centre, this ceased when the Deepings school converted from a local authority maintained school to an academy. When the school became an academy, the assets transferred over to the school (via a Tenancy at Will – a precursor to a 125 year lease) from the County Council, with the exception of the leisure centre building which the school did not want transferring to them. The Leisure Centre at that time was operated by South Kesteven District Council.

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29 JUNE 2023

- With respect to the disposal of the land to the academy, it was confirmed that the land would be passported under the Academy Act 2010 at no cost to the academy on a standard 125 year Academy lease.
- With regards to any potential funding from the government to assist with the re-opening of the Deepings Leisure Centre, it was confirmed that there may be some grant funding available, and Sir John Hayes MP, with an interest in bringing the Leisure Centre back into use, was attempting to source some additional funding.

RESOLVED

1. That the Board note the report and comments made be passed on to the Executive in relation to this item.
2. That the Board support the recommendations to the Executive as stated in the report.

18 CORPORATE PLAN SUCCESS FRAMEWORK 2022/23 - QUARTER 4

Consideration was given to a report which gave an overview and context regarding performance against the Corporate Plan as at 31 March 2023. The following matters were highlighted:

- Of the 35 KPIs where an ambition had been set, 31 were compared with an updated position for quarter 4. It was recognised that the last 12 months had been challenging and it was therefore positive to see 71% of KPIs exceeding or achieving the ambition that was set.
- It was reported that:
 - 5 KPIs exceeded the ambition.
 - 17 KPIs achieved the ambition.
 - 9 KPIs did not achieve the ambition.
- Attention was drawn to new indicators that had been added to the Corporate Plan as well as the new ambitions that had been set for 2023/24.

During its consideration, the Board was provided an overview of the nine indicators, which had not been achieved. Three of these nine indicators related to academic achievement, and in this regard, the Board was advised that the targets had been challenging given the impacts of the pandemic, and the loss of time in schools for many pupils. These targets would continue into 2023-24. Two of the indicators were based on 'good' or 'outstanding' ratings for schools, and would become contextual measures for 2023-24. The remaining four indicators had seen improvements, and although were still below target they remain as targeted measures in the 2023-24 framework.

The Board's specific comments and clarifications were on these specific indicators:

- PI 37 – Recycling Rate (New National Formula) – the Board was advised that as each local authority across the country may have slightly different arrangements, it was

understandable when confusion occurs. In addition, to general campaigns to reduce contamination of recycled materials, there was specific work in primary schools, although it would always be a challenge to influence behaviours. People with disabilities could be supported using recycling bins by their families or carers, or ultimately receive advice from their waste collection authority.

- PI 68 – Percentage of Three to Four Year Olds Taking Up Universal Entitlement – The Board was advised that the reason that eight per cent of children were not taking up the universal entitlement was most likely a combination of parental choice; and a lack of awareness of the offer. In relation to the latter, as set out in the report, there were several initiatives aimed at raising awareness, including engagement events over holiday periods, and support from the Council's partners.
- PI 1 – Percentage of Schools Judged 'Good' or 'Outstanding'; PI 2 – Percentage of Pupils in 'Good' or 'Outstanding' Schools (Pages 195-196) – the Board reflected on the extent to which the level of academisation of schools in the county was largely or partly responsible for the non-achievement of these two indicators.

RESOLVED

1. That the Board note the report and comments made be passed on to the Executive in relation to this item.
2. That the Board support the recommendations to the Executive as set out in the report.

19 BUSINESS WORLD SYSTEM REDESIGN PROJECT UPDATE

Consideration was given to a report which provided an update on the progress of the Business World ERP System Re-design project. The following matters were highlighted:

- Implementation of the project had been completed, with the system going live on 6 April 2023.
- Reviews had shown that key activities had been completed on time, which included the transfer of data and business readiness capabilities.
- Weekly meetings were put in place to identify initial teething issues.
- All staff had been paid on schedule, with no significant issues having been repeated.
- It was identified that some system users were not always completing forms fully – further guidance materials had been created to help aid users.
- A review of the processing of forms was underway with Serco to help identify efficient working practises.
- Data quality was continually monitored after cleansing to ensure integrity.
- Inbuilt system alerts were now in place, and greater clarity had been achieved for users using the leave booking system.
- Project close down was now underway.

The Board discussed the report and the following matters were raised:

- Assurance was given that all supplier payment backlogs had been cleared and that all suppliers had been paid on time in line with established payment terms.
- Bank holidays had compounded the temporary shutdown of the system during the data transfer period but did not impact timescales for the rollout of the system.
- Improved payment submission forms had been created to help ensure mandatory fields were easier to fill out, alongside additional guidance.
- Further details on the specific improvements of the new system were to be circulated to the Board.

RESOLVED

1. That the report and comments made be noted.
2. That the Board agree assurance on the implementation of the new Business World system.
3. That further details on the specific improvements of the new system be circulated to the Board.

20 REVIEW OF FINANCIAL PERFORMANCE 2022/23

Consideration was given to a report on the review of the Council's financial performance 2022/23 The following matters were highlighted:

- Inflationary pressures had substantially impacted financial performance over the past year past year. The Council reflected this risk during the financial planning process and increased the corporate contingency to £6.500m in direct response to the excessive inflationary increases around supplies and services costs and utility costs. In addition, the Council allocated a further £2.392m to help deal with wider inflationary pressures.
- Despite the challenges, the Council had achieved an overall revenue underspend of £12.749m on council budgets, which was mainly due to additional government grant received for business rates which had not been planned for in the budget. The net capital expenditure was £101.566m – 33% less than had been planned which was mainly due to timing and slippage of the delivery of major roads schemes.
- All underspends on service revenue budgets of up to 1% were to be carried forward, with overspends in Place and F&R not being carried forward. Planned usage of these 1% carry forwards will be determined by the Executive Director in conjunction with portfolio holders. The remaining £10.045m of revenue underspend will be added to the development fund reserve to support emerging council priorities.

As part of the Board's consideration of this item, the following information was confirmed:

- In response to the existence of observable trends in expenditure and the awareness of relevance to such government announcements, Officers explained that the inflation impact and the education travel budget continued to be of concern. A contingency around the first has been retained and a contingency was introduced specific to

education travel. Budgets for 2024/25 were anticipated to be static, whereas foresight indicated that budgets would continue being under pressure in the 2025/26 period. Therefore, scenario planning was a core activity. Assurance was provided that the Board would receive further information as part of the process for setting the budgets for the next financial year.

- Relevant to the Fairer Funding Review, it was confirmed that it extended beyond the current government period; potential funding reductions were being factored into that, along with challenges experienced around inflation and interest rates which had an impact on government borrowing. Officers provided assurances that careful planning was employed as a measure of securing the Council's future position beyond the next financial year. The Leader of the Council added that pressures were covered by contingencies; these were being built into next year's base budget, acknowledging that further information on additional funding was anticipated around the same time as budgets were being set. It was also noted that any underspend was put forward to the Council in September 2023 for decision on how that may be used/allocated. In the interim, funds remained under development funding, until further notice.
- In relation to underspend and how that affected totals when moved across different pots of funding, Officers explained that when budgets were set, overall pressures were considered for decisions such as around allocation, council tax and services funding to be made. Money set aside to contingencies allowed for addressing additional costs (e.g., pay award due to additional inflation on education travel); otherwise, funds were being allocated and spent elsewhere which posed a potential threat to the Council's ability to deal with unexpected pressures.
- Relevant to settlement agreements, Officers clarified that they had received indications of what the settlement would be for 2024/25, but this was likely to be followed by savings and potential austerity measures in subsequent years. The settlement was expected in December 2023, following which a new spending review period would be entered into under the remit of the new government.

RESOLVED

1. That the Board support the recommendations to the Executive as set out in the report.
2. That the Board note the report and comments made be passed on to the Executive in relation to this item.

21 TREASURY MANAGEMENT ANNUAL REPORT 2022/23

Consideration was given to a report which brought the Treasury Management Annual Report 2022/23 to the Board for review. The Key Points Summary was reported in detail and the independent advisor from Link Asset Services made the following comments:

- The Council's borrowing and expenditure was in line with the average in comparison to other county councils.
- The Council's external borrowing was being presently managed under the current economic circumstances.

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29 JUNE 2023**

- Overall, the Council was in a good position.

The Board discussed the report and the following matters were raised:

- Internal borrowing was set to continue.
- External borrowing was not set to be pursued in the short term and was only to be considered if a minimum level of cash was reached and was necessary to ensure cash flow.
- The current borrowing rate of the Council was largely influenced by legacy borrowing at the present time.
- Bank rates were calculated on various factors including governance and performance, and adverse economic conditions did not wholly effect rates.

RESOLVED

1. That the report and comments made be noted.
2. That the Board endorse the Treasury Management Annual Report for 2022/23.

22 PROPERTY SERVICES RE-COMMISSIONING

Consideration was given to a report on property services recommissioning, which was due to be considered by the Executive on 4 July 2023. The Board was guided through the report and the following matters were highlighted in detail:

- The Council's move towards a corporate landlord approach necessitated changes in terms of managing contractors.
- It was proposed that the current contract be recommissioned subject to the new changes outlined in the report.
- The changes were outlined as follows:
 - The Council was to move away from one overarching contract to a number of smaller contracts to ensure flexibility and responsive administration.
 - The in-sourcing of estates and data as well as a number of other posts to manage the contracts and ensure compliance was to be pursued. This included the resourcing of a number of new posts.
 - Savings were anticipated to be found in streamlining the management of the contractor and ensuring greater performance and compliance.
 - The savings were anticipated to be worth £380,000.

As part of the Board's consideration of this item, the following information was confirmed:

- With regards to whether there would be sufficient qualified staff within the Corporate Property team, it was confirmed that there were enough across the client team and Vinci Kier but not necessarily in the correct places. Currently, the only qualified chartered surveyor within the team was the Assistant Director for Corporate Property. The other qualified chartered surveyors were currently provided by Kier

and sat within the estates and property records team, so it was proposed to bring this service in house to strengthen the client team and improve synergies and robustness.

- With the adoption of the corporate landlord approach, the direction of travel for the property services offer based on lessons learned from the current contract, and looking at the market and other local authorities with similar property services contracts, it was considered that going forward this was the right model for delivery and reflected and replicated best practice elsewhere.
- In relation to the personal liability of the staff, it was confirmed that the insourcing of asbestos management, fire and legionella management would provide a more robust management set up to ensure these areas were covered. This new delivery model would give officers and the Council more protection by ensuring the Council was fulfilling its statutory duties.
- Smaller jobs were currently added to a repairs and maintenance programme and planned in depending on the priority level. The new minor works manager would help to improve the processes for smaller jobs, which amount to nearly 10 000 jobs a year, and drive down the costs while ensuring the jobs were completed properly with the quality required. The current contract had the ability to potentially make these jobs a little bit more expensive as it used the target cost system which meant that it was in the contractor's interest to make the costs higher to start with so that they remained within their KPIs. The new contract would use actual priced costs so the Council would have a market price it deemed acceptable to pay, which would give the Council more control to make sure that the contractor was not able to charge more than they should be doing. When building and designing the new contract, consideration would be given to how these smaller jobs would be managed and completed, and the priority levels would be changed to reduce the lengthy timescales.

RESOLVED

1. That the Board note the report and comments made be passed on to the Executive in relation to this item.
2. That the Board support the recommendations to the Executive as set out in the report.

23 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The work programme was noted.

The meeting closed at 12.22 pm

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Open Report on behalf of Andrew Crookham Executive Director – Resources

Report to:	Overview and Scrutiny Management Board
Date:	24 August 2023
Subject:	Corporate Plan Success Framework 2023-24 - Quarter 1

Summary:

This report invites the Overview and Scrutiny Management Board (OSMB) to consider a report on the 2023-24 Corporate Plan performance for Quarter 1 (Appendix 1), which will be presented to the Executive on 5th September 2023. The views of the Board will be reported as part of its consideration of this item.

This report also sets out the performance of the service level performance indicator for 2023-24 Quarter 1 that is within the remit of OSMB.

Full service level reporting to all scrutiny committees can be found here: [Corporate plan – Performance data - Lincolnshire County Council](#).

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

1. Background

The Corporate Plan was approved by the County Council on 11 December 2019 and the Executive approved the initial Corporate Plan Success Framework (CPSF) 2020-21 on 6 October 2020, with subsequent reviews and developments made thereafter.

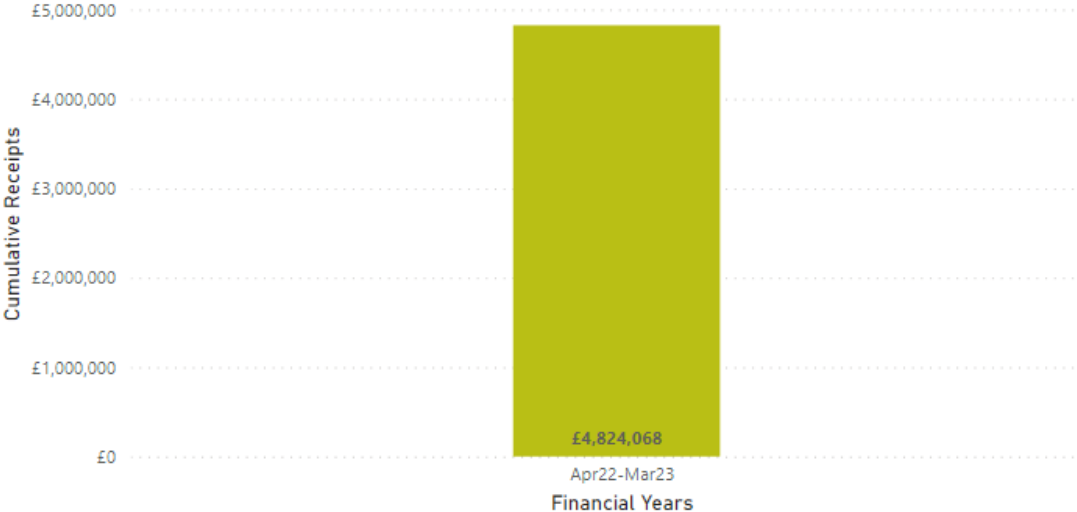
The Corporate Plan has been refreshed for 2023-24 and was approved by the County Council on 19th May 2023. In order to align to the refreshed Corporate Plan, with effect from Quarter 1 2023-24, all performance is reported against the revised CPSF.

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](#).

1.1 The accompanying appendix details the report to the Executive (Appendix 1).

1.2 Service level performance indicator within the remit of Overview Scrutiny and Management Board is reported as Contextual (no target).

PI 95 Capital Receipts



Progression of this Performance Indicator is through property disposal towards a biennial set capital receipts target (2022-2024). The total receipts completed for 2022-23 are £4,824,068. A further £5,491,000 of offers have been accepted by LCC and these receipts are with Legal Services and are due for completion within the measured period (2022-2024), bringing the total current forecast to £10,315,068. Additional receipts that would bring the receipt total above £14m are being progressed by Corporate Property and Kier Estates but it cannot be confirmed at this time that this will be reached by the end of the financial year (2023-24).

2. Conclusion

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

Members of OSMB 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

a) 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.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on Performance reporting against the Corporate Plan Success Framework 2023-24 – Quarter 1, to be presented to the Executive at its meeting on 5 th September 2023.

5. Background Papers

No background papers within Section100D 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.

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

Report to:	Executive
Date:	5 September 2023
Subject:	Corporate Plan Success Framework 2023-24 - Quarter 1
Decision Reference:	I029356
Key decision?	No

Summary:

This report presents an overview of performance against the Corporate Plan as at 30th June 2023. Detailed information on performance can be viewed on the Council's [website](#).

Recommendation:

That performance for Quarter 1 2023-24 as at 30th June 2023 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 CP has been refreshed in order to recognise that additional or different actions are required during the life of the Plan to build on progress and to keep the Plan relevant to changing context and challenges. This refresh was agreed at the full Council meeting on the 19th May 2023 and reflects:

- Progress on delivering the plan since 2019.
- Changes in the Council's operating environments including local priorities, funding and changes in national policy.
- Changing lifestyles, needs and public service recovery from the coronavirus Pandemic.
- Further actions needed to deliver on the Council's ambitions for Lincolnshire's Residents.

1.2 The Corporate Leadership Team (CLT) and Assistant Directors (ADs) have developed the Corporate Plan Success Framework (CPSF) which identifies the developmental activities and Key Performance Indicators (KPIs) that will be undertaken in order to achieve the four ambitions outlined in the CP. This framework has been revised to align with the refreshed plan and was agreed by the Executive on the 4th July 2023.

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 CPSF includes contextual KPIs, where an ambition has not been set. These are RAG rated by Executive Directors and consideration is given to whether they are:-
- 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.

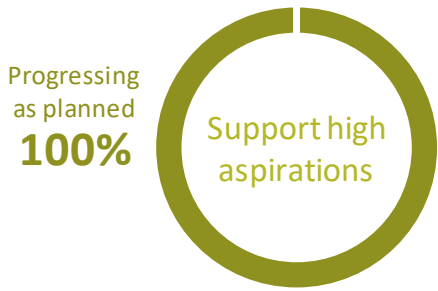
Where it is felt appropriate to raise it with the Executive, they are included in the narrative of this report.

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 2023-24. Progress is an objective judgement by the service against the milestones.
- 3.2 To summarise, of the **38 activities** with milestones due to be reported in quarter 1, **100%** are rated as **Progressing as planned**.

38	Progressing as planned	Current milestone achieved and activity overall is expected to be achieved either on time or ahead of timescales.
0	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.
38		Overall performance of activities



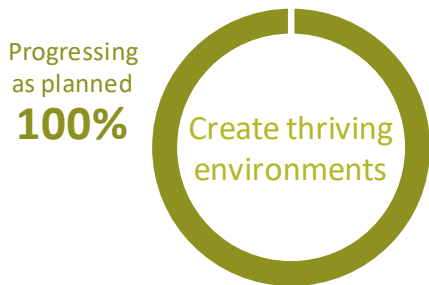
Activities
6

Ambition
Progressing as planned



Activities
12

Ambition
Progressing as planned



Activities
9

Ambition
Progressing as planned



Activities
11

Ambition
Progressing as planned

3.3 There are no key activities that are rated Red or Amber (**Not progressing as planned** or **Progress is within agreed limits**) this quarter.

4.0 Key Performance Indicators (KPIs)

4.1 Of those KPIs where an ambition (target) has been set, 23 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 78% of KPIs exceeding or achieving the ambition that was set:-

- **3 exceeded the ambition**
 - **PI 39** Household waste to landfill ☆
 - **PI 64** Customers' level of satisfaction ☆
 - **PI 93** Percentage of ultrafast broadband coverage in residential & business premises ☆

- **15 achieved the ambition**
 - **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 16** Percentage of social care providers in Lincolnshire with a CQC inspection rating of 'good' or 'outstanding' ✓
 - **PI 17** The percentage of adults aged 18 to 64 in receipt of an adult care service who are receiving these in the community. ✓
 - **PI 18** The percentage of adults aged 65 and over in receipt of an adult care service who are receiving these in the community. ✓
 - **PI 25** For adults discharged from hospital, the percentage who remain at home 91 days after discharge. ✓
 - **PI 36** Household waste collected ✓
 - **PI 43** Percentage of contacts resolved through early resolution ✓
 - **PI 44** Days lost to sickness absence per FTE ✓
 - **PI 72** Safeguarding cases supported by an advocate (where appropriate) ✓
 - **PI 73** Concluded safeguarding enquiries where the desired outcomes were achieved ✓
 - **PI 74** Number of people accessing learning & skills ✓
 - **PI 79** Proportion of Adults with a learning disability in paid employment ✓
 - **PI 80** Proportion of Adults with a learning disability in paid employment and volunteering ✓
 - **PI 82** Number of businesses supported ✓

- **5 did not achieve the ambition**
 - **PI 15** Percentage of children in care living within a family environment ✗
 - **PI 37** Recycling Rate (new national formula) ✗
 - **PI 38** Recycling at County Council owned Household Waste Recycling Centres ✗
 - **PI 76** Carers supported in the last 12 months ✗
 - **PI 78** Carers who have received a review of their needs ✗

4.2 Exceeded ambition

4.2.1 Support high aspirations

None in Quarter 1

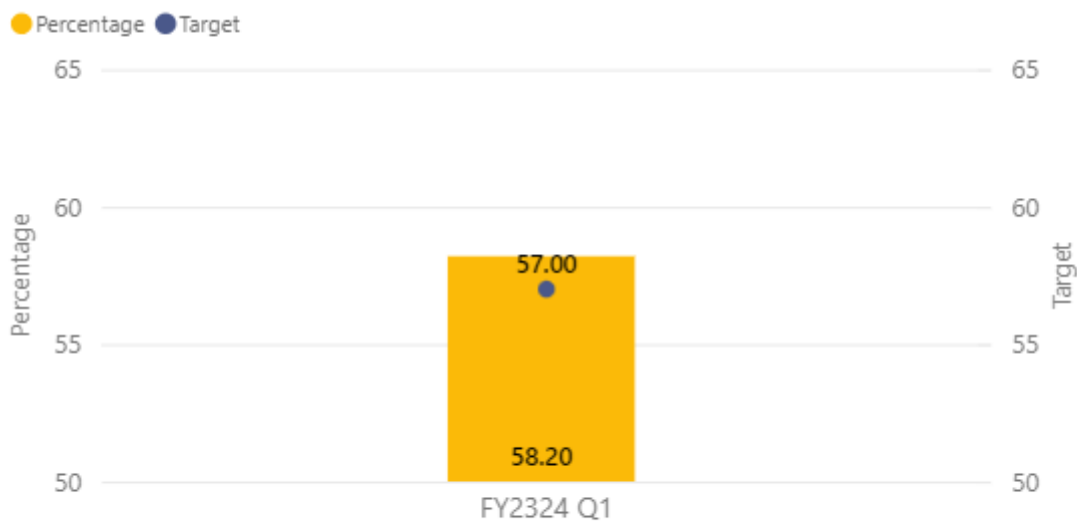
4.2.2 Enable everyone to enjoy life to the full

None in Quarter 1

4.2.3 Create thriving environments

A summary of all Waste PIs is in section 4.5

PI 93 Percentage of ultrafast broadband coverage in residential & business premises ☆

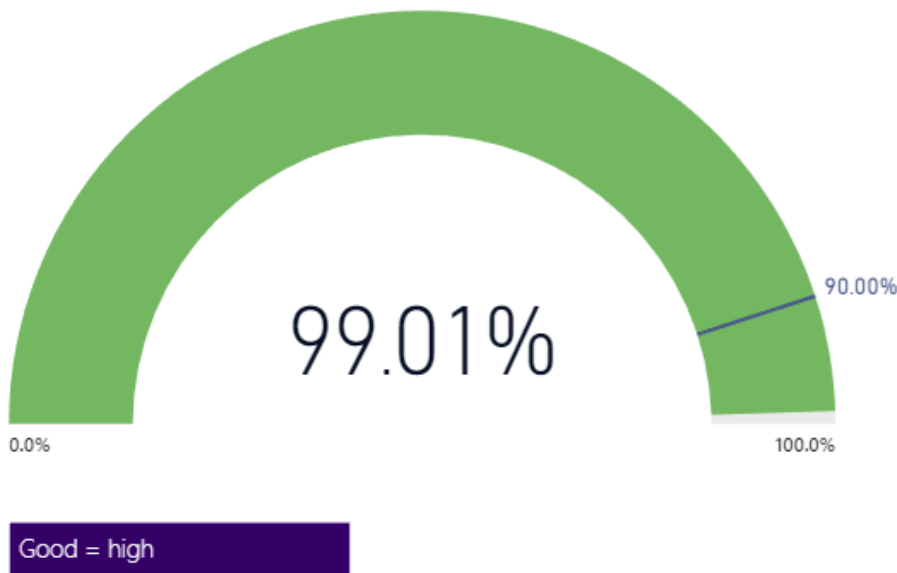


Good = high and achieving the ambition

Ultrafast broadband continues to be deployed successfully across the county as a result of both commercially driven deployments and the ongoing LCC contract with Quickline Communications. At this point in time, the numbers of premises upgraded is within annual target range.

4.2.4 Provide good value council services

PI 64 Customers' level of satisfaction ☆



The Quarter 1 results continue the achievement of the PI observed in its first full year of Corporate reporting.

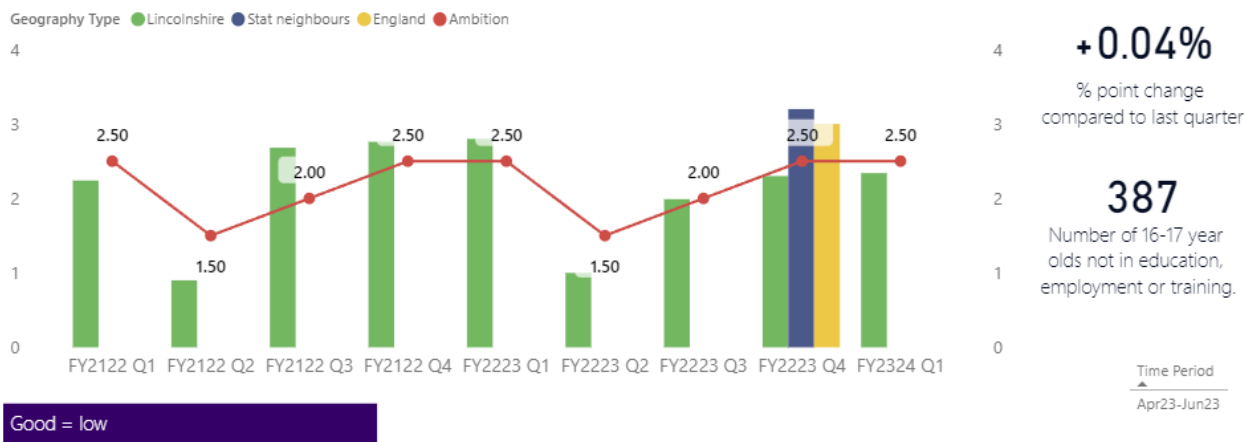
There was a slightly reduced quantity of surveys offered which was agreed as part of the Customer Service Centre's work in supporting the transfer to the Council's new telephony system. Despite this the result remains statistically significant with confidence in the score.

The result is particularly strong given the support that the Customer Service Centre provided to the telephony project throughout the quarter.

4.3 Achieved ambition

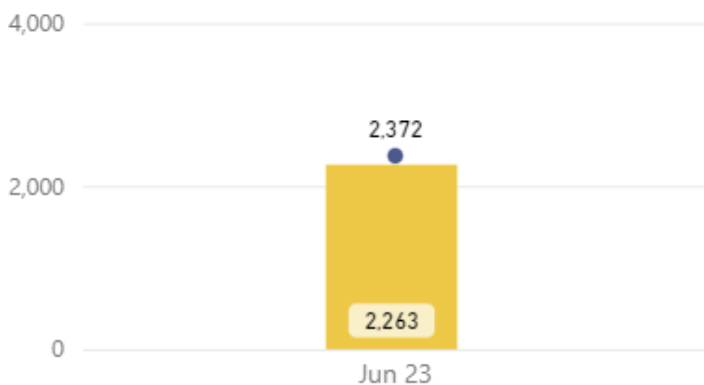
4.3.1 Support high aspirations

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



The Quarter 1 performance (2.34) is the last recorded position for this academic year and as expected the number of 16 and 17 year olds not in education, employment or training is on target.

PI 74 Number of people accessing learning & skills ✓



The number of adults accessing Learning and Skills at the end of Quarter 1 was 2,263 compared to the target of 2,372, meaning that performance is on plan.

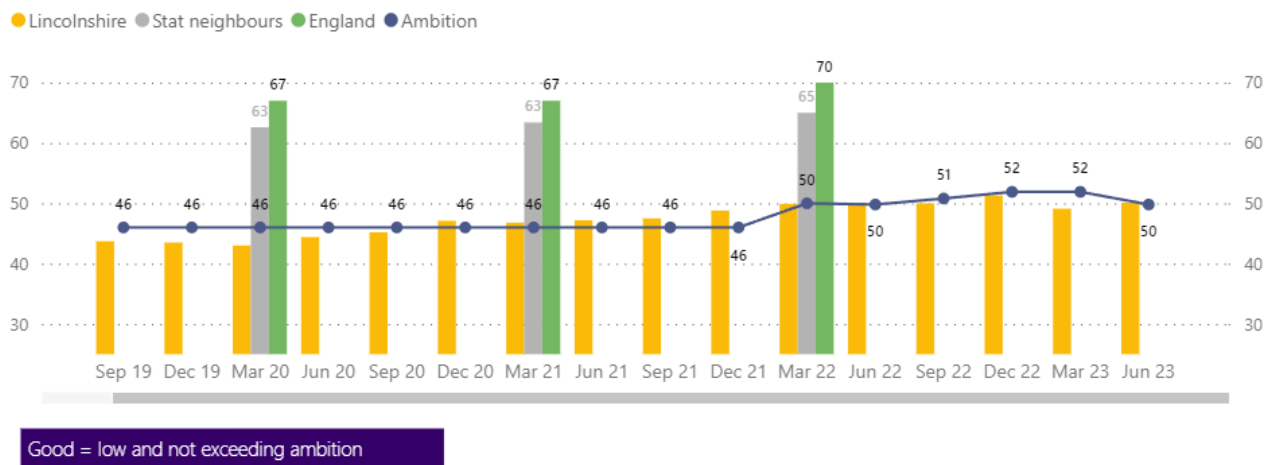
Amongst these learners were 313 that attended Multiply programmes designed to increase levels of numeracy across the County; 125 that were studying a range of qualification programmes and a further 1,825 that were engaged on adult skills courses, including family learning programmes. With a continued focus on widening participation and supporting employability, 48% of learners attended courses designed to provide skills for work readiness, with 25% attending courses relating to the health and care sectors and a further 15% to digitisation.

Provision is planned, delivered and aimed at targeted learners with the effect that 53% of learners were unemployed, 45% of learners had no, or low level of qualifications, 44% were male learners, and 35% of learners had a learning difficulty or disability. Focusing on 'filling the gaps' in areas of

deprivation across the County, 21% of all learners lived in Lincoln, 19% in West Lindsey, 16% in South Kesteven and 13% in East Lindsey.

4.3.2 Enable everyone to enjoy life to the full

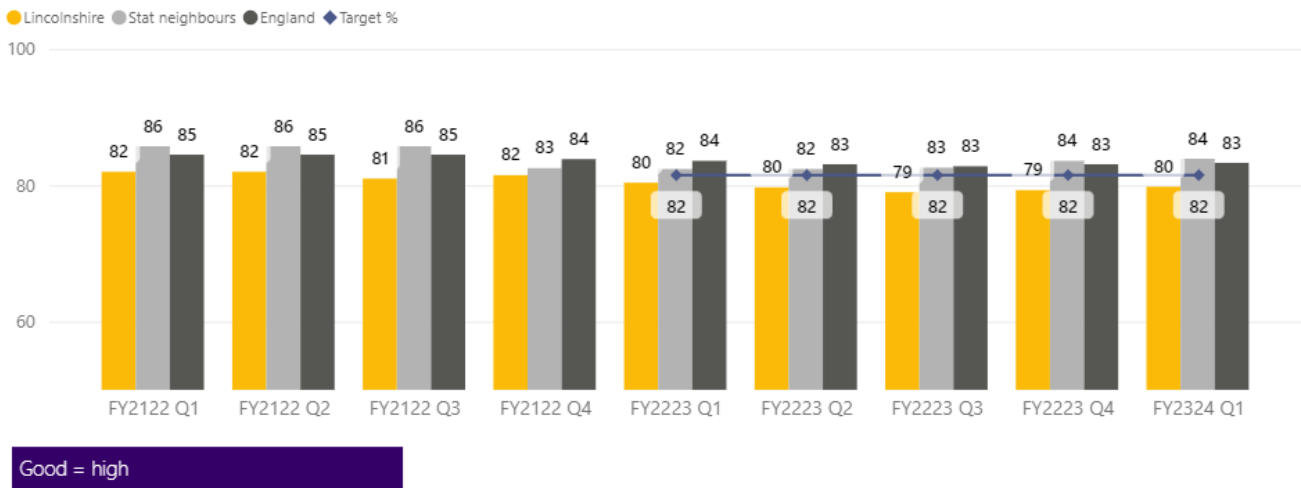
PI 14 Rate of children in care (per 10,000) ✓



At 50.1% this measure is just over the target (49.8%) but is within tolerance and has therefore achieved this quarter. This target has been revised upward in comparison to recent years to take into account the effects of the National Transfer Scheme and the number of children in care per 10,000 remains at a relatively high level compared to recent years. The recent 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 144 children which equates to 0.1% of the general child population and therefore there continues to be a likely impact of growth going forward.

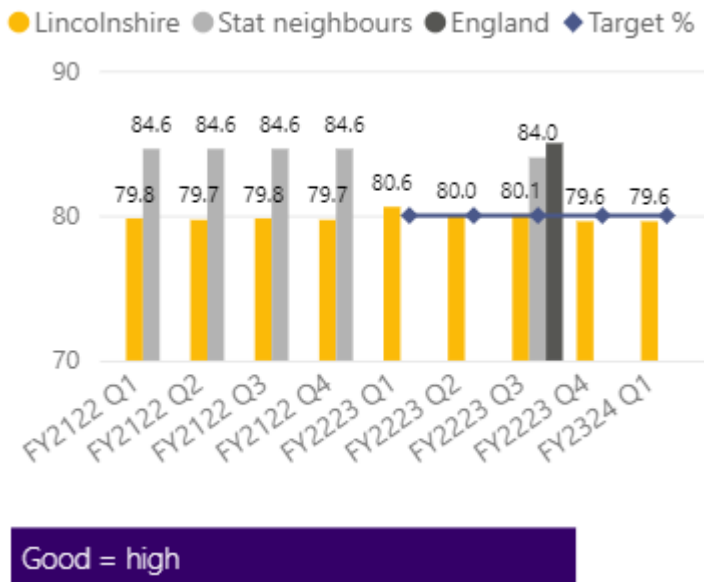
Despite the recent growth and the potential for future increase there continues to be an emphasis on prevention from children coming into care and exit planning from the care system where it can be achieved. However, even with the increase, the Lincolnshire number of Children in Care (CiC) per 10,000 remains significantly below the most recent published figures both nationally and by our statistical neighbours (70 per 10,000 and 65 per 10,000 respectively as of 31st March 2022).

PI 16 Percentage of social care providers in Lincolnshire with a CQC inspection rating of ‘good’ or ‘outstanding’ ✓



In Quarter 1 at 79.8% the percentage of social care providers in Lincolnshire with a CQC rating of good or outstanding is slightly higher than in Quarter 4 2023 (79.3%) and remains within the target tolerance. The number of registrations has decreased by 1 from the previous quarter and we have seen an increase by 1 for the number with a good or outstanding rating. Performance across our CIPFA group has increased to 83.9% compared to 83.6% last quarter and England has increased to 83.3% from 83.1%.

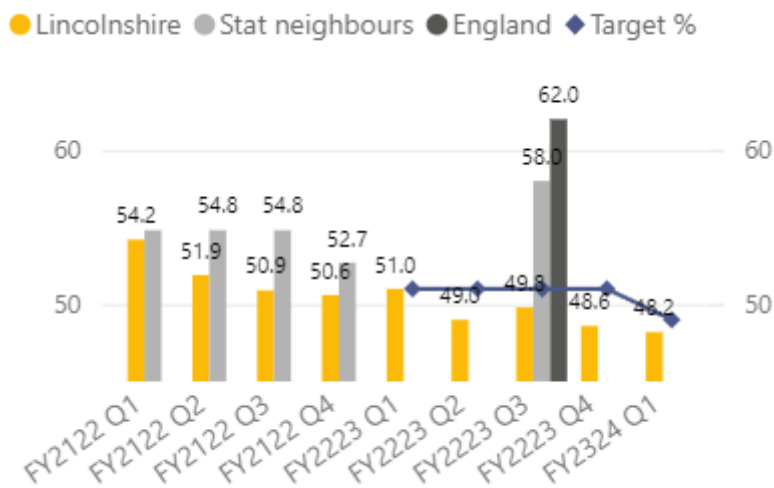
PI 17 The percentage of adults aged 18 to 64 in receipt of an adult care service who are receiving these in the community ✓



The level of performance (79.6) is in line with the previous quarter (79.6) and the target has been achieved. Further improvement against this measure is largely dependent upon the development of additional community-based accommodation options suitable for a diverse range of needs. Whilst

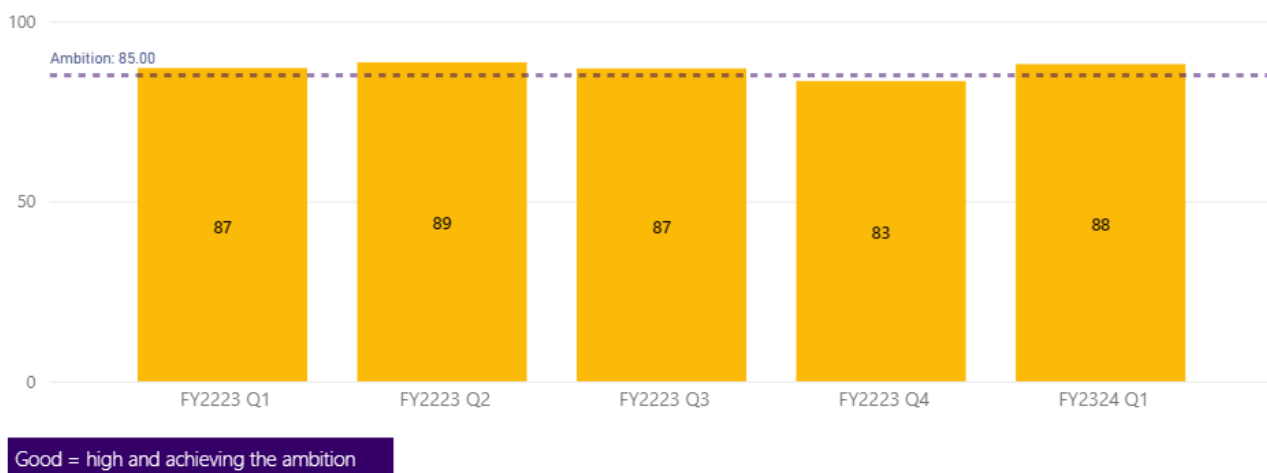
there is a significant investment in Extra Care housing for older people it is also important that a similar programme of investment is progressed for working age adults. This will help to maximise people’s independence and reduce reliance on residential and nursing care.

PI 18 The percentage of adults aged 65 and over in receipt of an adult care service who are receiving these in the community ✓



The level of performance (48.2) is consistent with the previous quarter (48.6). The proportion of older adults living in the community is impacted on by the large proportion of adults aged 85+ with physical support needs who need residential or nursing care.

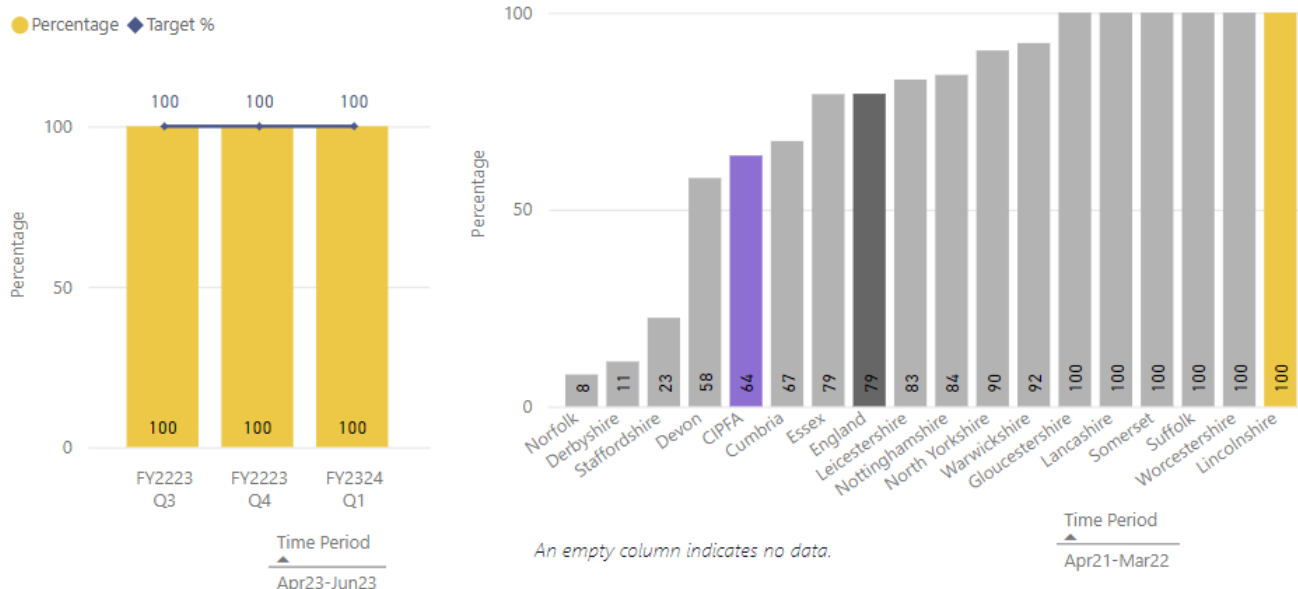
PI 25 For adults discharged from hospital, the percentage who remain at home 91 days after discharge ✓



The target has been achieved which is positive, evidencing that people have received an appropriate assessment of their needs to ensure they remain at home following discharge from hospital. Of the 1,341 discharges that are at home after 91 days, 264 of these are at home receiving

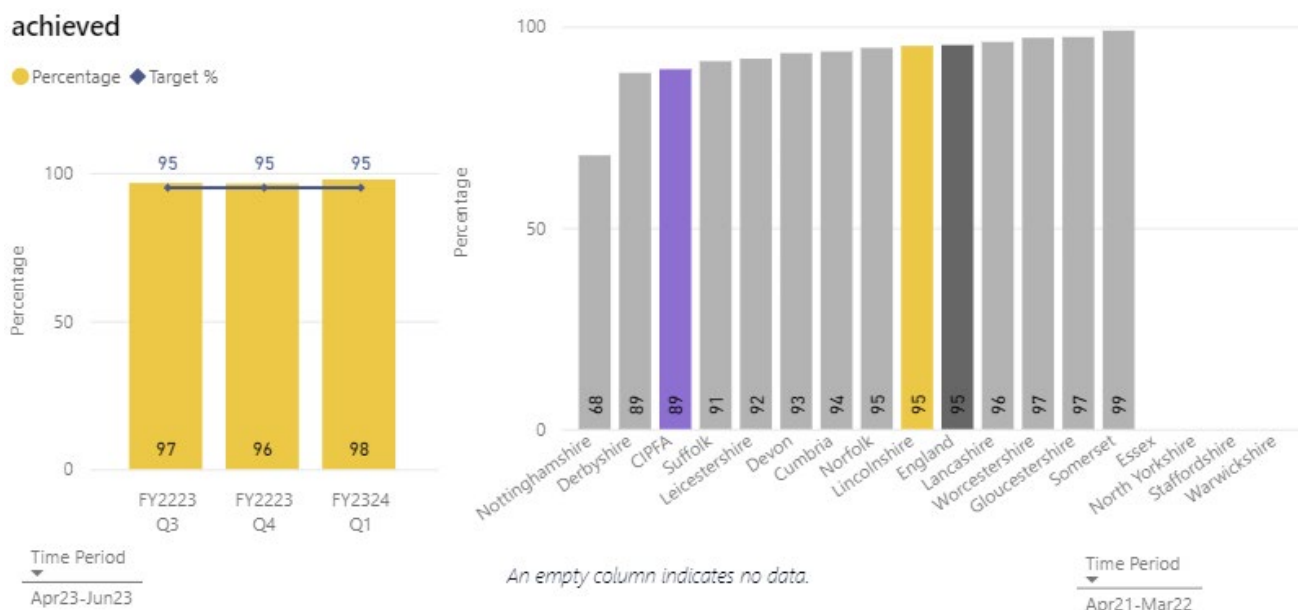
a long-term support service (e.g. home care). Of the 181 clients not at home on the 91st day, 105 of these are now in Long Term residential care.

PI 72 Safeguarding cases supported by an advocate (where appropriate) ✓



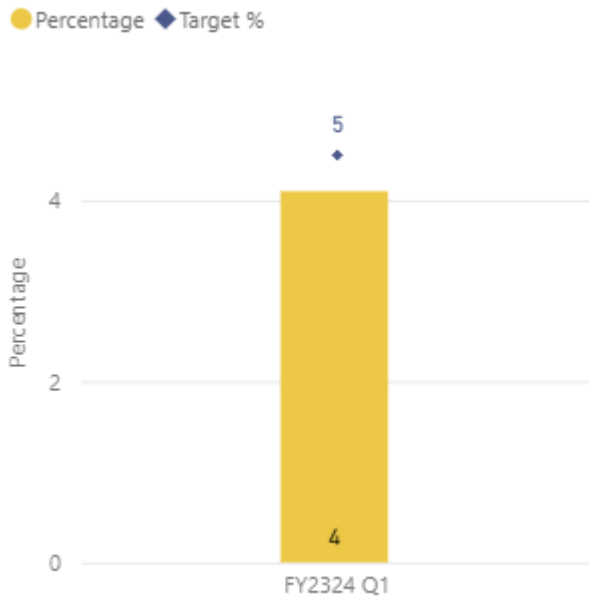
This measure is consistently met and demonstrates that individuals are provided with the necessary support to share their views and wishes.

PI 73 Concluded safeguarding enquiries where the desired outcomes were achieved ✓



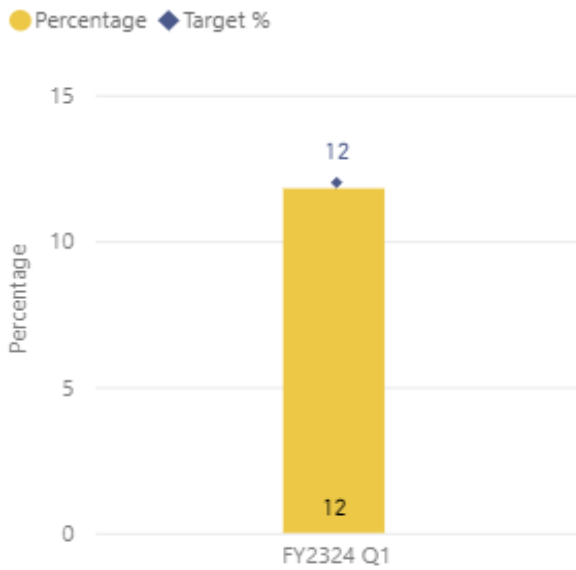
This target has been met. Understanding what being safe means to the individual and working with them to attain this supports independence, choice and control, helping to build resilience which can prevent further risk.

PI 79 Proportion of Adults with a learning disability in paid employment ✓



The figure for Quarter 1 is 4.1% which is within the target tolerance. There is a lot of work undertaken to support clients with a learning disability to find work but this is challenging due to the complex needs of many of our clients and the work opportunities available in Lincolnshire. A lot of work takes place with the Maximum independence team and the new Job coaches that have been set up to assist clients to explore the employment world. We expect the number accessing employment to increase over the year.

PI 80 Proportion of Adults with a learning disability in paid employment and volunteering ✓

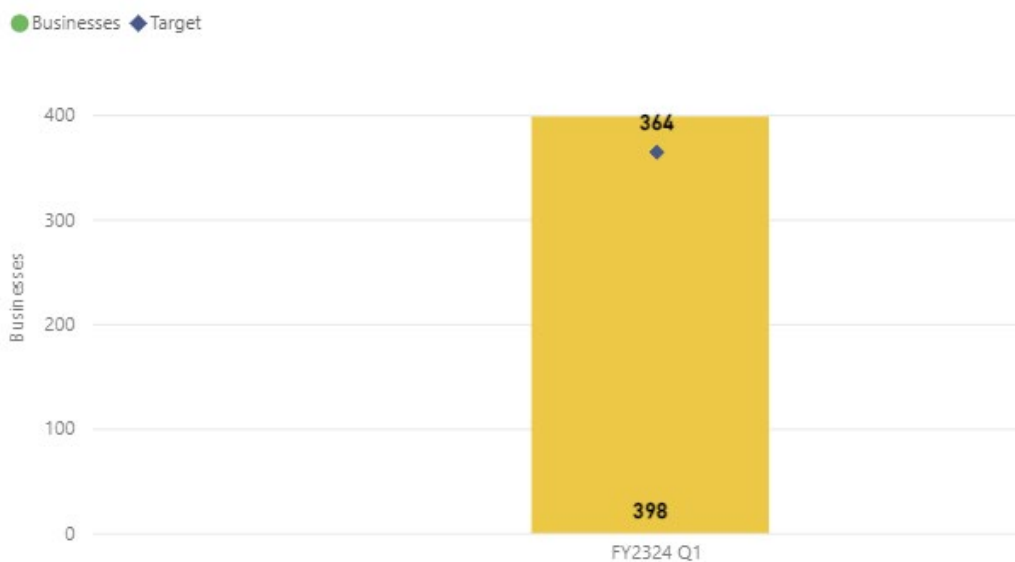


The figure for Quarter 1 is 11.8% which is within the target tolerance and reflects the work of the learning disability team to support clients to find volunteering opportunities.

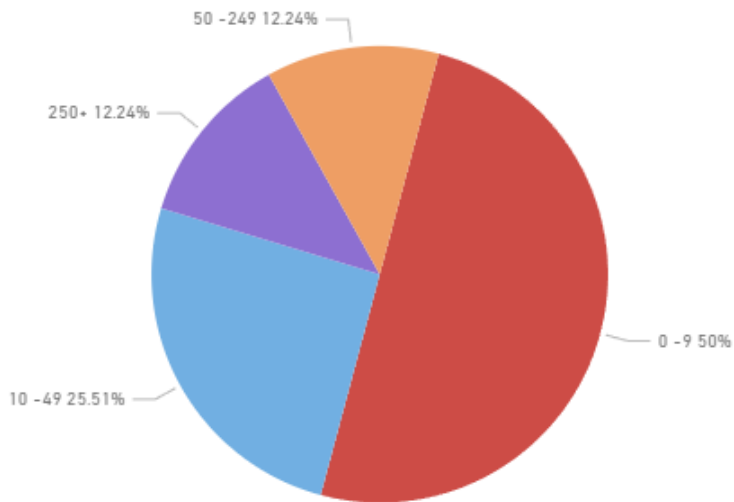
4.3.3 Create thriving environments

A summary of all Waste PIs is in section 4.5

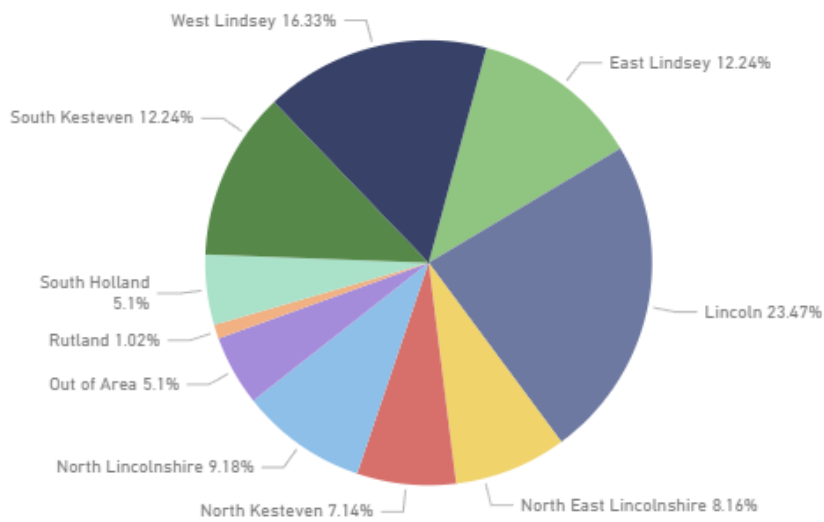
PI 82 Number of businesses supported ✓



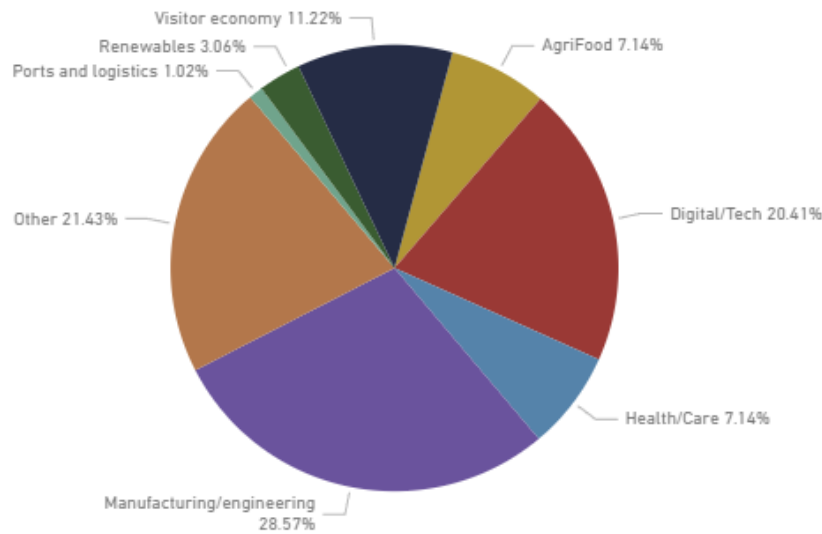
Businesses Assisted by Priority Size



Businesses Assisted by Location



Businesses Assisted by Priority Sectors



Performance for Quarter 1 has seen 398 Businesses Supported – above the target of 364.

The Business Lincolnshire Growth Hub has supported 207 businesses in Quarter 1 with a further 39 grants being paid from the final stage of European Regional Development Fund programme.

The Growth Hub's programme for high growth businesses, 'Next Level' Scale Up programme continues to be well received during Quarter 1 as have the Manufacturing Transformation and Supply Chain Support programmes. As Quarter 1 saw the European funded, £7.2m, Business Lincolnshire Sustainability Business Growth 2 programme finish, work is now being undertaken to embed the replacement support programme the Business Lincolnshire Shared Service, funded through contributions of UK Shared Prosperity Fund (UKSPF) from the opted in Local Authorities. This service offers generalist and specialist advisory services as well as a range of programmes such as Start Up Support, support aimed at the Retail Leisure and Hospitality industries as well as Social Economy, Manufacturing and Carbon Reduction. This is supported by an online, on demand workshop programme and a tailored communication campaign.

Through the Inward Investment team offer which includes Team Lincolnshire (TL), inward investment enquiry handling and the account management of foreign owned businesses, our services have supported 187 businesses during Quarter 1. Support has included attendance and investor networking at the UK Food Valley Brunch at the Lincolnshire Show.

The Economic Infrastructure Business Accommodation Portfolio consists of leasehold units in six business centres, 48 industrial workshops and eight miscellaneous premises across 24 estates in 18 towns. The overarching aim of the service is to provide suitable premises and tenancies to support new and young small and medium businesses and enhance economic growth and job creation across Lincolnshire.

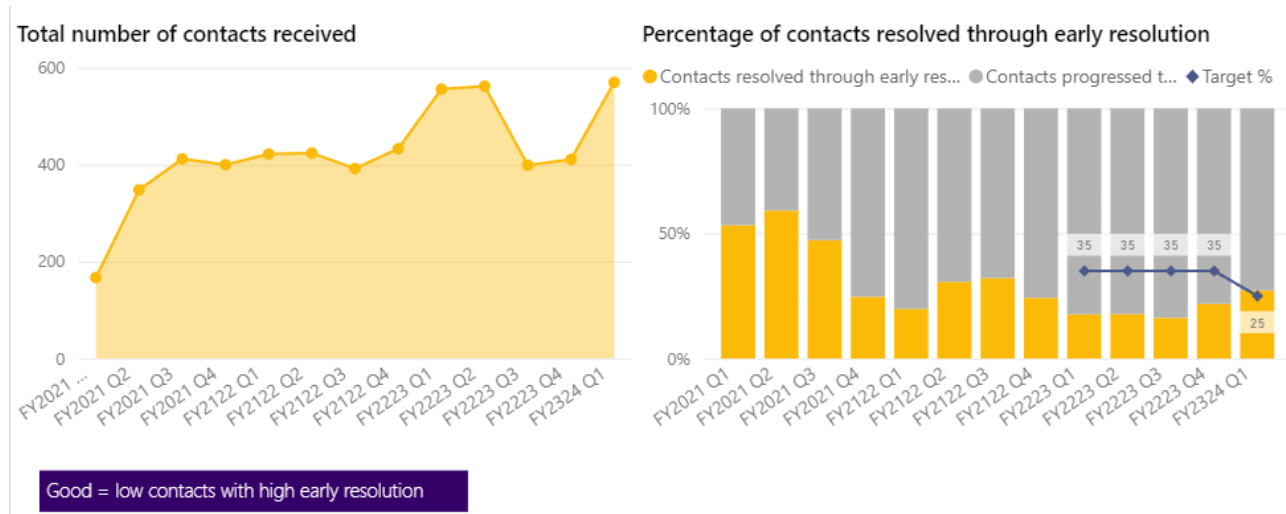
The Economic Infrastructure Portfolio team enhances that service level to its tenants, continuing to support them by nurturing through effective relationships and physical and financial support. The

team also refers businesses to enable them access to advice, support, and potential upskilling from Business Lincolnshire to assist them and help them to grow.

Throughout Quarter 1, 143 small business tenants continued to receive accommodation support alongside 5 new public sector tenants. As a result of enhanced relationship management 4 new lettings were added to the Portfolio in Quarter 1.

4.3.4 Provide good value council services

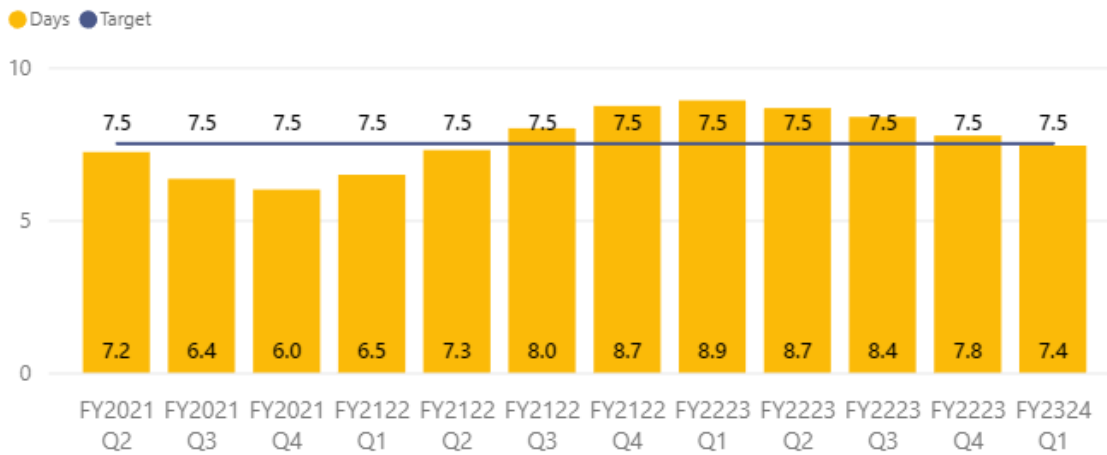
PI 43 Percentage of contacts resolved through early resolution ✓



There were 570 contacts in Quarter 1, which is an overall increase of 39% in comparison to the previous quarter (411 contacts).

This quarter has seen a 5% increase in the number of cases resolved informally through early resolution with a 27% informal resolution rate, achieving the target. There have been increases in the number of contacts expressing dissatisfaction across all services areas. The significant numbers remain in areas such as Highways, which accounts for 49% of all contacts received. However, this area also remains the service which delivers the highest level of informal resolution with 87 cases resolved in early resolution. The first quarter has also seen an increase in the number of repeat complainants. Whilst we acknowledge that these individuals have a history of making numerous complaints it would be inappropriate of the Local Authority to dismiss these without review. These individuals account for 12 cases accounting for 2% of all complaints investigated.

PI 44 Days lost to sickness absence per FTE ✓



Good = low sickness absence

Sickness absence has continued to reduce during 2022/23. Quarter 1 2023/24 has seen a reduction to its lowest level for over 12 months and below the Council’s target of 7.5 days per FTE.

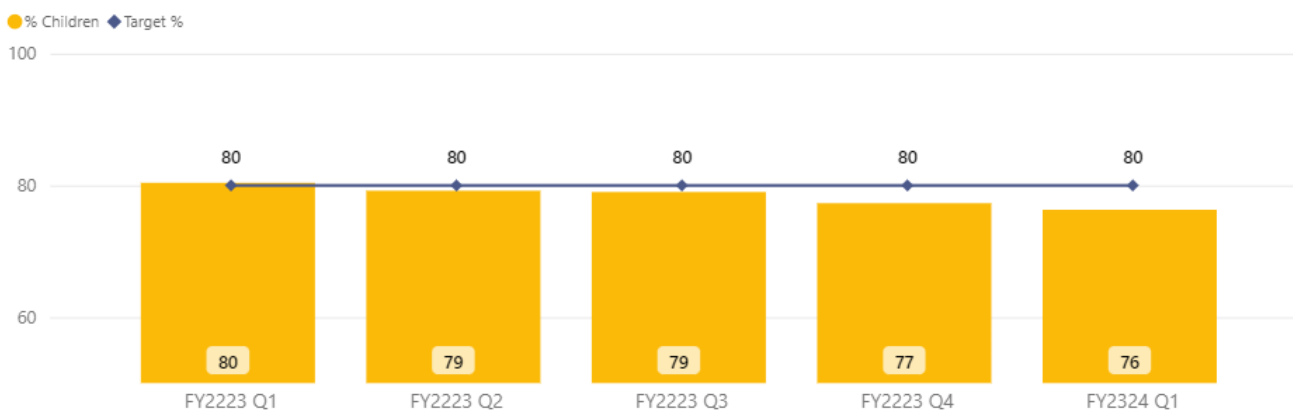
4.4 Did not achieve ambition

4.4.1 Support high aspirations

None in Quarter 1

4.4.2 Enable everyone to enjoy life to the full

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



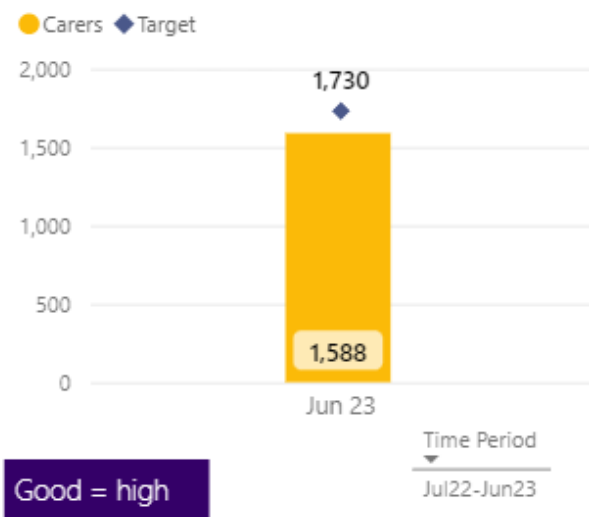
Good = high and not falling below the ambition

The current target for 2023-24 is 80%. At 76.3% this is performing just below the target range (77% - 82%). This measure has previously been within the target tolerance, but as the children in care

cohort changes constantly, the figure does vary between quarters, and it is yet to be seen as to whether this is a temporary dip or part of a longer-term trend. To illustrate how the figure can vary over quite short periods of time, at the start of June the figure stood at 77.4%, within the target range, whereas by the end of the month the figure had dropped to 76.3%, slightly below. Family placements are a continued focus for the Council as 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.

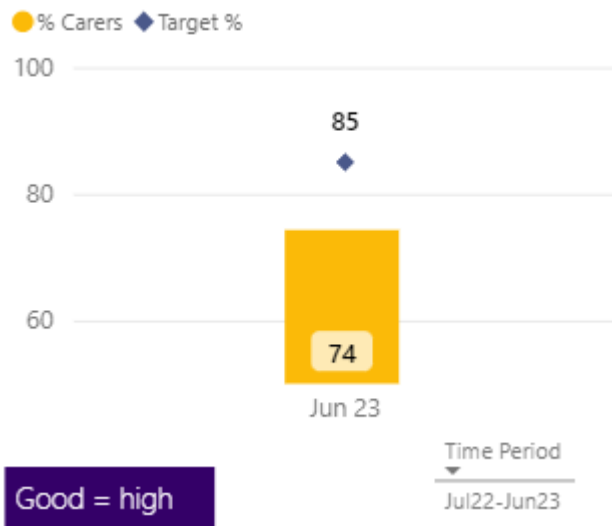
We are aware of the increased number of age assessments of Unaccompanied Asylum Seeking Children (UASC) which result in a non-family placement which will be affecting this measure. This is likely to continue to increase.

PI 76 Carers supported in the last 12 months *



While the target has not been met, 12,067 carers were supported over the last 12 months. This number breaks down to 9,561 Adult carers of adults and 2,506 Young Carers. We can be confident that the carers that we are reporting are receiving substantive support and we expect the numbers to increase over time. Of the 9,561 adult carers supported; 819 received a Direct Payment, 8,239 were offered Info & Advice and 503 no direct support (respite provided to carer for adult).

PI 78 Carers who have received a review of their needs ✖



This quarters outcome of 74.3% (604 out of 813 carers who required a personal budget review received one) is slightly lower than the previous quarter. The introduction of a New Lincolnshire Carers service has seen a number of improvements and one provider is now responsible for completing assessments and reviews. Close monitoring of performance will continue though it is expected that in subsequent quarters performance will begin to meet the expected levels. A remedial plan is in place should this not prove to be the case.

4.4.3 Create thriving environments

A summary of all Waste PIs is in section 4.5

4.4.4 Provide good value council services

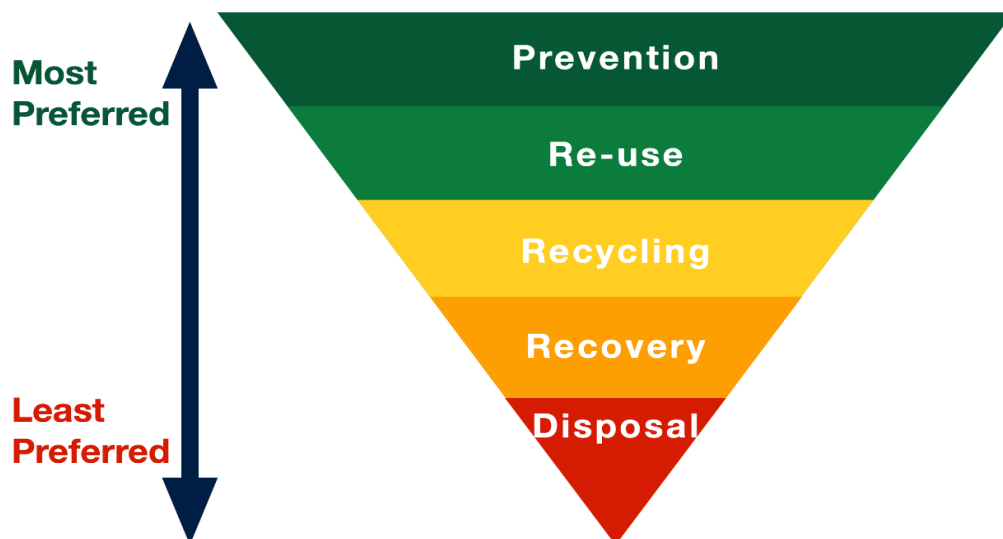
None in Quarter 1

4.5 Waste PIs

In order to assist the understanding of the different types of waste disposal, we have included the following.

4.5.1 Glossary of terms of the waste hierarchy

All local authorities and businesses have a legal responsibility to apply the “waste hierarchy” in dealing with waste. The waste hierarchy is a simple ranking system used for the different waste management options according to which is the best for the environment. The most preferred option is to prevent waste, and the least preferred choice is disposal in landfill sites.



Prevention

Reducing the amount of waste which is produced in the first place is the highest priority as it helps sustain raw materials for longer which is a major objective of a Circular Economy. This can be achieved by using less material in design and manufacture and keeping products for longer. We have a KPI for the amount of “Household Waste Collected” in kilograms per household which has an annual target of 1000kg/HH. This can be affected by economic factors as people produce less waste if they spend less money but overall and is difficult to influence. However, it does show the trends in how much waste we produce.

Re-use

Preparing materials for re-use in their original form is the second best approach to dealing with waste. This can be achieved by checking, cleaning, repairing and refurbishing items. Using charity shops is a good method of reusing. In Lincolnshire we are planning to introduce a re-use process at Household Waste Recycling Centres whereby residents can present materials which is then passed onto other residents without having to recycle or incinerate.

Recycling

Recycling involves processing materials that would otherwise be sent to landfills and turning them into new products. It's the third step of the waste management hierarchy because of the extra energy and resources that go into creating a new product. We measure recycling rates for all material which is presented at Household Waste Recycling Centres where it is delivered by the public. We also measure the overall recycling rate which includes all materials including wheely bins at the kerbside and recycling centres.

Recovery

When further recycling is not practical or possible, waste can be treated through such processes as incineration or anaerobic digestion which recover energy. In Lincolnshire we operate an Energy from Waste facility which turned 57% of our waste into energy in 2020/21 which was sold as electricity to the National Grid. Material for recovery is normally collected in the black bin at each household or can be collected at recycling centres.

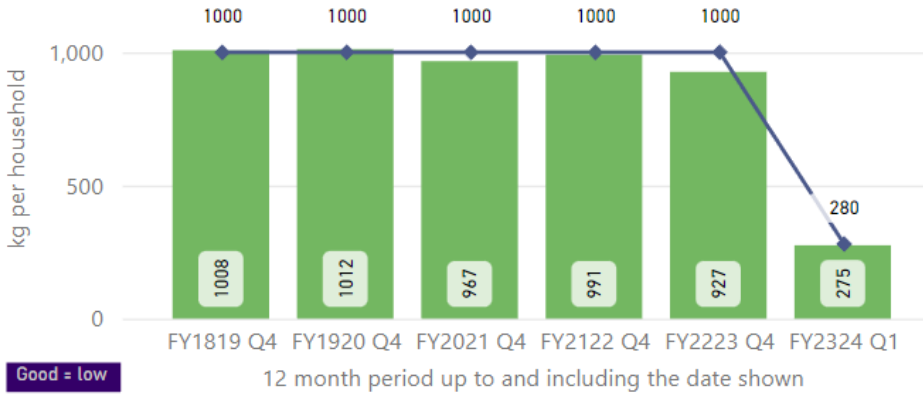
Disposal

When all else fails, materials that cannot be reused, recycled or recovered for energy will be landfilled. This is an unsustainable method of waste management because waste that sits in landfills can continue to have a damaging environmental impact as such sites continuously release large amounts of damaging carbon into the atmosphere. In 2020/21 we sent 3% of our waste to landfill and such material includes hazardous waste which cannot be treated and certain inert materials such as soil and rubble. Landfills can also leak chemicals and toxic liquids that can contaminate the soil and groundwater.

4.5.2 Waste Performance as at Quarter 1

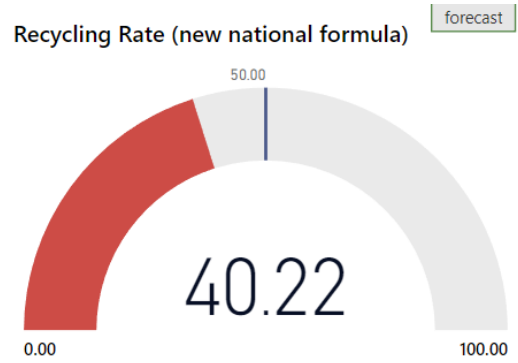
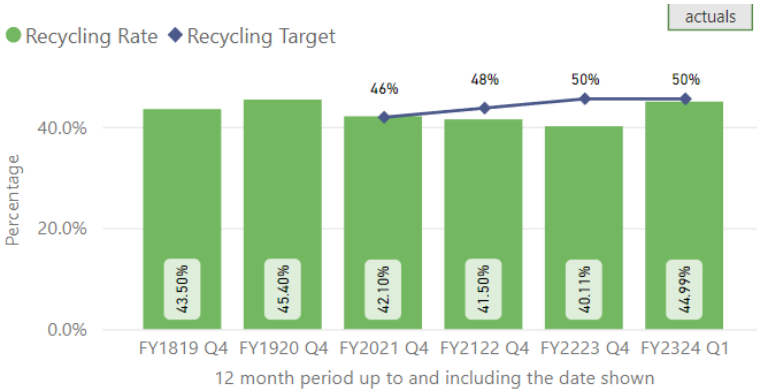
PI 36 Household waste collected ✓

● kg per household ◆ kg Target



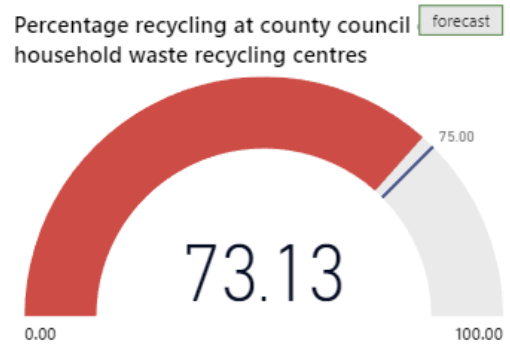
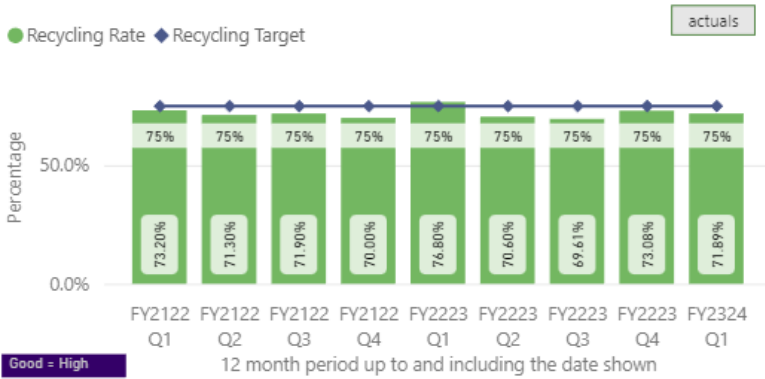
PI 37 Recycling Rate (new national formula) ✗

● Recycling Rate ◆ Recycling Target



PI 38 Recycling at County Council owned Household Waste Recycling Centres ✗

● Recycling Rate ◆ Recycling Target

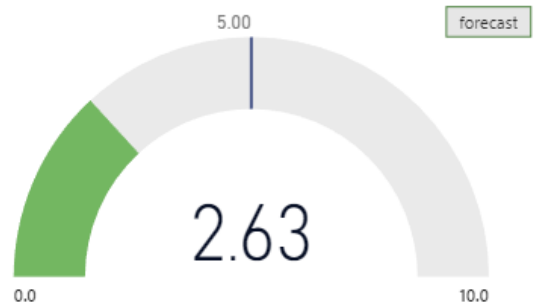


PI 39 Household waste to landfill ☆

Percentage of household waste to landfill



Percentage of household waste to landfill



4.5.3 Summary of Quarter 1 Waste performance

Residents are still producing less material than the target quantity which is the highest priority in terms of the Waste Hierarchy the number of kg's of waste collected per household is performing well. The overall recycling rate is increasing but is still below the target. There is a decline in recycling rates nationally and the reasons behind this are not fully understood. National rates are reported very differently now than they were a number of years ago. However, in the context of the Waste Hierarchy a lower recycling rate is not necessarily a bad thing if less waste is being produced, which is the situation we are experiencing.

Recycling at Council HWRC is still below target but this may be a reflection of less waste being produced as explained above. We are exploring how other HWRC have developed their re-use facilities and who are seeing positive impacts on the amount of waste that is then recycled or sent to landfill.

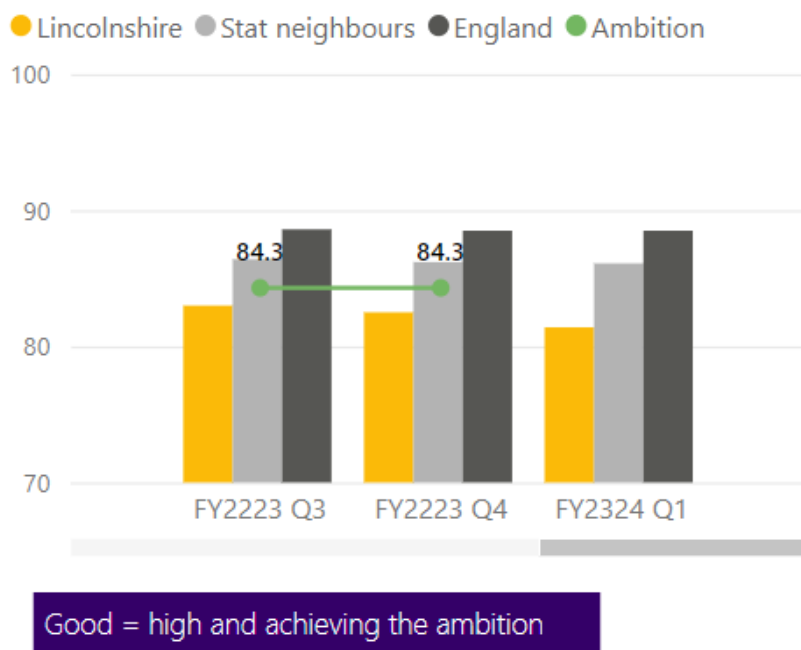
Household waste to landfill is well below the target as we continue to send less material to landfill which is excellent news. We have sourced extra capacity for this type of waste so we should keep well below the 5% target for the full year.

4.6 Contextual KPIs

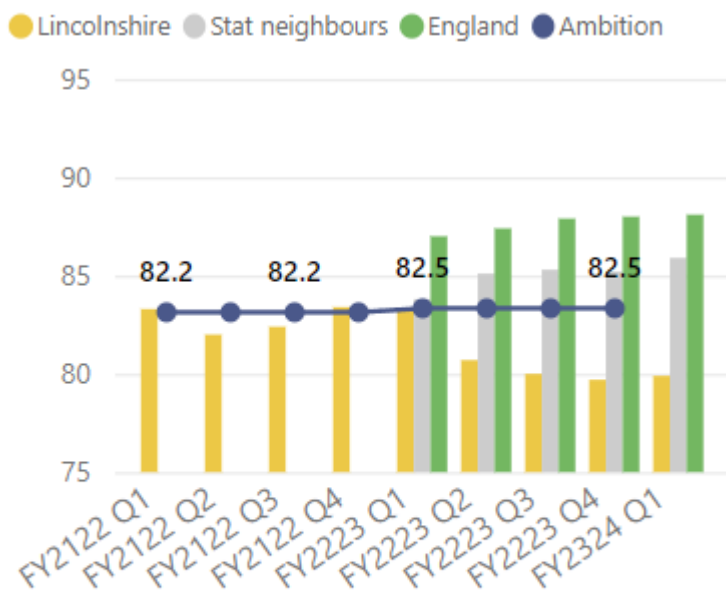
These are KPIs which do not have an ambition set but a RAG rating has been agreed by the Executive Director. This rating therefore does not show on the Council website but instead shows as a contextual measure.

All contextual KPIs have been RAG rated green with the exception of those detailed below:-

PI 1 Percentage of schools that are judged good or outstanding ●



PI 2 Percentage of pupils in outstanding or good schools ●



Good = high and achieving the ambition

The performance of schools continues to be an area for focus for the council. While the percentage of pupils in good and outstanding schools has increased slightly this quarter, five primary schools were rated less than good. The council's responsibilities and powers regarding school improvement have changed significantly following the increasingly centralised and academised approach. The service has developed a coordinated Education Strategic Plan with sector partners which brings all stakeholders together to focus on improvement.

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

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

Due to a delay in the release of ONS Data, this PI cannot be reported in quarter 1. However, intelligence gathered in the previous quarter suggests there is unlikely to be a large shift in distribution of occupations in employment between quarter 4 2022 and quarter 1 2023.

Job posting analytics indicate that there are a higher proportion of jobs than the national average being advertised in elementary, process and plant operative, skilled trades and care occupations in Lincolnshire.

Conversely, there were lower than average levels of professional, technical and administrative roles than the national average in Lincolnshire. However, the data also shows that the highest growth in occupations in Lincolnshire is in professional and technical roles, indicating a slow-moving but positive trajectory towards higher skilled roles.

4.7.2 PI 11 Percentage of people who are unemployed

ONS official unemployment data is delayed for quarter 1 2023, due for release on 18th August.

However, analysis of the latest claimant count data for Lincolnshire suggests that unemployment will continue to track significantly below the national average in quarter 1 2023. Currently 3% of the working age population were claiming out of work benefits but seeking work as of June 2023 (13,800 people). This is below the national average of 3.7%.

The low levels of unemployment but high economic inactivity are creating tight labour market conditions in Lincolnshire. Businesses are reporting that competition is high for good quality employees and it is pushing up wages within the private sector. This is good news for employees, as wage levels have risen quicker in Lincolnshire than nationally in the past year. However, it has caused many businesses challenges in fulfilling their contracts and operate at capacity as they cannot obtain (or in many cases retain) staff, or viably compete with others as the labour pool is small and job demand is high.

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 30 June 2023. 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 24th August 2023. 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 2023-24 Quarter 1 Corporate Plan Activities
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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: Performance Reporting Against the Corporate Plan Success Framework 2022-2023 - Quarter 3 7 March 2023	Agenda for Executive on Tuesday, 7th March, 2023, 10.30 am (moderngov.co.uk)
Council report: Refresh of the Corporate Plan 19 May 2023	Agenda for Council on Friday, 19th May, 2023, 10.30 am (moderngov.co.uk)
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2022-2023 - Quarter 4 4 July 2023	Agenda for Executive on Tuesday, 4th July, 2023, 10.00 am (moderngov.co.uk)
Executive report: Revised Corporate Plan Success Framework 2023-24 – Appendix B	Agenda for Executive on Tuesday, 4th July, 2023, 10.00 am (moderngov.co.uk)

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

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A6	Champion educational excellence across Lincolnshire [7]	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.	To develop a learning offer which all school staff can access to enhance their specialist knowledge of SEND and contribute to a culture of inclusion which is embedded in all aspects of school life. Tier 1 of the SEND Alliance Workforce Development Strategy will be launched by the end of June 2023.	GREEN (Progressing as planned)
A7	Champion educational excellence across Lincolnshire [7]	We will continue to support schools to work effectively with a wide range of services and establish robust collaborative arrangements, in order to maximise expertise, and improve opportunities for all children - enhancing our Education Improvement Strategy within the Sector-led self-improving system of maintained schools and trusts.	The majority of schools engage positively with education team officers and secure efficient provision for pupils.	GREEN (Progressing as planned)
A1	Enhance the skills of our communities to meet the needs of our businesses and the economy [8]	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing and implementing an updated skills plan.	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 2023. We will roll out Year 2 of the Multiply Programme, (April 23 to March 2024) working with Community groups, local employers and training providers.	GREEN (Progressing as planned)

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			We will use National Numeracy Day on 17th May to launch the Multiply programme and take advantage of opportunities through the Lincolnshire Show to raise awareness of courses on offer	
A56	Have high aspirations for our county, promoting Greater Lincolnshire on the national stage and secure greater devolution of powers [11]	We will work with officials to secure a devolution deal for Greater Lincolnshire.	We will work with officials to negotiate and agree the content of a devolution deal for Greater Lincolnshire against timelines set out by government.	GREEN (Progressing as planned)
A63	Promote thriving voluntary community groups that enable active lifestyles, drive collaboration and community innovation [13]	Work proactively with our strategic partners and commissioned services to create an environment across the county in which voluntary community groups are sustainable and able to thrive in line with the Stronger Communities – Lincolnshire Community Strategy.	Identify the partners and commissioned services that can contribute to this objective.	GREEN (Progressing as planned)
A34	Enhance the safety of local communities by working collaboratively with the police and ambulance services, sharing buildings and response arrangements [14]	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.	All Safer Lincolnshire Partnership (SLP) Core Priority groups have an up to date delivery plan for 2023 - 2025. The SLP have secured additional partnership funding to enhance its analytical capacity and capability. Commencement of a project to create a community safety analytical hub has commenced. The production of a community in partnership strategy and delivery plan. Completion of the shared access points to teams for partners for the SLP/Lincolnshire Domestic Abuse Partnership (LDAP) and share learning with Lincolnshire Safeguarding Adults Board	GREEN (Progressing as planned)

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			(LSAB)/Lincolnshire Safeguarding Children Partnership (LSCP). Completion of Business Intelligence (BI) Dashboard for project delivery oversight within the SLP/LDAP for all partners to access.	

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A18	Deliver good quality children's centres, which are at the heart of our communities supporting families, so their children thrive [7]	We will support families in their parenting role through continuing to deliver the healthy child programme, also evaluating the benefits of the Family Hub model with a specific focus on prevention and early intervention specifically around parental and infant mental health, breastfeeding and an enhanced antenatal offer.	We will develop a workforce and service plan which focuses on the delivery of the Healthy Child Programme and Family Hub models, specifically around integrated and collaborative approaches to service delivery. Resulting in a revised service delivery model for 0-19 services, whilst ensuring early intervention and prevention. Digital capability will result in blended delivery options aimed at meeting all children's needs whilst highlighting those who are most vulnerable. Integrated pathways will ensure families can navigate services with ease.	GREEN (Progressing as planned)
A51	Deliver good quality children's centres, which are at the heart of our communities supporting families, so their children thrive [7]	Implementing a family hub approach. This is a system-wide model of providing joined-up, high-quality, whole-family support services from pregnancy, through the child's early years and later childhood, and into early adulthood.	We will develop a delivery plan and progression timeline which sets out how we will implement the Family Hub's (FH) programme across the County, building on our already extensive early years and early help offer through our 48 Children's Centres and our current locality delivery model. We will consider the delivery of some of the core elements of this programme through utilising our existing early years workforce which will also ensure sustainability of these evidence-based programmes. We will launch our first FH in June.	GREEN (Progressing as planned)
A15	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities [8]	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. This will include the development of two new children homes	Ofsted registration for Robin House and the home will officially open, with the first two children placed. Recruitment for the Manager and Assistant Manager positions for Riverhead House. Celebrate the official opening of Strut House.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
		catering for children with more complex needs and enhancing housing solutions for care leavers.		
A13	Create further accommodation options for greater independence and wellbeing [9]	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.	In partnership with LACE Housing and West Lindsey District Council, a start on site for the Prebend Lane scheme will be achieved. This development will comprise of 62 one-bedroom extra care apartments for older people within Welton. Furthermore, the planning application for The Hoplands scheme in Sleaford will be submitted. This development in partnership with North Kesteven District Council will comprise of 40 extra care apartments and 12 one-bedroom apartments for Working Aged Adults with learning disabilities, physical disabilities, and mental illness.	GREEN (Progressing as planned)
A58	Enhance support for carers [10]	We will support unpaid carers to maintain their caring role by providing access to good quality information, advice and guidance using strength-based conversations which consider whole family needs.	All staff to access Strengths Based Approaches (SBA) training.	GREEN (Progressing as planned)
A59	Enhance support for carers [10]	We will provide information through a variety of channels, including digital options, to fit around the needs of busy carers.	Identify a Digital lead for carers.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A60	Enhance support for carers [10]	We will ensure that carers who have an eligible need have access to personalised carers budgets to help them achieve their identified outcomes following assessment.	Gather baseline data to assess current position.	GREEN (Progressing as planned)
A61	Enhance support for carers [10]	We will proactively support unpaid carers to maintain or access employment, working with employers in local government, health and other sectors.	Establish a Lincolnshire group to collectively share best practise and avoid duplication of efforts supporting working carers in Lincolnshire.	GREEN (Progressing as planned)
A20	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	We will support people to make healthy choices across all aspects of their lives, through continuing to commission and deliver effective preventative services, which also provide quality information so people are better informed. Our development of our ICS will continue and develop this approach.	<p>Implement Public Health Commissioning Programme for 2023/24</p> <ol style="list-style-type: none"> 1. Sexual Health and Substance Misuse recommissioning - Finalise specifications and make representations to governance boards in preparation to tender new services. 2. Wellbeing Service recommissioning - Undertake pre-procurement activity such as literature review, benchmarking, engagement and service review. <p>Implement Public Health Priority Work Programme for 2023/24</p> <ol style="list-style-type: none"> 1. Provide an update on the development of the Lincolnshire Dental Strategy which has prevention as one of the four themes. <p>Implement Public Health Protection Programme for 2023/24</p>	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<ol style="list-style-type: none"> 1. Review the Infection, Prevention and Control (IPC) programme for 2022/23 for care homes and develop a plan for the current year to ensure IPC assurance across the system is provided. 2. Agree a system plan for improving childhood immunisations and vaccinations and linking with key leads from across the health and care system. 3. Respond as needed to reactive visits for both infectious disease outbreaks, reactive care home visits and other high-risk settings (i.e. asylum and dispersal accommodation). 	
A21	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	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.	Lincolnshire Intermediate Care Layer The business case for the future model will be presented at Better Lives Lincolnshire Leadership Team (BLLLT) for approval. BLLLT will identify a nominated senior lead representative from each relevant organisation to hold responsibility for driving forward delivery of the vision at pace. A Lincolnshire Intermediate Care (LINC-IC) Board will be established, chaired by Afsaneh Sabouri, which will convene monthly to provide strategic steer and oversee progress.	GREEN (Progressing as planned)
A40	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	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.	We will continue to implement our delivery plan which sets out how we will sustain progress. The Integrated delivery team to complete phase 6 of strengths-based approaches, behavioural science and Technology Enabled Care training to teams, focusing on re-visiting a minimum of 8 teams to ensure that the approach has been sustained by June 2023. Additional training to new starters across, Adult Care and	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p>Community Wellbeing, Lincolnshire Partnership Foundation Trust, Serco and Carers First as part of induction will be delivered.</p> <p>Developments to the current recording tools and workflows to support Strengths-based practice including the review of the resource allocation system to be developed and tested. Evaluation of progress against ambition to be completed.</p>	
A53	<p>Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]</p>	<p>Working with strategic partners, we will support the delivery of Lincolnshire’s Mental Health, Learning Disability and Autism Alliance priorities. This includes joint ownership of the Prevention Concordat for Better Mental Health Action Plan, which takes a prevention-focused approach to mental health and wellbeing.</p>	<p>Provide public health advice to the system regarding public mental health, dementia, learning disabilities and autism.</p> <p>Monitor and report on progress in relation Mental Health, Learning Disability and Autism (MHLDA) priority on Suicide Prevention.</p> <p>Develop a plan on a page for delivery of the Prevention Concordat for Better Mental Health.</p>	<p>GREEN (Progressing as planned)</p>

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A8	Thriving businesses creating high skilled jobs and investing in technology [4]	We will support new and existing businesses to thrive, through delivering a strong, flexible and responsive Business Lincolnshire growth hub.	Implement a smooth transition as European funded programmes close down and UK Shared Prosperity Funded (UKSPF) programmes commence.	GREEN (Progressing as planned)
A4	Champion strategic road and rail improvements to improve local and regional travel and support economic growth [8]	We will produce local 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.	We will complete the engagement and data capture for the Stamford Transport Strategy.	GREEN (Progressing as planned)
A49	Champion strategic road and rail improvements to improve local and regional travel and support economic growth [8]	Long term investment strategy for highways infrastructure.	Continue to update and collate a list of aspirational projects for the county to submit for funding bids as and when they are announced. This includes ensuring the supportive data is relevant. Continue to input in to the Devolution works which could result in funding for investment in the highway infrastructure network.	GREEN (Progressing as planned)
A27	Promote Lincolnshire as a destination of choice and deliver the recommendations of the Greater Lincolnshire Tourism Plan [10]	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 2 of the Tourism Commission work and plan year 3. Relaunch new walking area on the www.visitlincolnshire.com website and new Experiences area. Ensure that all digital information on https://business.visitlincolnshire.com (BVLS) is correct. Place the new England Coast Path toolkit on BVLS.	GREEN (Progressing as planned)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A25	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	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.	Through the Greater Lincolnshire Groundwater Project we will commence community engagement across the wider Bourne area concerning the location and condition of known groundwater bore holes in the area.	GREEN (Progressing as planned)
A26	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will use our planning responsibilities to influence new residential and commercial growth so that it contributes to the community in which it is located.	We will work in partnership with all stakeholders, and will seek views of elected ward members, to ensure that development impact is mitigated, and provides community benefit where necessary.	GREEN (Progressing as planned)
A30	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will prepare and manage an action plan arising from the strategic infrastructure delivery framework.	The Strategic Infrastructure Delivery Framework has now been agreed and final copies shared with partners and stakeholders. Partners are to agree the first priority topic to be addressed via the Infrastructure Group meeting in May.	GREEN (Progressing as planned)
A56	Seek devolution from the Government to unlock infrastructure investment needed to support local growth [13]	We will work with officials to secure a devolution deal for Greater Lincolnshire.	We will work with officials to negotiate and agree the content of a devolution deal for Greater Lincolnshire against timelines set out by government.	GREEN (Progressing as planned)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A12	Manage local risks to our environment to protect our communities' natural and built resources for future generations [15]	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.	Continue to engage with the market to establish preferred procurement route.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A35	Implement our digital blueprint and customer services strategy to transform how we engage with communities and enable residents to pay for and access more services online [6]	Focus is on the first phase of the digital programme of work by encouraging greater use of online systems and greater take up of virtual engagement, by our customers. Opportunities for digitalisation or automation will be identified where appropriate following process review and optimisation.	Confirmation of approach and approval of pilot area for virtual meetings with our customers. Support the evaluation of options and procurement for digital technology to support the implementation of the customer strategy. Begin the review of the digital implementation plan.	GREEN (Progressing as planned)
A47	Implement our digital blueprint and customer services strategy to transform how we engage with communities and enable residents to pay for and access more services online [6]	We will continue to transform the way we engage with customers through the implementation of our customer strategy. We will maximise technology solutions in the Customer Service Centre (CSC) to enable customers to do more online, including paying for services. Through our digital strategy we will be able to be more innovative so our customers can access us through multiple channels.	<ol style="list-style-type: none"> 1. Launch Customer Experience training package on our internal training portal. 2. Approval to implement Artificial Intelligence (AI) technology bot to support call reduction. 3. Assess final bids for future CSC decision. 	GREEN (Progressing as planned)
A44	Ensure that public sector buildings and our shared public estate can be used flexibly to benefit communities as new ways of working and lifestyles develop post pandemic [7]	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.	Finalise specification for permanent gallery refresh, the largest element of the project.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A38	Work in partnership across the public sector in Greater Lincolnshire to exploit opportunities to join up services where they can improve outcomes for residents [8]	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.	Promote Greater Lincolnshire on the UK's Real Estate Investment and Infrastructure Forum (UKREIIF) national investment platform. Greater Lincolnshire investment opportunities to be uploaded on to the Midlands Engine Investment platform launched at UKREIIF	GREEN (Progressing as planned)
A39	Work in partnership across the public sector in Greater Lincolnshire to exploit opportunities to join up services where they can improve outcomes for residents [8]	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 implementation of the Attraction & Retention Framework (link with A43).	GREEN (Progressing as planned)
A50	Review our contracted services and recommission them to be fit for the future [9]	We will implement the recommendations of the corporate support services review.	Evaluate Final Tenders for the Customer Service Centre (CSC)	GREEN (Progressing as planned)
A52	Review our contracted services and recommission them to be fit for the future [9]	Implementation of the One Council commissioning priorities and outcomes.	Draft and submit an oversight report on the performance of, and risks associated with, the Councils key contracts.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			Continue working across the Council to embed the One Council Commissioning Framework in practice. Finalise documentation to support our approach to Sustainable Commissioning. Finalise the Councils first modern slavery statement.	
A41	Maximise opportunities from new technology to transform our services [10]	We will continue to deliver the priorities of our BI Strategy to ensure we have the right systems and processes in place to capture, store and visualise business intelligence in the most efficient way.	Development of a business case to outline the rationale, benefits, costs of a proposed data model. This will enable the efficient collection, storage, manipulation and visualisation of key data sets across the Council.	GREEN (Progressing as planned)
A57	Maximise opportunities from new technology to transform our services [10]	To implement quality assurance controls to monitor and report on the effective use of the Business World system in order to embed best practice adoption and ensure the Council is able to realise the full benefits of the system.	Establish weekly service process and Business World (BW) system performance meetings with Key service leads to assess areas that are being highlighted as the most problematic.	GREEN (Progressing as planned)
A42	The Council is regarded by its workforce as a good employer, attracting and retaining the best [11]	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 3 People Strategy (2023-2024) Workplan	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A43	The Council is regarded by its workforce as a good employer, attracting and retaining the best [11]	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 implementation of the Attraction & Retention Framework (link with A39).	GREEN (Progressing as planned)



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

Report to:	Overview & Scrutiny Management Board
Date:	24 August 2023
Subject:	Commissioning of the Social Care Financial Management System

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the Commissioning of The Social Care Financial Management System, that is due to be considered by the Executive on 05 September 2023. The views of the Board will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to: -

- (1)** consider the attached report and to determine whether the Board supports the recommendation(s) to the Executive as set out in the report; and,
- (2)** agree any additional comments to be passed to the Executive in relation to this item.

1. Background

The Executive is due to consider a report on the Commissioning of The Social Care Financial Management System. The full report to the Executive is attached at Appendix A to this report.

2. Conclusion

Following consideration of the attached report, the Board is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to the Executive. The Board's views will be reported to the Executive.

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 24 August 2023.

a) Risks and Impact Analysis

Attached as part of the Executive report.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive on Commissioning of the Social Care Financial Management System

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 Mark Williams, Business Change Manager - MDaS (Interim Mosaic Lead), who can be contacted at 15225 52271 or via email at mark.williams@lincolnshire.gov.uk.

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

Report to:	Executive
Date:	05 September 2023
Subject:	Commissioning of the Social Care Financial Management System
Decision Reference:	I030031
Key decision?	Yes

Summary:

The Council must re-commission its social care financial management system contract from January 2024.

The marketplace is extremely niche with a limited number of suppliers who can offer the full solution required.

In January 2023, the Council entered into a Crown Commercial Services (CCS) Call-Off Contract with The Access Group for the Mosaic system under the CCS Data and Application Solutions Framework. This was a key decision approved by the Executive on the 4 January 2023. The Call-Off Contract provides for additional modules to be purchased from The Access Group which will then form part of the same contract, one of which is the Abacus application.

This report recommends utilising this facility to add the Abacus module into the existing Call-Off Contract through change control. The recommended duration is a further 4 years (with further options to extend of 1 + 1) which allows us to align the duration of the financial management system contract with the duration of the Mosaic contract and benefit from a fixed price for the 4-year initial duration which manages inflation risk over that period.

Recommendation(s):

That the Executive:

1. Approves the commissioning of Abacus as the Council's social care finance management system.
2. Approves contracting for the system through the addition of Abacus as a module into the Call-Off Contract between the Council and The Access Group dated 9th February 2023 via a change control process under the contract.
3. Approves the Council contracting for Abacus for an additional four years (until January 2028) with options to extend for two further periods of one year each.
4. Delegates to the Deputy Chief Executive & Executive Director of Resources, in consultation with the Executive Councillor for Resources, Communications and Commissioning, authority to take all decisions necessary to commission the system including determining the final form and approving the entering into of the contract change control.

Alternatives Considered:

Other options have been considered as part of this process:

Do Nothing:

This would not be recommended as the Council would be out of contract with its existing supplier and vulnerable to uncontrollable costs and system / security issues.

Go out to tender:

This would not be recommended. As highlighted above, this is a relatively limited market, the chance of securing an enhanced solution, that also mitigates the risks related to our pre-existing financial investment and the disruption from uncoupling from the existing system is extremely unlikely. The Council has secured a contractual and commercial basis for commissioning Abacus through its existing contract for Mosaic which was entered into as a result of a compliant call-off through a government Framework. We are more likely to achieve a better commercial result securing the provision through the contract the Council already has in place. This would also save on the potentially significant cost, time and resourcing pressures involved in going out to tender.

Direct award utilising existing Mosaic Contract:

This is the preferred option as it allows the Council to build upon its extensive investment into the system and will provide the least disruption to staff and implementation costs incurred.

The alternative of a new system implementation would be resource and time intensive and would cause significant disruption to the service whilst resources had to focus on the

solution design, data mapping, data transfer and reconciliation of data as well as extensive testing and training requirements and the associated costs.

The Council is currently in the process of moving from net to gross payments and progressing further Mosaic and Abacus system integrations and improvements. Any disruption during this change would cause significant implications for the Council, providers and service users.

The Council would request to purchase Abacus from the optional drawdown elements under the call-off contract the Council has with the Access Group for Mosaic, which would allow the council to secure the Abacus system for a period of 4 years, +1, +1. This was built into the Mosaic contract as an option as part of the recent recommissioning of the Mosaic contract as the two are intrinsically linked and with the same supplier. The extensive work already undertaken by the legal and commissioning teams around service and support applies to these financial modules as well as the core Mosaic elements.

Reasons for Recommendation:

- The Council needs to ensure it operates an effective social care financial management system for efficient control of payments and receipts adhering to and fulfilling the council's statutory requirements.
- The Council needs to re-commission the system as the existing contract for Abacus runs out on 5th January 2024, with the maximum permitted number of annual contract extensions already implemented.
- Adding Abacus as a module into the call-off contract with the Access Group for the Mosaic system enables the Council to continue to build upon the significant resources invested in configuring the Abacus system to meet service needs and will minimise; operational service delivery risk, costs and time of transition to a new system and staff disruption.

1. Background

- 1.1. Abacus is the social care financial application that aligns with Mosaic, (the council's social care case management system) to control the financials and manage payments to the council's clients. Both Abacus and Mosaic are developed by the Access Group.
- 1.2. Abacus has been used within the authority since April 2002, following a full procurement and implementation project, with extensive training undertaken at that time.
- 1.3. Through its modules Abacus provides financial assessment functionality and generates client contributions towards social care services which generates income for the council, providing a clear breakdown of the financial assessment and contribution for the clients of Lincolnshire County Council.

- 1.4. Abacus manages around 4,500 payments made to the council every 4 weeks by its clients, as contributions towards their care costs. It also makes around 3,500 residential care payments every 4 weeks to care homes. Abacus also allows the Council to manage deferred payments for clients in residential care.
- 1.5. Using Abacus ensures that we are compliant with current legislation and the Care Act 2014. Access Group update the application with any elements or rules that need changing and ensure values comply with the current legislation around assessments and benefits.
- 1.6. The output from Abacus feeds into the Council's Business World system.
- 1.7. Current year contract costs for Abacus are c£0.210m per annum, (this includes Licensing, hosting, and support). The budget is currently split across IT and Adult Care.
- 1.8. Abacus is regularly developed by The Access Group to enhance the system and there are future plans for closer integration with Mosaic and improvements with the self-service portal.

Commissioning Approach

- 1.9. The marketplace for social care client financial management systems is extremely niche and is dominated by two main suppliers. The intention is to enter into a change control with Access Group to add the Abacus module into its existing contract for Mosaic. This allows the Council to build upon its extensive investment into the system and will provide the least disruption to staff and implementation costs incurred.
- 1.10. This would be achieved through exercising a right under the Council's Crown Commercial Service (CCS) DAS framework call-off contract already in place with Access Group for Mosaic to add in Abacus which is an optional element of the Mosaic call-off. This will enable the Council to add Abacus to its current contract with Access Group for four-years at a fixed price with further extensions of one year plus one year which will be subject to potential price variation.
- 1.11. The alternative of a new system implementation would be resource and time intensive and would cause significant disruption to the service whilst resources had to focus on the solution design, data mapping, data transfer and reconciliation of data as well as extensive testing and training requirements and the associated costs.
- 1.12. In particular, the Council is currently in the process of moving from a net to gross system of payments to providers of residential care. This is a complex transition involving changes to the way payments are made to providers and contributions are recovered from service users and third parties. The Abacus system is central to the smooth and secure transition between payment regimes to ensure payments are made and income received seamlessly as the change is made. Any delay or disruption to the transition will have significant implications for providers and service users and the

finances of the Council. To carry out such a change while also changing the financial system would introduce an unacceptable level of risk into the project.

1.13. In addition, further developments are progressing with Mosaic and Abacus system integrations and improvements for payments and charges which will provide efficiencies during the next six to twelve months, including the financial assessment project to assist in the automation of financial assessments. If a new system were to be introduced it would impact on the timeframes for achievement of the benefits of those changes both for the Council and for service users

Cost

1.14. Current annual contract costs for Abacus are c£0.210m per annum, this includes licensing, hosting and support. Recommissioning the system under the Council's existing CCS DAS Framework call-off contract for Mosaic would fix the cost and no increases would be incurred for the next 4 years. The call-off contract allows for removal of licences and optional functionality, (if appropriate), to further reduce cost as part of an ongoing overview of processes and procedures.

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

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

An Equality Impact Analysis has been prepared for this system which identifies any potential impact on persons with a protected characteristic. Applicable mitigating factors are set out in the impact analysis, which can be found at Appendix A. The Impact Analysis will act as a live document throughout the delivery of the system and the conclusions drawn from it will be kept under review so that as issues arise, any potential for differential impact can be mitigated wherever possible.

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

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

The system is critical in supporting the delivery of financial care assessments and management of payments to vulnerable adults and children which are specifically focused on improving their wellbeing.

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 specific nature of the system itself is not of direct relevance to Crime and Disorder, however maintaining our existing system will result in more efficient processes for how staff engage with the system and will support their ability to maintain accurate client information, which should allow resources to be focussed on operational service delivery including those aimed at reducing crime and disorder.

3. Conclusion

3.1. Social care financial management software is a critical tool to provide financial assessment functionality in accordance with statutory requirements, managing client contribution and make payments to residential care homes. The Council must ensure it has an effective software solution in place and having been configured and continually updated, the existing Abacus system is primed to meet current and future service delivery needs. The Council has a mechanism to incorporate the Abacus system within its existing Mosaic call-off contract through the CCS framework and using this option will best mitigate against potential risks.

4. Legal Comments:

The Council has the power to make the decision proposed. Incorporation of Abacus into the existing contract awarded under a compliant Framework is a compliant procurement route.

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

5. Resource Comments:

The cost set out within this report will be met from the budget approved by Council for this service. Any inflationary uplifts will be addressed through our budget setting process for future years.

Accepting the recommendation within the report will offer value for money, as this is more beneficial than the time and investment which would be required to move to a new social care financial management system.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Overview & Scrutiny Management Board on 24 August 2023 and the comments of the Committee will be reported to the Executive.

d) Risks and Impact Analysis

Awarding the contract using the Council's current Crown Commercial Service Framework call-off contract presents a number of risks, as it is a national framework agreement and not bespoke to the Council. The contract does allow for a level of adaptation to mitigate against some of those risks, which has to be balanced against the economic advantages of a direct award to the Access Group and the ability to maintain an existing system which supports our most vulnerable citizens.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Equality Impact Analysis

8. Background Papers

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

This report was written by Mark Williams, Business Change Manager - MDaS (Interim Mosaic Lead) who can be contacted at mark.williams@lincolnshire.gov.uk

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

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

Using this form

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

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

Equality Act 2010

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

Protected characteristics

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

Section 149 of the Equality Act 2010

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

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

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

Decision makers duty under the Act

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

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

Conducting an Impact Analysis

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

The Lead Officer responsibility

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

Summary of findings

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

Impact – definition

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

How much detail to include?

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

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

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

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

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

Background Information

Title of the policy / project / service being considered	Re-commissioning of the Social Care Financial Management System	Person / people completing analysis	Mark Williams – Interim Head of Mosaic
Service Area	Resources	Lead Officer	Louisa Harvey – Head of Corporate Systems
Who is the decision maker?	LCC Executive	How was the Equality Impact Analysis undertaken?	Desktop review
Date of meeting when decision will be made	05/09/2023	Version control	Version 1.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Re-commissioned
Describe the proposed change	Re-commission of the Social Care Financial Management System by direct award through the framework to the Access group for continuation of the Abacus Software for a 4+1+1-year contract commencing on 07/01/2024.		

No

Evidencing the impacts

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

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

Data to support impacts of proposed changes

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

Population data and the Joint Strategic Needs Assessment

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

Workforce profiles

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

Positive impacts

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

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

Sex	No positive impact
Sexual orientation	No positive impact

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

None

Adverse/negative impacts

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

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

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

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Age	No perceived adverse impact
Disability	Visual impairment – continuation that visual disabilities may be impacted by screen and processes however this can be mitigated by options available for voice control, windows accessibility settings and adapted IT equipment
Gender reassignment	No perceived adverse impact
Marriage and civil partnership	No perceived adverse impact
Pregnancy and maternity	No perceived adverse impact

Race	Continuation of all system content being in English which could have an adverse impact for users who have English as a second language. No mitigating action available as application only exists in English with no current development plans by the product owner.
Religion or belief	No perceived adverse impact
Sex	No perceived adverse impact
Sexual orientation	No perceived adverse impact

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

None

Stakeholders

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

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

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

Objective(s) of the EIA consultation/engagement activity

No new engagement or consultation has taken place, as with the Re-commissioning of Abacus, (the Social Care Financial Management System) currently being used, there would be no system usage or accessibility changes that would impact either positively or negatively. Considerations and consultation would be required if the Social Care Financial Management system was changed to an alternative application and / or processes, which would result is a different project and new EIA. |

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

Age	None as not applicable due to proposed continuation of the same system.
Disability	None as not applicable due to proposed continuation of the same system
Gender reassignment	None as not applicable due to proposed continuation of the same system
Marriage and civil partnership	None as not applicable due to proposed continuation of the same system
Pregnancy and maternity	None as not applicable due to proposed continuation of the same system
Race	None as not applicable due to proposed continuation of the same system
Religion or belief	None as not applicable due to proposed continuation of the same system

Sex	None as not applicable due to proposed continuation of the same system
Sexual orientation	None as not applicable due to proposed continuation of the same system
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	As it is a continuation of the same system and processes there will be no potential impacts. However, engagement exercises will be undertaken at the appropriate stage if the outcome was not to re-commission and continue usage of Abacus, (under a new EIA).
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	As it is a continuation of the same system and processes there will be no Equality benefits or adverse impacts caused by the Re-commissioning project.

Further Details

Are you handling personal data?	<p>Yes</p> <p>If yes, please give details.</p> <p>[Specific Social Care Financial management data as per the existing system – No change to scope or data held.]</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	[None identified]		

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
V1.0	[Initial draft]	[Mark Williams]	[26.07.2023]	[Louisa Harvey]	[08.08.2023]

Examples of a Description:
 'Version issued as part of procurement documentation'
 'Issued following discussion with community groups'
 'Issued following requirement for a service change; Issued following discussion with supplier'

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

Report to:	Overview and Scrutiny Management Board
Date:	24 August 2023
Subject:	Revenue Budget Monitoring Report 2023/24 (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 5 September 2023. 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 2023/24 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 to the Executive in relation to this item.

1. Background

1.1 The Executive is due to consider the Revenue Budget Monitoring Report 2023/24 (Quarter 1) at its meeting on 05 September 2023.

1.2 The Executive report attached at Appendix A is the revenue budget monitoring report for the first quarter of financial year 2023/24 and has been prepared as at the end of 30 June 2023. 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

To enable the Executive to fully consider the Revenue Budget Monitoring Report 2023/24 (Quarter 1), comments and feedback from this Board will be taken into account.

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 05 September 2023.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Revenue Budget Monitoring Report 2023/24 (Quarter 1) to be presented to the Executive at its meeting on 05 September 2023

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 2023/24	The details of the budget set for financial year 2023/24 is within the document Budget Book 2023/24, which can be found on the Council's website. Budget Book 2023/24

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

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

Report to:	Executive
Date:	05 September 2023
Subject:	Revenue Budget Monitoring Report 2023/24 (Quarter 1)
Decision Reference:	I030086
Key decision?	No

Summary:

- This report provides an update on revenue spending compared with budgets for the 2023/24 financial year which started on 01 April 2023.
- The tables in this report show the actual income and expenditure for the first three months of this financial year to 30 June 2023, 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 for revenue, supported by detailed information available within the appendices.
- The revenue budget is forecast to underspend by £1.3m (equivalent to 0.2% of the net budget).
- General reserves are forecast at the end of the year to 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 the Council's financial resilience remains relatively strong at this point in time and is supported by the forecasts set out in this report.

Recommendation(s):

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

Alternatives Considered:	
1.	This report shows the actual revenue expenditure to 30 June 2023, and projected outturns for 2023/24, therefore no alternatives have been considered.

Reasons for Recommendation:
To maintain the Council's financial resilience.

1. Background

- 1.1 In February 2023, the Council approved plans for revenue spending to support delivery of the Council plan, achieve its strategic objectives and legal duties for the benefit of residents and businesses. The financial strategy guides this and provides the mechanisms to ensure the council is financially sustainable and resilient.
- 1.2 The economic environment has remained challenging since the budget was approved, with the rate of inflation remaining higher for longer than the Council's revised expectations in February. It appears that it has started to reduce due to prices now being measured against a permanently higher base, however the Bank of England do not expect the rate to fall below their 2% target until 2025. This has implications for the Council's financial planning, which are still to be fully understood.
- 1.3 This impacts nationally, and therefore is not specific to Lincolnshire. Notwithstanding, this presents significant challenges for the Council, its workforce and the residents and businesses that live and operate in its area. The cost of services are likely to increase further in the medium term, over and above the assumptions set out in the medium term financial plan. This manifests through pay award pressures, higher costs charged by suppliers and the potential for heightened demand for services. Moreover, the Council is constrained in increasing its spending power to counteract pressures.
- 1.4 The Council is considered to be in a strong financial position relative to peers, which reflects the prudent approach that has been taken to financial management to date and which will continue to be required going forward, evident by the positive 2022/23 financial outturn. The Council has also demonstrated its ability to react to emergent crises and meet emergent need within available resources. It is also important to recognise that well-led services provided by the Council are better for our residents, and also lead to better financial outcomes.
- 1.5 In line with good financial management practices, the Council's use of resources is closely monitored and reported to the executive. This report provides information on the current financial position and will inform the next stages of financial planning, taking account of the risks and opportunities in respect of financial sustainability.

- 1.6 Quarter one budget monitoring represents the first comprehensive review of the Councils' approved financial plans. Prior to considering the position that has been reported, there are two specific factors which have influenced the position:
- The start of the 2023/24 financial year has coincided with the implementation of the Council's new financial system. The change has represented a major undertaking, with the initial focus on ensuring system resilience and accuracy. The nature of changing financial systems means initial disruption to financial reporting, until the new reporting regime is established and implemented. This has now been substantively completed, however it is important to note that access to reporting was partially impacted during the time period of quarter one monitoring and this is expected to have constrained budget and spend managers when undertaking detailed forecasting.
 - Good quality forecasting relies on several factors, which includes having strong supporting data. The quality of supporting trend data improves during the financial year, and is matched with refined forecasting during the financial year. As quarter one is based on three months data, this can make forecasting in some instances more of a challenge, although not impossible. The focus is therefore as much around understanding any areas which are at risk of diverging from the assumed plan.
- 1.7 The size and scale of the County Council – and the complexity of the services it provides – means that small percentage changes in assumptions can have large value changes, positive and negative. This is counteracted through the Council's prudent approach to the setting of reserves and contingencies, which ensures the Council has time to react to material changes to circumstances.
- 1.8 The Council's financial planning process which will result in the setting of budgets for 2024/25 and beyond will soon be commencing. This will complement the monitoring work ongoing, with clear links between the two areas of financial management.

Overall Financial Position – Revenue

- 1.9 The summary revenue forecast as at 30 June 2023 (end of quarter one) is as follows:

Revenue	Budget (£)	Forecast (£)	Variance (£)
Investment in Directorates			
Adult Care and Community Wellbeing	179,722,141	179,219,141	(503,000)
Children's Services	100,688,848	101,913,657	1,224,809
Place	137,802,199	137,802,199	-
Fire and Rescue	23,597,995	23,597,995	-
Resources & Corporate	82,435,858	82,005,294	(430,564)
Total	524,247,041	524,538,286	291,245
Other Budgets			
Contingency	21,691,190	21,691,190	-
Capital Financing Charges	43,056,479	43,056,479	-
Other Budgets	25,481,860	24,481,922	(999,938)
Total	90,229,529	89,229,591	(999,938)
School Budgets	(2,675,915)	(2,694,485)	(18,570)
Transfer to/from Earmarked Reserves	(7,543,383)	(7,543,383)	-
Net Operating Expenditure	604,257,272	603,530,009	(727,263)
Funding			
County Precept	(365,554,704)	(365,554,704)	-
Business Rates	(142,258,973)	(142,820,232)	(561,259)
Revenue Support Grant	(23,391,916)	(23,391,916)	-
Other Grants	(73,051,679)	(73,051,679)	-
Total Funding	(604,257,272)	(604,818,531)	(561,259)
RESIDUAL DEFICIT (+) / SURPLUS (-)	-	(1,288,522)	(1,288,522)

- 1.10 Appendix A shows an expanded version of this summary table, in addition to further explanation on the variances within directorates as well as information on the delivery of planned cost base reductions, confirming that the vast majority of efficiency initiatives are on track to be delivered in full during this financial year.
- 1.11 The overall forecast comprises a modest overspend within directorates (£0.3m), with underspends within other budgets (£1.0m) and a forecast increase in funding (£0.6m).
- 1.12 There are expected to be significant changes to this position in subsequent reports reflecting potential emerging risk, together with offsetting action to mitigate. At this stage in the financial year it is expected that the Council will contain spend to within the limits set in February.

Earmarked Reserves

- 1.13 Appendix B 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 £238.2m and it is currently forecast that £72.7m of this will be used in 2023/24 to support expenditure in accordance with the purposes of the reserves. Please note this is subject to change.

Progress on Development Fund Initiatives

- 1.14 Appendix C shows a list of initiatives where the revenue and capital costs are to be funded by the Development Fund earmarked reserve. The latest forecast delivery profile can be seen within the appendix. Expenditure on Development Fund initiatives is currently forecast to be £28.5m in 2023/24, split between revenue (£13.3m) and capital (£15.2m).

Assessment of Impact on Financial Resilience

- 1.15 The impact of the financial management update set out in this report on the Council's financial resilience has been assessed and it has been concluded that the Council's financial resilience remains relatively strong. The Council took steps in advance of the financial year to mitigate the emerging risk in respect of inflation, which included maintaining the balance of the revenue contingency at the level set in 2022/23.
- 1.16 The forecast set out in this report is for a revenue underspend, and if this remains through to outturn it would be further evidence of strong financial management when considering the wider economic context the Council has been operating within. It also provides assurance that the measures introduced within this budget to offset emergent risk have been successful, which provides a strong platform for the upcoming budget setting process
- 1.17 General reserves are forecast at the end of the year to remain within the target range of 2.5% to 3.5%. Based on our current forecast underspend there should be no requirement to draw down our Financial Volatility Reserve to support the 2023/24 budgetary position. The balance of the Financial Volatility Reserve currently stands at £46.9m.
- 1.18 The Council continues to maintain its financial resilience by:
- Proactive financial management in respect of the emergent financial position,
 - Taking action to mitigate issues as and when 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 financial strategy,
 - Continued emphasis on transformation work, which enables significant reductions within the cost base.

Reporting of Budget Virements

- 1.19 The Council's financial regulations require officers to report any budget virements made during the year to the Executive. 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 one can be found Appendix D.

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 underspend of £1.3m (excluding Schools).
- 3.2 The position will continue to be monitored and reported throughout the year.

4. Legal Comments:

This report sets out an update on spending as at 30 June 2023 compared with the revenue budget for the financial year starting on 1 April 2023 to assist the Executive in monitoring the financial performance of the Council.

5. Resource Comments:

This report indicates that the current year revenue budget is projected to be underspent, however the forecast underspend is relatively small at 0.2% of the net revenue budget.

There are currently no other call on reserves expected to be required within the current financial year. Continued effort in monitoring is essential to ensure that emerging financial risk is identified and mitigated wherever possible throughout the year.

6. Consultation

a) Has Local Member Been Consulted?

No

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 24 August 2023. 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. Appendices

These are listed below and attached at the back of the report	
Appendix A	Revenue Budget Monitoring Forecast Q1 2023/24
Appendix B	Earmarked Reserves
Appendix C	Monitoring of Development Fund
Appendix D	Budget Transfers (Quarter One 2023/24)

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 2023/24	Council Budget 2023/24
Budget Book 2023/24	Budget Book 2023/24

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

Revenue Budget Monitoring Forecast Q1 2023/24

APPENDIX A

REVENUE BUDGETS	Revised Budget £	Net Expenditure £	Forecast Outturn £	Forecast Variance £	Forecast Variance %
CHILDREN'S SERVICES					
Children's Education	13,674,127	(872,441)	13,263,444	(410,683)	-3.0%
Children's Social Care	87,014,721	22,702,425	88,650,213	1,635,492	1.9%
ADULT CARE & COMMUNITY WELLBEING					
Adult Frailty & Long Term Conditions	138,824,029	24,169,629	138,633,029	(191,000)	-0.1%
Adult Specialities	100,667,480	30,877,972	100,490,480	(177,000)	-0.2%
Public Health & Community Wellbeing	31,520,266	1,644,632	31,520,266	-	0.0%
Public Protection	5,666,720	(2,693,472)	5,531,720	(135,000)	-2.4%
Better Care Fund	(61,412,354)	(2,854,610)	(61,412,354)	-	0.0%
Public Health grant income	(35,544,000)	(8,995,984)	(35,544,000)	-	0.0%
PLACE					
Communities	86,961,641	7,568,045	86,961,641	-	0.0%
Lincolnshire Local Enterprise Partnership	451,567	(1,562,558)	451,567	-	0.0%
Growth	2,612,683	(1,498,551)	2,612,683	-	0.0%
Highways	47,776,308	(10,247,822)	47,776,308	-	0.0%
FIRE & RESCUE					
Fire & Rescue	23,597,995	3,762,528	23,597,995	-	0.0%
RESOURCES					
Finance	8,172,562	1,790,046	8,034,201	(138,361)	-1.7%
Organisational Support	16,954,316	6,466,590	16,937,356	(16,960)	-0.1%
Governance	2,918,999	1,653,333	2,911,999	(7,000)	-0.2%
Corporate Property	19,440,043	9,705,632	19,252,591	(187,452)	-1.0%
Commercial	8,900,666	2,724,386	8,689,390	(211,276)	-2.4%
Transformation	5,393,702	1,477,220	5,420,185	26,483	0.5%
IMT	17,465,485	4,756,567	17,569,487	104,002	0.6%
Corporate Services	3,190,085	912,833	3,190,085	-	0.0%
SERVICE TOTAL	524,247,041	91,486,400	524,538,286	291,245	0.1%
OTHER BUDGETS					
Contingency	21,691,190	-	21,691,190	-	0.0%
Capital Financing Charges	43,056,479	(1,347,281)	43,056,479	-	0.0%
Other Budgets	25,481,860	1,289,591	24,481,922	(999,938)	-3.9%
OTHER BUDGETS TOTAL	90,229,529	(57,690)	89,229,591	(999,938)	-1.1%
SCHOOLS BUDGETS					
Schools Block	550,838,289	29,638,799	550,838,289	-	0.0%
High Needs Block	125,371,876	25,452,656	125,353,082	(18,794)	0.0%
Central School Services Block	3,223,169	104,711	3,223,169	-	0.0%
Early Years Block	43,759,342	12,070,574	43,759,566	224	0.0%
Dedicated Schools Grant	(725,868,591)	(85,083,174)	(725,868,591)	-	0.0%
SCHOOLS BUDGETS TOTAL	(2,675,915)	(17,816,434)	(2,694,485)	(18,570)	0.7%
BUDGET REQUIREMENT (pre-reserves)	611,800,655	73,612,276	611,073,392	(727,263)	-0.1%
Transfer to/from Earmarked Reserves	(7,543,383)	-	(7,543,383)	-	0.0%
BUDGET REQUIREMENT	604,257,272	73,612,276	603,530,009	(727,263)	-0.1%
FUNDING					
County Precept	(365,554,704)	(73,110,941)	(365,554,704)	-	0.0%
Business Rates	(142,258,973)	(36,722,433)	(142,820,232)	(561,259)	0.4%
Revenue Support Grant	(23,391,916)	(6,315,817)	(23,391,916)	-	0.0%
Other Grants	(73,051,679)	(16,268,741)	(73,051,679)	-	0.0%
Total Funding	(604,257,272)	(132,417,932)	(604,818,531)	(561,259)	0.1%
RESIDUAL DEFICIT (+) / SURPLUS (-)	-	(58,805,656)	(1,288,522)	(1,288,522)	-0.2%

Analysis of Revenue Forecast

1. The Council's revenue budget requirement represents the day-to-day costs of council service delivery. The Council has a strong track record of managing financial risk, with continuous improvement and implementation of efficient delivery models. Given the continued economic challenges, specifically in respect of persistent high levels of inflation, it is essential that the Council can continue to adapt to an ever-changing operating environment. This is a fundamental prerequisite for financial sustainability over the long-term.
2. The Council conducts an organisation wide budget monitoring exercise that seeks to monitor progress against approved financial plans on a quarterly basis, with targeted monitoring occurring during intervening periods and focussing on high-risk areas. Quarter one provides an opportunity to implement the approved budgets and commence delivery of the approved plan, understanding any areas which are at risk of diverging from the assumed plan. It is important to note that early identification of emerging financial risk provides the organisation with time and opportunity to put into place mitigation measures to contribute towards a better financial outturn. Indeed, this approach has resulted in successful outturn positions for the previous few years despite the volatile nature of the operating environment.
3. The start of the 2023/24 financial year has coincided with the implementation of the Council's new financial system. The change has represented a major undertaking, with the initial focus on ensuring system resilience and accuracy. The nature of changing financial systems means initial disruption to financial reporting, until the new reporting regime is established and implemented. This has now been substantively completed, however it is important to note that access to reporting was partially impacted during the time period of quarter one monitoring and this is expected to have constrained budget and spend managers when undertaking detailed forecasting.
4. Taken together, the earliness in the financial year of quarter one monitoring combined with the initial disruption to reporting capabilities means that the forecast shown opposite should be considered as an initial estimate of identified and potential changes compared to the approved budget. There are likely to be significant changes to the position throughout the remainder of the financial year, which reflects:
 - The complexity and scale of Council services
 - The benefit of having additional months finance and activity data,
 - Having complete availability of financial system reporting for the full duration of budget monitoring,

In summary, forecasts will naturally improve with better quantification of financial risk and implementation of mitigations.

5. For 2023/24, the Council has a cash limit of £604.3m, otherwise known as its budget requirement. At this early stage in the financial year, the Council is forecasting that it will marginally underspend by £1.3m (or 0.2%) at outturn.

6. The overall position reflects an amalgamation of identified over and underspends across the Council. The position for each directorate is considered in turn.

Children's Service

7. Within Education, Special Educational Needs & Disabilities is forecasting an underspend of £0.411m (or 3.0%). The majority of this relates to the Domiciliary Care contract (£0.305m or 51.0%) which continues to be unable to access care resources and packages of support due to limited availability within the marketplace and a national shortage of carers for domiciliary care. As a result, there are a number of young people who are waiting for a domiciliary care service. Whilst access to the contract is the preferred option, if that is not possible then the direct payment route or spot purchase package are explored.
8. The number of Children in Care (CiC) has increased to 743 at the end of May 2023 compared to 727 as at the end of March 2023. There is a continuing need for external placements, leading to overspends on residential placements (£1.298m or 18.7%) and out of county fostering placements (£0.663m or 30.5%). This includes three new exceptional secure placements, for welfare reasons, at a cost of £0.980m. This cost is not budgeted for within Children's Services due to its exceptional nature, with prior occurrences being met from revenue contingency, which will be reported in this way in future reporting periods. In addition, the authority is seeing fee increases in the unfavourable external market, a situation which is also being experienced nationally and more complex and demanding young people being unable to be placed with our in-house foster carers. The CiC programme continues to have strong oversight and rigour of the budget position of these demand-led and volatile budgets. Within Fostering and Adoption, a forecast underspend on Family Assessments (£0.325m) has helped to partly offset these overspends.
9. The anticipated Children's Services 1% carry forward (£0.968m) from 2022/23 has not been specifically earmarked for particular activities, but rather for use in supporting increased spending on families in crisis, inflationary challenges and supporting emergency external placements.
10. It is expected that the additional costs associated with the transport of children and families for family time initially identified in 2022/23, will continue in 2023/24. The Contact Team is forecast to overspend by £0.500m (or 32.1%). Following on from the reductions in court time during the pandemic, delays are being experienced in family court proceedings. The impact of this is that children are having extended periods of support to have time with their families. This is in addition to a rise in the cost of an increased reliance on taxis which have had an impact on this budget. In future reporting periods, this cost will be assumed to be met from the 2023/24 centrally retained education transport budget, which was established to respond to the rising costs in transport delivery.
11. Leaving Care and Supported Accommodation is forecasting to overspend by £1.136m (or 20.8%). The majority of this relates to Intense Needs Supported Accommodation

(£0.862m or 172.3%) which provides more suitable placements for the young people concerned in addition to being more cost effective when compared to CiC external residential placements.

12. The 0-19 children's health service continues to forecast an underspend of £0.700m (or 7.7%). This is mainly due to county-wide Health Visitor vacancies which are at a similar level to that experienced in 2022/23. Health Visitor recruitment is a national issue, and workforce development and ongoing recruitment remains key priorities for the service.

Adult Care and Community Wellbeing

13. ACCW forecast overall is a £0.503m underspend, largely due to vacancies across the directorate. The forecast includes agency & relief costs that will be required should vacancies continue at current levels and assumes that the low waiting times across ASC assessment and OT are maintained throughout 2023/24.

Place

14. At this stage in the financial year, the service expects to be able to contain spend to within budget.
15. As the financial year progresses, it is expected that a series of variances will emerge and these will get reported to the Executive through future reporting updates.
16. In respect of education transport, the Council set aside £9.4m into contingency during the 2023/24 budget setting process to reflect the emerging risk within education transport. Drawdowns from the contingency are to happen during the year once further progress has been made in respect of ensuring the delivery model and policy of provision remain the best approach. Whilst this work is ongoing, it remains the expectation that the contingency set aside remains sufficient to cover the pressures within this area.

Fire and Rescue

17. At this stage in the financial year, the service expects to be able to contain spend to within budget.

Resources and Corporate

18. During the first quarter, there are a series of overspends within IT (most requested to be funded by carry forward), and modest underspends reported elsewhere which predominantly relate to recruitment challenges, which consequently result in delivery challenges and unplanned financial savings.
19. There is an expectation that the position will further change during the financial, especially in relation to complex activity driven budgets like energy costs, where

further cost and activity data is required to inform an updated estimate. Further unplanned staffing savings are also possible if recruitment challenges persist.

20. The forecast position assumes that a series of pressures across the services but especially within IT are funded by the carry forward from 2022/23.

Other Budgets

21. Insurance liability premiums are forecast to be approximately £1m lower than budget. The insurance contract was reprocured with effect from 1st April 2023 with full details known after the conclusion of the budget setting process where inflationary increases had been assumed.
22. As part of the process, the Council has increased its level of self-insurance which led to a reduction in cost with the new contract. This, alongside an overall reduction in the level of claims over a three year period, have further reduced the liability cost against this budget. It is expected that the new position will allow the Council to reduce its insurance budget for future years and this will be reflected as part of the Council's medium term finance plan, on the assumption that the self-insurance provision and reserve will be maintained at the level required.

Schools

23. In respect of the high needs block, the Alternative Provision (AP) free school place funding is forecast to underspend by £1.443m. This is a temporary underspend assuming that the Department for Education will not fully recoup funding from the Local Authority for this financial year.
24. Non-Maintained Schools placements, independent mainstream placements and placements with other Local Authorities are overall forecasting an overspend (£1.032m or 5.4%). This is due to increased demand for those pupils with more complex needs, along with insufficient places within Lincolnshire special schools. 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.

Funding

25. At this early stage in the financial year, it has been identified that the Council will receive an additional £0.561 from the 2022/23 business rate pooling gain, which will increase spending power in 2023/24. This reflects an enlarged pooling gain for Lincolnshire as reported by the District Council's.

Monitoring of Cost Base Reductions

26. When the Council approved its 2023/24 revenue budget in February, it approved total efficiency savings of £12.2m spread across the Council. As part of regular monitoring, services also measure progress of delivery against planned cost reductions. At quarter

one, the planned saving per directorate and the revised estimate is shown in the table below:

Directorate	Planned Saving	Revised Estimate	Variance
Adult Care and Community Wellbeing	3,862	3,862	-
Children's Services	1,331	1,147	(184)
Fire and Rescue	70	70	-
Other Budgets	2,430	2,430	-
Place	3,076	3,076	-
Resources	1,461	1,461	-
Total	12,230	12,046	(184)

27. There is currently one initiative that has been identified as not on-target. Whilst modest, this relates to the savings associated with the opening of two new children's homes, which have been delayed to September 2023 and January 2024 respectively and therefore impact upon the savings profile.

Impact on Reserves

28. Whilst likely to change further, the current forecast underspend for the Council would slightly reduce reliance on reserves during 2023/24.

Medium Term Financial Planning

29. There is a causal relationship between the current year forecast and the potential impact on the Council's budget over the medium term. For instance, permanent cost pressures are likely to require a permanent solution during budget setting for 2024/25. The same applies for permanent cost reductions.
30. The Council has recently commenced its review of the 2023/27 medium term financial plan, which will result in a 2024/25 revenue budget and 2024/28 medium term financial plan when Full Council meet to set the budget in February 2024. Further information will be provided on a quarterly basis.

Earmarked Reserves

APPENDIX B

Reserve	Opening Balance 1 April 2023 plus Carry Forward Additions £'000	Planned Use / Contribution in 2023/24 £'000	Estimated Balance on reserve as at 31 March 2024 £'000	Planned Use / Contribution in 2024/25 £'000	Planned Use / Contribution in 2025/26 £'000	Planned Use / Contribution in 2026/27 £'000	Estimated Balance on reserve as at 31 March 2027 £'000
Balances from dedicated schools budget including those held by Schools under a scheme of delegation	-29,148	15,816	-13,332	3,682	2,975	2,961	-3,714
Schools	-29,148	15,816	-13,332	3,682	2,975	2,961	-3,714
Other Earmarked Reserves							
Schools Sickness Insurance Scheme	-866	366	-500	0	0	0	-500
S77 School Projects	0	0	0	0	0	0	0
Children's Services - Education	-866	366	-500	0	0	0	-500
Young People in Lincolnshire	-151	76	-75	0	0	0	-75
Youth Offending Service	-200	200	0	0	0	0	0
Adoption Reform Reserve	0	0	0	0	0	0	0
Music Service Reserve (carry forward)	-281	50	-231	50	50	0	-131
Children's Services	-1,231	420	-811	144	144	0	-523
Museum Exhibits	-133	0	-133	0	0	0	-133
Growth Reserve	-1,037	75	-962	0	0	0	-962
Carbon Management Reserve	-218	0	-218	0	0	0	-218
Flood and Water Risk Management	-200	0	-200	0	0	0	-200
Civil Parking Enforcement	0	0	0	0	0	0	0
Cultural Services Reserve	-295	173	-122	0	0	0	-122
Traffic Management Reserve	-1,713	0	-1,713	0	0	0	-1,713
Lincoln Cultural Quarter Earmarked Reserve	-20	0	-20	0	0	0	-20
Support to Businesses	-2,461	2,306	-155	0	0	0	-155
Place	-6,077	2,554	-3,523	0	0	0	-3,523
Procurement	-1,357	315	-1,042	327	341	374	0
CSSC Transformation Including BW Rebuild and Development	-564	564	0	0	0	0	0
Property Management	-25	0	-25	0	0	0	-25
Legal	-811	0	-811	0	0	0	-811
Purchase of Employee Leave Scheme Reserve	-305	102	-203	75	75	75	20
Resources	-3,350	680	-2,670	1,002	115	148	-1,404
Community Engagement Reserve	-59	0	-59	0	0	0	-59
Corporate Services	-59	0	-59	0	0	0	-59
Community Safety Reserve	-50	0	-50	0	0	0	-50
Adults and Community Wellbeing	-50	0	-50	0	0	0	-50
Other Services	-2,390	2,390	0	0	0	0	0
Insurances	-6,775	0	-6,775	0	0	0	-6,775
Financial Volatility Reserve	-46,922	0	-46,922	-1,153	3,735	0	-44,340
Energy from Waste Lifecycles	-3,877	750	-3,127	750	750	0	-1,627
Development Fund	-15,723	9,825	-5,898	5,894	0	0	-4
Business Rates Volatility Reserve	-6,152	6,152	0	0	0	0	0
Coronavirus Recovery Reserve	0	0	0	0	0	0	0
Other Budgets	-92,291	29,569	-62,722	5,491	4,485	0	-52,746
Total Other Earmarked	-103,923	33,589	-70,335	6,637	4,744	148	-58,806
Revenue Grants and Contributions Unapplied							
Children's Services - Education	-8,135	8,135	0	0	0	0	0
Children's Services	-11,594	1,871	-9,723	1,522	1,294	0	-6,907
Adults and Community Wellbeing	-74,216	11,297	-62,919	27	15	0	-62,878
Place	-8,972	1,881	-7,091	500	0	0	-6,591
Fire & Rescue	-384	51	-333	45	0	0	-288
Corporate Services	-213	0	-213	0	0	0	-213
Other Budgets	-1,628	0	-1,628	0	0	0	-1,628
Total Revenue Grants and Contributions Unapplied	-105,142	23,235	-81,907	2,094	1,309	0	-78,505
Total Earmarked Reserves	-238,213	72,640	-165,574	12,412	9,028	3,109	-141,025

Monitoring of Development Fund

Appendix C

Revenue/ Capital	Directorate - Service	Project	Total Budget	2020/21 (Actual)	2021/22 (Actual Spend)	2022/23 (Actual Spend)	2023/24 (Planned Spend)	2024/25 (Planned Spend)	Residual Balance	Ref*
Revenue	Place - Environment	Green Masterplan	350	34	37	131	147	1	-	
Revenue	Place - Communities	Anaerobic digestion Facilities - Business Case Viability	150	12	63	-	75	0	-	
Revenue	Place - Highways and Growth	Highways Advance Design/Economic Development Pipeline Projects	2,713	484	105	693	500	931	-	1
Revenue	Place - Highways	Traffic signals - Wireless communications	5	-	-	-	5	-	-	
Revenue	Fire and Rescue	Research study - LFR prevention work	10	8	-	-	-	-	2	
Revenue	Resources - Transformation	Digital	280	167	-	-	113	-	-	
Revenue	Place - Growth	Broadband - 4G	135	-	-	-	-	135	-	
Revenue	Place - Highways	Drainage Investigation and Flood Repairs	200	30	135	-	35	(0)	-	
Revenue	Resources - Transformation	Transformation Programme	7,394	136	92	1,015	2,453	3,688	10	2
Revenue	Councilwide	Emergent council priorities	10,045	-	-	-	10,045	-	-	3
Capital	Place - Communities	Education Transport links to School (Route sustainability)	440	-	-	-	100	340	-	
Capital	Place - Highways	Community Maintenance Gangs	3,981	3,981	-	-	-	-	-	
Capital	Place - Highways	Drainage Investigation and Flood Repairs	3,444	646	561	890	1,347	(0)	-	4
Capital	Place - Highways	Works on B class roads and lower	10,000	-	-	10,000	-	-	-	
Capital	Fire and Rescue	Flood Management Pumps	116	116	-	-	-	-	-	
Capital	ACCW - Public Protection - Trading Standards	Replacement Trading standards Metrology equipment	50	-	-	-	50	-	-	

Revenue/ Capital	Directorate - Service	Project	Total Budget	2020/21 (Actual)	2021/22 (Actual Spend)	2022/23 (Actual Spend)	2023/24 (Planned Spend)	2024/25 (Planned Spend)	Residual Balance	Ref*
Capital	Place - Highways	Traffic signals - Wireless communications	80	80	-	-	-	-	-	
Capital	Place - Growth	Broadband - 4G	800	-	-	-	-	800	-	5
Capital	Place - Highways	Highways initiatives/works	12,000	-	-	-	12,000	-	-	6
Capital	Place - Highways	Lines and signage	1,000	-	-	-	1,000	-	-	7
Capital	Place - Various	Minor infrastructure works, skills development and public rights of way	658	-	-	-	658	-	-	8
			53,851	5,696	993	12,729	28,527	5,895	12	

* further information provided on next page where number reference stated (i.e. to see further information in respect of item 1, please refer to point 1 on the following page)

Analysis of Development Fund

The Development Fund has been utilised to support investment within Council priorities and includes transformation of the Council to a lower cost base. The Development Fund is specifically monitored to consider progress against approved investment.

The table on the previous page references numbers in the far right hand column, which correspond to the explanations set out below:

Ref	Project	Narrative
1	Highways Advance Design/Economic Development Pipeline Projects	<p>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).</p> <p>In addition, it has enabled the development of a pipeline of Economic Infrastructure schemes to bid against emerging government, LCC and other funding opportunities. During 2022/23, 26 Transport Strategies, Models, Feasibilities and Highway Designs were progressed with oversight from the Capital Programme Steering Group. In 2020/21 and 2021/22, 7 Economic Infrastructure feasibility studies were completed and a further 4 progressed during 2022/23 including proposals at Sutton Bridge and Kirton Business Park.</p>
2	Transformation Programme	<p>The Transformation Programme is made up of highly complex programmes of change which require a new way of working. Existing projects and programmes help to drive financial savings, consider opportunities from optimisation and digitalisation within processes and systems, deliver good value services and improved outcomes for all, whilst demonstrating a return on investment.</p> <p>To date, investment has been spent on the delivery of the: Digital Programme, Smarter Working, Children in Care Transformation, Educational Travel, People Strategy, and Corporate Support Optimisation. Each project within the programme delivers a range of budget and cash savings, cost avoidance and non-cashable benefits.</p> <p>Over the past 3 years, recurrent budget savings in excess of £4m have been delivered, with plans for a further £7.2m over the next two years whilst also improving the experience for our customers.</p>
3	Emergent council priorities	<p>The £10.045m balance represents the residual underspend from 2022/23, which Full Council will be requested to allocate to the Development Fund to get allocated to priority projects further on in the financial year.</p>
4	Drainage Investigation and Flood Repairs	<p>Schemes totalling £700k were commissioned in 2020/21 with an in-year spend of £646k. A further £561k was spent in 2021/22 with the remaining budget from the original £2m funding allocation spent in</p>

Ref	Project	Narrative
		<p>2022/23 on schemes at Scothern and Kirton.</p> <p>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. £97k of this additional funding was used in 2022/23 to complete delivery of the Scothern and Kirton schemes. The remaining £1.347m is planned to be utilised in 2023/24 to deliver a larger scheme of flood alleviation works at Cherry Willingham and a programme of approximately 33 localised schemes / works packages to address localised flooding issues that have emerged as a result of recent rainfall events.</p>
5	Broadband - 4G	<p>We are working with Building Digital UK (BDUK) to understand the specific details of where they will invest in the next stage of the rural broadband programme. Once we fully understand that detail, which should be no later than autumn 2023, then we will assess whether there is the need for 4G and 5G fixed wireless access enabled broadband to augment BDUK's own investment or whether this expenditure should be adapted to meet the same objectives but through a different route.</p> <p>Our priorities are to foster business growth and to tackle the viability gap which deters communities and businesses from having the best possible digital services. This is a particular problem for our rural, farming, and tourism businesses.</p>
6	Highways initiatives/works	<p><u>Applicable to reference 6, 7 and 8:</u></p> <p>During the budget setting process for 2023/24, the Council identified £8.7m of reserve balances which were re-allocated to the development fund following a comprehensive review of earmarked reserves. It is proposed that this be utilised to support investment in local highways schemes (£7m), highways lines and signage works (£1m) as well as investment in a series of smaller schemes incorporating minor infrastructure works, skills development and public rights of way. Where any specific expenditure proposals require formal decision-making they will go through the appropriate constitutional procedures.</p> <p><u>Specific to reference 6:</u></p> <p>This is in addition to the previously approved £5m which is also to be spent on local highways work.</p>
7	Highways Lines and signage	Please see commentary for reference 6.
8	Minor infrastructure works, skills development and public rights of way	Please see commentary for reference 6.

Budget Transfers (Quarter One 2023/24)**Appendix D**Revenue

SERVICE FROM	SERVICE TO	REASON	Approved by	AMOUNT
Other Budgets	Adults, Childrens, Place etc	Reallocate budget for increase in primary Pension contributions	Strategic Finance Lead - Corporate	£9.000m
Other Budgets	Fire	Reallocate budget for increase in primary Pension contributions	Strategic Finance Lead - Corporate	£0.155m

Capital

None

Revenue to Capital

None

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

Report to:	Overview and Scrutiny Management Board
Date:	24 August 2023
Subject:	Capital Budget Monitoring Report 2023/24 (Quarter 1)

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 05 September 2023. 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 to the Executive in relation to this item.

1. Background

1.1 The Executive is due to consider the Capital Budget Monitoring Report 2023/24 - Quarter 1 at its meeting on 05 September 2023.

1.2 The Executive report attached at Appendix 1 is the capital budget monitoring report for the first quarter of financial year 2023/24 and has been prepared as at 30 June 2023. It compares projected expenditure for the year with the approved Capital Programme and highlights any forecast over or under-spending, together with any other key points to note.

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

2. Conclusion

To enable the Executive to fully consider the Capital Budget Monitoring Report 2023/24 (Quarter 1), comments and feedback from this Board will be taken into account.

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 05 September 2023.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Capital Budget Monitoring Report 2023/24 (Quarter 1) to be presented to the Executive at its meeting on 05 September 2023

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 2023/24	The details of the Capital Programme set for the financial year 2023/24 and beyond is within the document Budget Book 2023/24, which can be found on the Council's website. Budget Book 2023/24

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



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

Report to:	Executive
Date:	05 September 2023
Subject:	Capital Budget Monitoring Report 2023/24 (Quarter 1)
Decision Reference:	I030087
Key decision?	No

Summary:

- This report provides an update on capital investment compared with budgets for the 2023/24 financial year which started on 01 April 2023.
- The report presents the updated capital programme, to take into account rephrasing that is proposed as part of the outturn process.
- The capital programme is reported to be on track, with a deep dive expected to take place during quarter two to identify a realistic estimate.
- The detailed programme can be seen within appendix A, together with narrative on progress against key investment schemes.
- The impact of this revenue budget forecast on the Council's resilience has been assessed and the conclusion is that the Council's financial resilience remains relatively strong at this point in time and is supported by the forecasts set out in this report.

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 projected outturn for 2023/24 based on information at a point in time, therefore no alternatives have been considered.

Reasons for Recommendation:

To maintain the Council's financial resilience.

1. Background

- 1.1 In February 2023, the Council approved a capital investment strategy in addition to a revised capital investment programme. Both strands support delivery of the Council plan, helping the Council to achieve its strategic objectives and legal duties for the benefit of residents and businesses that operate within its area.
- 1.2 The economic environment has remained challenging since the budget was approved, with the rate of inflation remaining higher for longer than the Council's revised expectations in February. It appears that it has started to reduce due to prices now being measured against a permanently higher base, however the Bank of England do not expect the rate to fall below their 2% target until 2025. This has implications for the Council's financial planning, which are still to be fully understood.
- 1.3 This impacts nationally, and therefore is not specific to Lincolnshire. Notwithstanding, there are two known capital related elements which will need to be reconsidered as part of the 2024/25 financial planning process:
 - The first is that the cost of capital investment has increased, because of the impact of inflation and other inflationary causes (e.g. cost of raw materials). This means that there is a diminished buying power for capital investment, relative to a few years ago.
 - The second relates to the cost of capital financing, which is on an upward trajectory because of continued increases in the Bank of England base rate intended to counteract the rate of inflation. For the Council, it means that the cost of borrowing is now higher than it could be accessed for in prior years. This could have implications for the revenue budget over the longer-term, assuming that rates remain high at the time when the Council needs to borrow with internal borrowing currently prioritised and preferred.
- 1.4 The Council has utilised capital investment to support investment within Council services, which has helped to achieve better service outcomes and better financial outcomes within revenue. There is a clear link between revenue and capital and therefore neither can be considered in isolation.
- 1.5 The Council categorises capital investment into projects and blocks. Capital blocks investment comprises schemes which maintain and/or replace the Council's existing assets (e.g. highways maintenance). Capital projects are specific schemes which represents specific investment within an area to create a new asset which will deliver additional benefit to Lincolnshire.
- 1.6 In line with good financial management practices, the Council's use of resources is closely monitored and reported to the executive. This report provides information on the current financial position and will inform the next stages of financial

- planning, taking account of the risks and opportunities in respect of financial sustainability.
- 1.7 Quarter one budget monitoring forms the basis of the first update report to the Executive in respect of the Councils' approved capital programme. Prior to considering the position that has been reported, there are two specific factors which have influenced the position:
- The start of the 2023/24 financial year has coincided with the implementation of the Council's new financial system. The change has represented a major undertaking, with the initial focus on ensuring system resilience and accuracy. The nature of changing financial systems means initial disruption to financial reporting, until the new reporting regime is established and implemented. This has now been substantively completed, however it is important to note that access to reporting was impacted during the time period of quarter one monitoring and this is expected to have constrained budget and spend managers when undertaking detailed forecasting.
 - Good quality forecasting relies on several factors, which includes having strong supporting data. The quality of supporting trend data improves during the financial year and is matched with refined forecasting during the financial year. As quarter one is based on three months data, this can make forecasting in some instances more of a challenge, especially for capital investment which tends to happen over multiple years. The focus is therefore as much around understanding any areas which are at risk of diverging from the assumed plan.
- 1.8 The constraints set out above mean that the focus during quarter one has been to ensure an up to date capital programme, rather than providing alternative forecast figures which are subject to change extensively during a deep dive exercise which will be conducted during quarter two.
- 1.9 There is inherent risk within the capital programme for the reasons set out in this section. It is, however, important to note that the Council has acted to mitigate by adjusting the capital programme during the previous budget setting round to recognise that the cost of some schemes had increased. At this stage, the programme is expected to remain sufficient, although this could change. From a wider perspective, the Council takes a prudent approach to the setting of reserves and contingencies – including the new development capital contingency – which ensures the Council has time to react to material changes to circumstances.
- 1.10 The Council's financial planning process for 2024/25 will result in the production of an updated capital investment strategy, in addition to a revised capital investment programme reflecting necessary changes and the potential for additional investment subject to investment remaining within affordability limits. Extensive capital planning work is ongoing as part of the financial planning process, which seeks to identify new and emergent capital investment need and priorities, also reflecting the wider inflationary risk to the existing programme. This will complement the monitoring work ongoing, with clear links between the two areas of capital investment management.

Overall Financial Position – Capital

1.11 The summary capital forecast as at 30 June 2023 (end of quarter one) is as follows:

Capital	2023/24 Budget	2023/24 Forecast	Variance
Investment in Blocks			
Adult Care and Community Wellbeing	528,573	528,573	-
Children's Services	5,710,405	5,710,405	-
Place	45,411,206	45,411,206	-
Fire and Rescue	3,621,343	3,621,343	-
Resources & Corporate	13,377,312	13,377,312	-
Total	68,648,839	68,648,839	-
Investment in Projects			
Adult Care and Community Wellbeing	495,379	495,379	-
Children's Services	12,853,059	12,853,059	-
Place	80,385,641	80,385,641	-
Fire and Rescue	-	-	-
Resources & Corporate	981,005	981,005	-
Total	94,715,084	94,715,084	-
New Development Capital Contingency	24,902,891	24,902,891	-
Total Investment	188,266,814	188,266,814	-
Funding			
External Funding	(55,790,764)	(55,790,764)	-
Borrowing	(127,315,229)	(127,315,229)	-
Capital Receipts	(5,000,000)	(5,000,000)	-
Revenue	(160,821)	(160,821)	-
Total Funding	(188,266,814)	(188,266,814)	-

1.12 Appendix A shows the summarised capital programme by directorate, in addition to the detailed capital programme post outturn. In addition, appendix A contains narrative of all schemes with a budget in excess of £1m.

1.13 The overall forecast presents as a nil variance, primarily due to reporting challenges and with more data and information required in some instances to support detailed forecasting.

1.14 The likelihood is that the Council will not spend £188.3m during 2023/24, and extensive re-phasing will be made during subsequent financial quarters. Therefore, the Council's in-year borrowing requirement is likely to reduce compared to the estimate at the start of the year. This position is also expected to contribute to a forecast underspend on capital financing charges which would provide a short-term benefit to the revenue budget.

1.15 The capital programme will be subject to a thorough review during quarter two. The capital investment strategy will also be refreshed during the financial planning process.

Assessment of Impact on Financial Resilience

- 1.16 The capital forecast shows as on balance, however it is likely that actual spend will be significantly lower and will necessitate re-phasing during quarter two and beyond. This may provide short-term benefits to the revenue budget, but it may increase the longer-term cost when spend is incurred through higher inflation and higher interest rates. The Council regularly tests affordability and will continue to do so and react as necessary to the prevailing economic circumstances. The Capital Investment Strategy 2023/24 requires the capital programme to be affordable over the longer term and the latest position remains in line with this position.
- 1.17 The Council continues to maintain its financial resilience by:
- Proactive financial management in respect of the emergent financial position
 - Taking action to mitigate issues as and when they arise
 - Continuing to work with the Society of County Treasurers to ensure that the Government understands the particular issues faced by County Councils, including within the context of capital investment and affordability
 - Refreshing and updating the capital investment strategy and capital investment programme,
 - Continued emphasis on investment which supports transformation and enables significant reductions within the revenue cost base.

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 current position on the capital programme is highlighted in this report for the Executive to note.
- 3.2 The position will continue to be monitored and reported throughout the year.

4. Legal Comments:

This report sets out an update on capital investment forecasts compared with the capital budget for the financial year starting on 1 April 2023 to assist the Executive to monitor the financial performance of the Council.

5. Resource Comments:

This report provides an updated capital investment programme following 2022/23 outturn, which is subject to approval as part of the outturn reporting process.

Extensive re-phasing is likely to be required during 2023/24 to ensure the programme remains aligned to delivery timescales. The deep dive during quarter two will also help to quantify emergent financial risk.

6. Consultation

a) Has Local Member Been Consulted?

No

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 24 August 2023. 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. Appendices

These are listed below and attached at the back of the report	
Appendix A	Capital Investment Programme 2023/24 – 2032/33

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 2023/24	Council Budget 2023/24
Budget Book 2023/24	Budget Book 2023/24

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

Capital Investment Programme 2023/24 – 2032/33

APPENDIX A

Table 1: 2023/24 – 2032/33 Capital Investment Programme (Summary)

Capital	2023/24	2024/25	2025/26	2026/27 - 2032/33
Investment in Blocks				
Adult Care and Community Wellbeing	528,573	-	-	-
Children's Services	5,710,405	50,000	2,967,000	32,377,000
Place	45,411,206	44,800,000	2,309,000	20,275,000
Fire and Rescue	3,621,343	2,978,408	500,000	3,000,000
Resources & Corporate	13,377,312	7,000,000	7,000,000	39,500,000
Total	68,648,839	54,828,408	12,776,000	95,152,000
Investment in Projects				
Adult Care and Community Wellbeing	495,379	-	-	-
Children's Services	12,853,059	4,244,691	-	-
Place	80,385,641	20,088,340	15,667,569	182,403,727
Fire and Rescue	-	-	-	-
Resources & Corporate	981,005	300,000	300,000	1,800,000
Total	94,715,084	24,633,031	15,967,569	184,203,727
New Development Capital Contingency	24,902,891	5,000,000	5,000,000	30,000,000
Total Capital Investment	188,266,814	84,461,439	33,743,569	309,355,727
Funding				
External Funding	(55,790,764)	(45,157,176)	(11,881,612)	(95,434,529)
Borrowing	(127,315,229)	(34,103,518)	(16,663,636)	(178,560,834)
Capital Receipts	(5,000,000)	(5,000,000)	(5,000,000)	(35,000,000)
Revenue	(160,821)	(200,745)	(198,321)	(360,364)
Total Funding	(188,266,814)	(84,461,439)	(33,743,569)	(309,355,727)

Table 2: 2023/24 – 2023/33 Capital Investment Programme (Detail)

B/P	Scheme Name	2023/24			2024/25			2025/26			2026/27 – 2032/33		
		Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding
	Adult Care and Community Wellbeing												
B	Adult Care	0.484	-	0.484	-	-	-	-	-	-	-	-	-
B	Safer Communities	0.025	-	0.025	-	-	-	-	-	-	-	-	-
B	Registration Celebratory & Coroners Services	0.020	-	0.020	-	-	-	-	-	-	-	-	-
B	Better Care Fund	(0.000)	-	(0.000)	-	-	-	-	-	-	-	-	-
P	Welton - Extra Care Housing	0.495	-	0.495	-	-	-	-	-	-	-	-	-
	Children's Services												
B	Schools Maintenance Programme	3.000	3.000	-	-	-	-	-	-	-	-	-	-
B	Provision of School Places (Basic Need)	1.639	1.939	(0.300)	-	-	2.917	1.500	1.417	32.077	7.836	24.241	
B	Devolved Capital	0.950	0.950	-	-	-	-	-	-	-	-	-	-
B	Foster Care	0.120	-	0.120	0.050	-	0.050	0.050	-	0.050	0.300	-	0.300
B	Other Children's Social care	0.009	-	0.009	-	-	-	-	-	-	-	-	-
B	Connect the Classroom	(0.007)	(0.000)	(0.007)	-	-	-	-	-	-	-	-	-
P	SEND Reorganisation	11.566	2.694	8.872	4.245	-	4.245	-	-	-	-	-	-
P	Children's Homes	1.274	-	1.274	-	-	-	-	-	-	-	-	-
P	Lincs Secure Unit	0.013	-	0.013	-	-	-	-	-	-	-	-	-
	Fire and Rescue												
B	Fire Fleet and Equipment	3.592	-	3.592	2.978	-	2.978	0.500	-	0.500	3.000	-	3.000
B	Fire & Rescue and Emergency Planning	0.030	-	0.030	-	-	-	-	-	-	-	-	-
	Other Budgets												
B	New Developments Contingency Fund	24.903	-	24.903	5.000	-	5.000	5.000	-	5.000	30.000	-	30.000
B	Capital Fund	-	1.568	(1.568)	-	-	-	-	-	-	-	-	-

B/P	Scheme Name	2023/24			2024/25			2025/26			2026/27 – 2032/33		
		Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding
	Resources & Corporate												
B	Property	5.976	-	5.976	3.225	-	3.225	3.225	-	3.225	19.350	-	19.350
B	Improvement Transformation	4.000	-	4.000	-	-	-	-	-	-	-	-	-
B	Infrastructure and Refresh Programme	2.733	-	2.733	3.500	-	3.500	3.500	-	3.500	18.500	-	18.500
B	County Farm Block	0.531	0.000	0.531	0.275	-	0.275	0.275	-	0.275	1.650	-	1.650
B	Replacement ERP Finance System	0.127	-	0.127	-	-	-	-	-	-	-	-	-
B	ICT Development Fund	0.013	-	0.013	-	-	-	-	-	-	-	-	-
B	Orchard House Repairs	(0.002)	-	(0.002)	-	-	-	-	-	-	-	-	-
P	School Mobile Classroom Replacement	0.600	-	0.600	0.300	-	0.300	0.300	-	0.300	1.800	-	1.800
P	Property Area Review	0.367	-	0.367	-	-	-	-	-	-	-	-	-
P	IMT (Cloud Navigator/Windows 10)	0.077	-	0.077	-	-	-	-	-	-	-	-	-
P	Care Management System (CMPP)	0.014	-	0.014	-	-	-	-	-	-	-	-	-
P	Leverton Fire Station	(0.005)	-	(0.005)	-	-	-	-	-	-	-	-	-
P	Azure Data Migration Project	(0.072)	-	(0.072)	-	-	-	-	-	-	-	-	-
		188.267	55.791	132.476	84.461	45.157	39.304	33.744	11.882	21.862	309.356	95.435	213.921

Analysis of Capital Investment

1. The Council plans to invest £615.8m of capital resource between 2023/24 and 2032/33 to support delivery of the Council plan. Investment in the County's highways network continues to be a key priority for the Council, in addition to investment in other priorities such as education and the Council's asset base.
2. The current version of the capital programme – which incorporates £51.4m of outturn re-phasing – is shown in summary format (table one) and is also detailed by capital scheme (table two).
3. The Council undertakes regular monitoring of its capital investment programme, to ensure the programme remains realistic and invests in Council priorities. However it must be noted that the temporary reporting challenges considered elsewhere in this report has meant that detailed forecasting has not been possible for the full programme, and therefore detailed forecasts will feature as part of the quarter two report. For quarter one, additional narrative has been provided in this appendix for capital schemes with a budget in excess of £1m.
4. That said, trend analysis indicates that extensive re-phasing will be required during the 2023/24 financial year to ensure budgets are aligned with delivery timescales. This is an area of focus during quarter two, and should result in significant re-phasing requests which will be separately reported within the quarter two report.
5. Considering the wider economic context, there is an increased risk that the programme will become more expensive if delivered over a longer timeframe, given the continued inflationary challenges and the expectation of further increases in the Bank of England base rate. The persistent high levels of inflation – of which construction specific indices have been subject to much higher increases – has meant that the cost of some capital schemes have increased already and could increase further.
6. In addition, the Bank of England has continued to increase the cost of capital as a result of successive increases to the base rate, which is expected to increase further. This increases the cost of borrowing to the Council, in turn increasing the cost of capital financing. The Council does not set capital financing budgets based on historical low rates, however there is expected to be longer-term cost increases when capital financing costs are re-calculated over the summer months.
7. As part of the annual update of the medium term financial plan, the Council's capital investment strategy will also be refreshed and presented as part of the budget setting documents. This will seek to increase the focus on investment principles, as well as improving line of sight on capital affordability over the longer-term.
8. In addition, an exercise is ongoing to review the current capital programme to identify any known longer-term changes to current capital investment plans. This exercise will also look to identify new or emergent investment need, so that it can be reported as part of the budget setting process. This review is being led and co-ordinated by the Council's capital review group.

9. The position for each directorate is considered in turn, focussed on capital schemes with a budget of £1m or over (2023/24 gross budget stated in brackets):

Children's Services

10. Provision of School Places (Basic Need): the Government Basic Need Allocation for 2023/24 is £1.639m for delivery of school places for September 2024. Five schemes are currently in progress using prior year funding to provide extra places for school sufficiency purposes from September 2023
11. Schools Modernisation / Condition Capital: the Government Schools Condition Allocation for 2023/24 is £4.888m, which is higher than budgeted. A decision has taken place on the use of the funding with £3.25m for schools priority conditions work; £1.484m funding uplift for the mobile replacement programme, along with other smaller commitments. The profile of spending on remaining and new works is taking place.
12. SEND Provision Capital Funding for Pupils with EHC Plans: the planned gross expenditure is £33.364m for the SEND Capital Project in 2023/24. This is being funded from a drawdown of funding held in the capital reserve earmarked for this project and from current year DfE SEND Capital Grant funding of £9.259m that will support remaining projects to the completion of this programme. The programme is on target with the whole life budget of £101.8m.
13. Childrens Services - Childrens Homes: the two new children's homes are planned to be open and operational from September 2023 (Lincoln) and January 2024 (Louth).

Fire and Rescue

14. Fire Fleet and Equipment: Work is underway to align the budget with the operational requirements of the service, which is expected to result in some modest re-phasing of the budget into 2024/25.

Place

15. No new issues have arisen during the first quarter of the year and the main risks continue to be the impact to timescales and cost arising from the ground conditions and bridge re-design on the Grantham Southern Relief Road and more generally, materials price inflation, weather and sub-contractor supply and pricing. These risks are mitigated by ongoing project management and financial monitoring.
16. Consideration of schemes by area:
 - a. Heritage / Archives: Redevelopment work on the Lincoln Museum (formerly The Collection), including a visual refresh, work to the café, auditorium and rail and gate courtyard has begun. This work includes redesigning the central, orientation zone to provide a flexible space for spotlight exhibitions and routes through to specific areas within the museum and the reinvigoration of Muse Coffee Bar into a community engagement area. Further feasibility work in preparation for the Archives development is also underway.

- b. HWRC – Skegness: This project has not yet commenced and is being re-phased to a future date.
- c. Lincolnshire Enterprise Partnership: This funding is administered by the Council as accountable body for the Greater Lincolnshire Local Enterprise Partnership (GLLEP). Approval and management of these county-wide projects is undertaken by the GLLEP Board and staff.
- d. Broadband: Delivery of the overall Broadband project is currently progressing in line with the revised contractual milestones. Funding rebates based on strong take-up of new connections continue to be carried forward for use in future delivery.
- e. Horncastle Industrial Estate: Feasibility work continues to be undertaken to develop options for this scheme.
- f. Grantham Southern Relief Road: Phase 2 of the project, the junction between the B1174 and the A1, is complete and opened to traffic. The focus is now on completing the third and final phase to complete the link to the A52 at Somerby Hill. The re-design of the bridge which resulted from the poor ground conditions has however continued to delay progress. 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.
- g. Spalding Western Relief Road (Section 5): Work is progressing well, with the railway bridge piers and abutments now under construction. The recent rail strikes impacted the ability to complete work across the railway line resulting in some delay, however, opportunities continue to be identified and actioned where appropriate cost and programme savings can be made. The main risks continue to be materials price inflation, weather, ground conditions and sub-contractor supply and pricing.
- h. Lincoln Eastern Bypass: Construction of this scheme is now complete with the remaining budget being allocated to addressing land compensation claims as they arise.
- i. North Hykeham Relief Road: Preliminary work continues including all stage one (pre-construction) elements of a two-stage design and build contract for the scheme including surveys, outline design & planning application, detailed design & full business case preparation, and advanced works. Construction is currently expected to commence in 2025.
- j. A16 Levelling Up Fund Schemes: There are five schemes that are included as part of the overall Levelling Up Fund (LUF) programme along the A16 corridor between Boston and Spalding:
 - A16/Marsh Lane Boston Roundabout improvements scheme.
 - Boston Active Travel improvements scheme.
 - A16/B1180 Pinchbeck Greencell Roundabout improvements scheme.

- A16/A151 Spalding Springfields Roundabout improvements scheme.
- Spalding Camel Gate Active Travel improvements scheme.

The Marsh Lane and Boston Active Travel schemes are currently under construction and expected to be completed in November 2023. For the remaining schemes, feasibility and design work has been progressed and enabling works completed with construction expected to commence in October 2023 and continue into 2024/25. The programme is forecast to be completed within the allocated budget.

Resources

17. IT capital: capital budgets for IT are forecast on target at this stage of the financial year. The timing and delivery of spend will be in line with the governance arrangements in place for IT projects. This may result in the need to realign elements of the budget into future years or bring forward funding currently held further down the line of the approved programme.

18. The different strands of IT capital are as follows:

- a. Improvement and Transformation: it is the current expectation that the full allocation will not be spent in full during this financial year, therefore a reassessment of use and timescales will take place during quarter two.
- b. End User Device (laptop refresh): a project has commenced to update the Council's laptops and similar equipment. A detailed business case has been developed and approval is currently in the process of being sought to procure the devices required over a two year period. The estimated total cost is £5.7m with funding available within the capital programme over the next four years. A request to align this budget to the proposed spend profile will be made in quarter two.
- c. Infrastructure and Refresh Programme: a planned programme of works has been developed for the for full allocation of this budget. The timing of expenditure may result in some slippage into future years.

19. Property Capital: a programme of repairs & maintenance works is in place and, subject to capacity to deliver, it is expected that this budget will be spent in line with the budget profile.

Other Budgets

20. New Developments Contingency Fund: the contingency has existed to date to ensure some protection against unforeseen and therefore unplanned increases in the cost of capital schemes, which is especially important considering the wider economic context. Potential use of this budget will be considered as part of the refresh of the capital investment strategy and detailed review of the wider capital programme taking into account other capital ambitions.

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

Report to:	Overview and Scrutiny Management Board
Date:	24 August 2023
Subject:	Overview and Scrutiny Annual Report 2022-23

Summary:

This report enables the Overview and Scrutiny Management Board to consider the draft Overview and Scrutiny Annual Report for 2022-23.

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

Recommendation(s):

Members of the Overview and Scrutiny Management Board are invited to:

- (1)** consider and comment on the draft Overview and Scrutiny Annual Report for 2022-23; and,
- (2)** agree the submission of the Overview and Scrutiny Annual Report 2022-23, with or without amendment, to the annual meeting of the County Council on 15 September 2023 for final approval.

1. Background

Each year a report is prepared outlining the work of the Overview and Scrutiny function over the last year.

This year the report focuses on the key achievements of Overview and Scrutiny for 2022-23. The annual report is considered in draft form by the Overview and Scrutiny Management Board before a final version is put before the annual meeting of the County Council for approval.

2. Conclusion

The Overview and Scrutiny Annual Report for 2022-23 provides an opportunity to consider the work of the Overview and Scrutiny function over the past year. The Board is invited to agree the submission of the Overview and Scrutiny Annual Report 2022-23, with or without amendment, to the annual meeting of the County Council on 15 September 2023 for final approval.

3. Consultation

a) Risks and Impact Analysis

Not Applicable

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Overview and Scrutiny Annual Report 2022-23

7. Background Papers

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

This report was written by Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or nigel.west@lincolnshire.gov.uk.

Overview and Scrutiny Annual Report 2022-23



FOREWORD

Firstly, I would like to pay tribute to former county councillor Robert Parker, who as colleagues will know had to recently, sadly, stand down from his role. Rob was the Chairman of the Overview and Scrutiny Management Board from May 2017 to July 2023. He was named Scrutineer of the Year at the Local Government Information Unit (LGIU) Councillor Achievement Awards in 2011 and has been instrumental in the development of scrutiny here at Lincolnshire County Council. It was a privilege to have served as his vice chairman for the last two years.

On behalf of all scrutiny councillors, I would like to thank Rob for all his support and commitment over the years and wish him well for the future.

Secondly, I am delighted to present the Overview and Scrutiny Annual Report for 2022-23. The report looks at the key activities and successes for Overview and Scrutiny over the past year. The key aims of scrutiny work in the council are to:

- provide healthy and constructive challenge
- support improvement in services
- give voice to public concerns
- provide an independent review

The last year has been another busy year for overview and scrutiny. During 2022/23, 63 formal scrutiny committee meetings were held, and 79% of all formal decisions were considered by a scrutiny committee prior to them being made, which is up slightly from 78% last year. I am pleased to see that 95% of non-executive councillors have been engaged in overview and scrutiny during 2022-23, up from 92% in 2021-22. Key achievements where overview and scrutiny has made a significant contribution include:-

- recommending a course of action on the Boundary Commission's proposals;
- supporting the cost-of-living increase in allowances for foster carers;
- advising on the Energy for Growth - Energy Options Analysis for Greater Lincolnshire;
- appraising GP provision in Lincolnshire to ensure the needs of patients are being met; and
- influencing the direction of the roll out of the Multiply Programme for adult numeracy.

Looking forward, in 2023/24 we will see the completion of the scrutiny reviews on Town Centre Improvements and Lincolnshire Agricultural Sector Support, with recommendations to the Executive on how these two important economic sectors can be supported further. This will be followed by the start of two new scrutiny reviews to examine other priority areas for the Council.

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

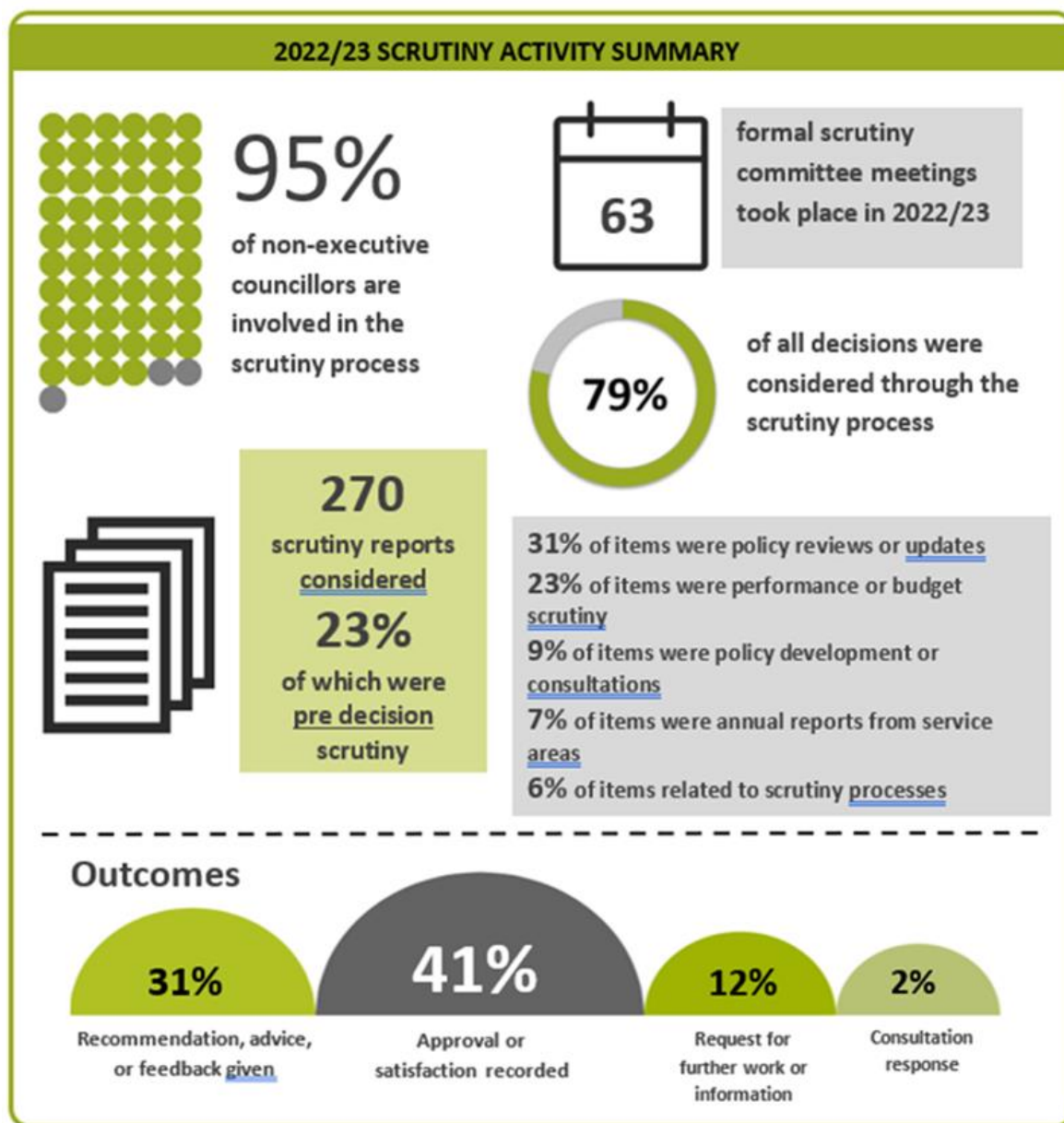
Thomas Smith

Councillor Tom Smith
Vice Chairman, Overview and Scrutiny Management Board

INTRODUCTION TO OVERVIEW AND SCRUTINY

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

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



SCRUTINY BY NUMBERS

- The total length of the 63 formal scrutiny committee meetings in 2022/23 was **154 hours and 45 minutes**.
- The agenda and report packs for these 63 meetings totalled **7,578 pages**.
- On average, a typical meeting of an overview and scrutiny committee lasted **two hours and 27 minutes** and considered between **four and five agenda items**.
- The **Adults and Community Wellbeing Scrutiny Committee** had the highest average for the time taken to consider each item of substantive business, averaging 48 minutes for each agenda item.
- Nine of the 63 pre-decision items contained exempt information due to commercial sensitivities, and seven of these were considered by the **Children and Young People Scrutiny Committee**.
- The highest rate of attendance was at the **Environment and Economy Scrutiny Committee** with 90%.
- The **Flood and Water Management Scrutiny Committee** is the largest scrutiny committee with 18 members.
- The **Health Scrutiny Committee for Lincolnshire** held the longest meeting at three hours and 46 minutes.
- The **Highways and Transport Scrutiny Committee** had the highest average number of pages per agenda pack, averaging at 183 pages.
- The **Overview and Scrutiny Management Board** was the busiest committee for pre-decision scrutiny, considering 25 of the 63 pre-decision scrutiny items (40%) during 2022/23.
- The **Public Protection and Communities Scrutiny Committee** sat as the Crime and Disorder Committee on six occasions.



Hospital Discharge - Active Recovery Beds

Adults and Community Wellbeing Scrutiny Committee

“Active recovery beds should be available on a permanent basis. Future developments could focus on the average length of stay and the effectiveness of the specialist services provided in support of patient reablement.” (Extract from statement from the committee to the Executive Councillor for Adult Care and Public Health - November 2022)

The safe and timely discharge of patients from hospitals is important both for the individuals themselves and for the health and care system as a whole. There are several schemes supported by the county council and NHS as part of the *Home First* approach, and most people move from hospital to home, with varying levels of support, such as a period of reablement. However, for some patients with complex needs, discharge directly to their home is not suitable and in November 2022, the **Adults and Community Wellbeing Scrutiny Committee** supported a proposal to commission sixty active recovery beds in residential homes across Lincolnshire, using NHS funding. These beds are aimed to minimise the future reliance on long term care, and ultimately enable people to live independently at home with reduced packages of care.

The primary benefit is for individuals themselves, but financial benefits include a reduction in the costs of care packages and a saving of over £300 per patient per night for the health and care system. The cost of a hospital bed averages £468 per night, and the cost of this service is approximately £127 per night. Outcomes indicate that 17.5% of people leaving the service subsequently returned home with no care needs and 35% receive a reablement or home care service package.

In November 2022, the committee was advised that funding would only support this initiative until 31 March 2023, in line with the national NHS funding allocation. The Committee expressed the view that active recovery beds should be available on a permanent basis. Subsequently, the service has been commissioned until 31 March 2024, again with NHS funding. This represents a key element of the Lincolnshire health and care system response to pressures on hospital beds. Active recovery beds result in positive outcomes for users, reduce the pressure on hospitals by supporting discharge and result in reduced future care costs for those adults leaving the service.



Cost-of-Living Increase for Foster Carers

Children and Young People Scrutiny Committee

“That the committee supports the recommendation to the Executive Councillor for Children’s Services, Community Safety, Procurement and Migration to approve the increase of all Lincolnshire’s foster carer rates by 12.4% from April 2023 in line with the Government’s increase to the National Minimum Allowances.” (March 2023)

In Autumn 2022, the Government announced a 12.4% uplift to the National Minimum Allowance paid to foster carers to help cover the cost of caring for a child in care. This was in recognition of the increased costs being faced by fostering households in caring for a child looked after by the local authority and reinforced that all households should be supported financially, professionally and emotionally in the volunteering role they undertake.

As of 1 December 2022, there were 756 children in care in Lincolnshire, of which 520 (68.8%) were placed with 310 fostering households. Fostering plays a significant role in the council’s ability to care for young people for whom it is responsible. However, it remains a consistent challenge to attract and retain foster carers in sufficient numbers to meet the council’s requirements. Lincolnshire has a strong core offer of support to foster carers and currently sits in the top quartile for payments made to foster carers across the region.

The **Children and Young People Scrutiny Committee** recognised the importance of the council’s foster carers and their value to the authority - that the significant numbers play a vital role in reducing the need for the council to have to rely on independent fostering agencies as much as some other local authorities might have to.

The committee unanimously supported the proposed 12.4% increase to fostering allowances, which would help to support foster carers with cost-of-living increases so that they could continue to foster. The committee was pleased that additional funding for the uplift was being provided through the Local Government Finance Settlement for 2023/24 and recognised that this recommendation would secure the stability of the council’s own foster carer provision and make for an attractive offer to prospective new foster carers.

Energy for Growth (Utilities Provision in Greater Lincolnshire)

Environment and Economy Scrutiny Committee

"That the committee reviews and comments on the Interim Report on the Energy Options Analysis for Greater Lincolnshire; that the committee is satisfied with the contents of this interim report; [and] that the comments from the debate be passed on to Rider Levett Bucknall." (April 2023)

In October 2022, the committee received an Energy for Growth (Utilities Provision in Greater Lincolnshire) report. This was followed by a further information report in 2023, that provided an update on the progress made and delved deeper into one of the intelligence work streams in the work programme (Energy Options Analysis for Greater Lincolnshire study), along with an interim report prepared by the consultants.

The report contained a thorough examination of existing and proposed developments within the Greater Lincolnshire area to forecast future electricity demands. By mapping these demands onto the electricity network, potential areas with limited infrastructure capacity in the future were identified. This strategic approach allowed for early engagement with relevant Local Distribution Network Operators, as well as exploring innovative local solutions to foster *clean* growth. Moreover, the Greater Lincolnshire Energy Options Analysis facilitated collaboration, knowledge-sharing, and joint efforts among the three tier-1 and seven tier-2 local authorities in the Greater Lincolnshire region.

The **Environment and Economy Scrutiny Committee** were actively involved in the process and discussions surrounding the valuable findings of these reports. It was noted that the interim report did not address the role of solar energy; instead, it concentrated on examining the short and medium-term impact of growth. However, it was emphasised that the final report would provide comprehensive details about solar energy and consideration of offshore facilities.

Furthermore, committee members raised concerns about the capacity of the power grid and potential limitations to the existing infrastructure. In response, the Head of Economic Infrastructure provided reassurance, stating that detailed maps had been created to analyse the supply and demand dynamics of the grid. These maps were well received by members as well as assurances around the grid capacity being a significant aspect examined in-depth in the final report. Members also expressed concerns relating to the need for more co-ordinated provision to bring offshore generated electricity ashore and fed to the grid. This focus on grid capacity as a key outcome in the final report reflects the importance of addressing and understanding the grid's capabilities and limitations in the context of future energy options and growth plans. The final report is anticipated in Autumn/Winter 2023/24 and members look forward with interest to assessing the way in which the wording addresses their concerns.

Project Groundwater (Greater Lincolnshire)

Flood and Water Management Scrutiny Committee

"That the report and presentation be received and that satisfaction on the detailed progress of schemes reported be recorded." (May 2023)

The flooding mechanism of groundwater remains one of the least understood aspects in Greater Lincolnshire. To address this knowledge gap, a project has been initiated to better understand groundwater behaviour and its effective management in relation to flood risk, as well as its potential as a valuable resource.

This specific project was among the 25 selected schemes to receive funding from Defra as part of the £200 million Flood and Coastal Innovation Programme 2020, with the objective to gain deeper insights into the impact of groundwater in the Greater Lincolnshire area. The project involves active collaboration between Lincolnshire County Council, communities in Bourne, Barton-upon-Humber, Barrow-upon-Humber, Grimsby, Scopwick, and the University of Lincoln.

Over forthcoming years, the project's findings are expected to play a crucial role in shaping future approaches to dealing with groundwater challenges, not only within the county but also on a broader scale. The comprehensive understanding from this exercise will prove valuable in informing the strategies and actions of various organisations in effectively managing groundwater-related issues.

The **Flood and Water Management Scrutiny Committee** commended the continuous collaborative efforts with the University of Lincoln on several projects. Committee members raised concerns about the groundwater issues faced in Grimsby, and it was acknowledged by officials that this problem had been persisting for a long time, with climate change exacerbating the situation. As a follow-up action, the committee is planning a site visit to a location where a project is currently in progress, scheduled to take place in Autumn 2023.



General Practice Provision in Lincolnshire

Health Scrutiny Committee for Lincolnshire

"That the need for assurance be recorded that the ratio of appointments conducted by GPs, as opposed to other clinicians, such as clinical pharmacists, physiotherapists and occupational therapists, is meeting the needs of Lincolnshire patients." (November 2022)

There are 81 GP practices in Lincolnshire, with 814,000 patient registrations, and ninety per cent of patient contact with the NHS is via general practice. The **Health Scrutiny Committee for Lincolnshire** regularly reviews general practice, focusing on workforce developments, the ease of access to appointments and the number of appointments provided, including those conducted in-person.

Since 2019, there has been an expansion in the clinical roles in general practice, which includes nurse practitioners, clinical pharmacists, and physiotherapists. The committee recognises that these clinicians support the overall offer in general practice and can free GPs to treat the patients requiring their expertise. However, national 'experimental' data has indicated that Lincolnshire has a lower ratio of appointments undertaken by GPs, when compared to the regional and national averages. A further concern for the committee has been the re-instatement of in-person appointments following the pandemic.

For many people, phoning a GP practice - the usual means of contact - has been difficult, with long waits and sometimes calls going unanswered. NHS England has launched its *Delivery Plan for Recovering Access to Primary Care*, which aims to reduce the number of people struggling to contact their practice, as well as advising patients on the day they call how their request will be managed.

During the course of 2022-23, three specific GP practices were rated *inadequate* by the Care Quality Commission (CQC) and placed in special measures. The committee reviewed the support given to these practices by the NHS Lincolnshire Integrated Care Board as the commissioner, such as advice on telephony, patient participation arrangements, and medicines management, with the aim to improve their rating. As a result, of the three practices, two are no longer rated *inadequate* and are no longer in special measures.

The committee will continue to monitor GP provision, both in terms of appointments provided by GPs, and the number of in-person appointments. It will also focus on the ease of access to GP services, including the local implementation of national initiatives, and continue to monitor support provided to practices, where the CQC has identified poor quality of care.



A16/Marsh Lane Roundabout Improvements Scheme & Active Travel Scheme, Boston

Highways and Transport Scrutiny Committee

"That the Highways and Transport Scrutiny Committee recorded its unanimous support to the recommendations to the Leader of the Council - Executive Councillor for Resources, Communications and Commissioning, and the Executive Councillor for Highways, Transport and IT as set out in the report." (December 2022)

The A16/Marsh Lane Boston Roundabout improvements scheme and the Boston Active Travel improvements scheme were two of the six schemes in the overall Levelling Up Fund programme for Lincolnshire. These improvements are aimed at implementing works that enhance key arterial routes serving South Holland, Boston, and the Port of Boston, providing an essential distribution route for the agricultural, food and logistical sectors and carrying significant commuter flows. Adoption and implementation of the Active Travel Scheme introduced various benefits to the local infrastructure and improved the user experience for local businesses and communities, whilst reducing the risk for pedestrians and cyclists. Examples include a new shared footway/cycleway facility along London Road, A16 and Marsh Lane, new toucan crossings on the latter two, and a new layout on Wyberton Low Road enabling cyclist crossing. The committee was consulted on the recommendations made, which supported the development of a contract for the construction of the scheme to be initiated.

The **Highways and Transport Scrutiny Committee** recorded its unanimous support for the recommended actions to be implemented. Members emphasised the importance of minimising any disruption to business activity and received assurances, in close liaison with the Boston Transport Board, that businesses would be informed so that they understood the schemes and could plan for the future. Members applauded the pedestrian and cycling recommendations for lit crossings. Overall, the positive response from members and the anticipated positive reception from the public indicated that the proposed measures could potentially lead to significant improvements in the area's infrastructure and transportation options.

The Boundary Commission for England: 2023 Review of Parliamentary Constituency Boundaries

Overview and Scrutiny Management Board

“That the Board support the recommendations to the Leader of the Council to consider the proposals of the Boundary Commission with particular focus on the plans for Stamford and Rutland and make a decision as to whether Lincolnshire County Council should write to the Boundary Commission calling on it to return to the previous proposals for Stamford and Rutland.” (November 2022)

In 2021, the Boundary Commission for England initiated a review of the parliamentary constituency boundaries. The arrangements put forward in June 2021 would have seen the Stamford and Rutland constituency straddle two counties - Lincolnshire and Rutland, and one district – South Kesteven. However, the proposed changes put forward in the final consultation in 2022 were more complex and would have seen the Stamford and Rutland constituency cross three county boundaries and five local authorities, three of which were upper tiers. This would also have included crossing two Local Enterprise Partnerships which would create a more complex geography than any other Lincolnshire parliamentary constituency.

The **Overview and Scrutiny Management Board** recommended that the Boundary Commission’s latest proposal for a parliamentary constituency to cover Stamford, Rutland and Harborough should not be supported, and should be reverted to the initial proposal for a parliamentary constituency to cover Stamford and Rutland. The Board raised concerns over the proposal to have one MP covering three county council areas, which was considered too much for them to effectively support their constituents.

The Board supported the remaining proposals for Lincolnshire’s parliamentary constituencies, in particular the revised proposals for the Boston and Skegness parliamentary constituency. Concerns were raised however, that the revised Boston and Skegness proposals would need to be altered if the proposals for Stamford and Rutland were amended. This was to ensure a balanced representation of electors, and the Board therefore requested that options were explored to minimise this impact as much as possible.

On 2 December 2022, the Leader of the Council decided that Lincolnshire County Council should write to the Boundary Commission calling on it to return to the previous proposals for Stamford and Rutland.

Multiply Adult Numeracy Programme in Lincolnshire

Public Protection and Communities Scrutiny Committee

" That unanimous support be given to the recommendations in the Executive Councillor report [and that] comments from the Public Protection and Communities Scrutiny Committee be forwarded on to the Executive Councillor for Economic Development, Environment and Planning in relation to this item." (May 2022)

Lincolnshire County Council has been appointed as the lead body for the Multiply Adult Numeracy Programme. This appointment required the submission of an Investment Plan to the Department for Education on 30 June 2022, outlining how funding of up to £4 million was being allocated within the county to provide new numeracy provisions for residents aged 19 years and older who do not have a grade C/level 4 or above in GCSE maths. The plan aimed to address skills gaps in key sectors and cater to the needs of hard-to-reach groups and individuals in the county.

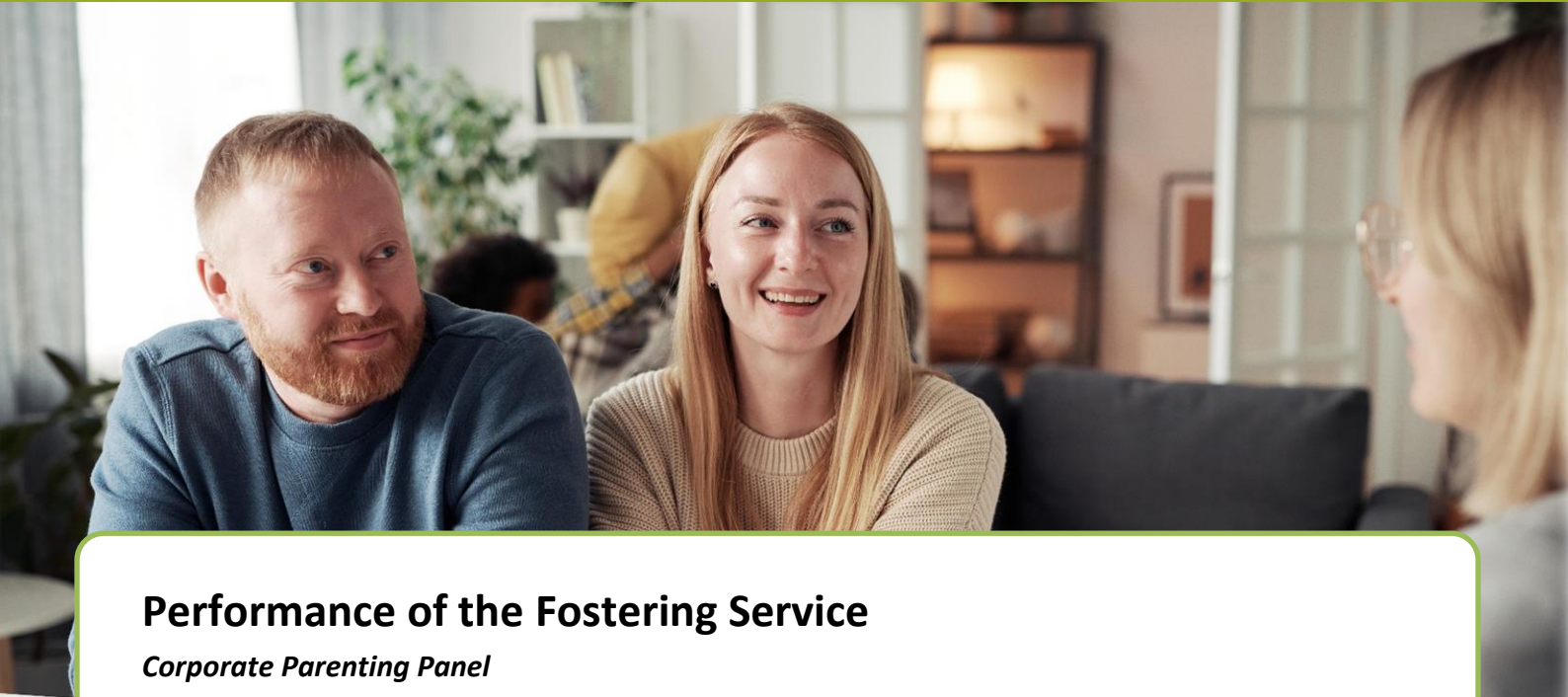
The **Public Protection and Communities Scrutiny Committee** considered the business and individual benefits of this investment, the proposed interventions and the consultation and engagement efforts which aimed at developing an inclusive, compliant, and achievable three-year plan. Unanimous support was given to the Executive Councillor for Economic Development, Environment and Planning, to submit an Investment Plan for a Lincolnshire-wide Multiply Programme to aid Levelling Up in the county.

Members expressed satisfaction in learning that the plans encompassed strategies to engage individuals furthest from the labour market, as well as those who might hesitate to step forward due to negative social perceptions related to their numeracy skills. Collaboration with employers was highlighted as a means to address numeracy and literacy skills among employees through work-related activities such as money management, stock control, weighing and measuring, and cookery, all within safe workplace environments and using the external support of community organisations.

Furthermore, pilot activities funded through the council's UK Community Renewal Funding award would inform approaches to delivering the programme. One such example is Abbey Access Training, which leads a consortium of eight charities that work with hard-to-reach groups and individuals to give them access to learning support.

The committee recommended exploring collaboration with trade unions that already offer union-funded learning opportunities and courses, as well as working with union representatives to promote the Programme. Officers responded positively, expressing their eagerness to explore these opportunities.

OTHER SUCCESSES



Performance of the Fostering Service

Corporate Parenting Panel

"That the report be received, and satisfaction be given to the performance achieved by Fostering Service and the assurances provided around areas that require attention and improvement."
(March 2023)

A key area of focus for the **Corporate Parenting Panel** is the Fostering Service, to ensure that the council recruits and retains sufficient foster carers, and that they are well supported in looking after Lincolnshire's children in care. The Panel welcomed the proposed 12.43% increase in allowances for foster carers, approved in March 2023, and extended their appreciation for the dedicated efforts of these carers. The primary focus of this funding was to ensure that foster carers received the necessary support and felt genuinely valued.

The breakdown of foster placements was of particular interest and concern to Panel members. However, it was acknowledged that several factors contributed to these breakdowns, particularly issues concerning attachment. In response to data and information highlighting placement breakdowns and unplanned moves, additional courses have been carefully designed and scheduled to support foster carers. Among these planned courses is the therapeutic crisis intervention programme. Assurance was provided that every possible effort was being made to prevent such breakdowns in the future.

Furthermore, the Panel recognised and understood the challenges that foster carers faced at the end of or during a breakdown of placements, especially due to the changes in family dynamics. The Foster Carer representatives on the Panel stressed that at such challenging times, it was vital to have the support from the Fostering Service and the entire fostering community.

SCRUTINY REVIEW PANELS

The council has two scrutiny panels to undertake reviews that focus on a particular issue and consider it in greater detail than is possible at committee. These reviews will typically last around six months and will include a mixture of interviews with relevant council officers, research of best practice elsewhere, meetings with service users and community groups, and consultation with wider parts of the community. These reviews culminate in a final report with recommendations which are then presented to a meeting of the council's Executive.

In 2021 the Overview and Scrutiny Management Board requested each scrutiny committee propose topics for in-depth reviews to be carried out in the new council term. The scrutiny committees put their individual proposals forward and following detailed examination of the priority level of each, it was agreed that the initial reviews allocated to Scrutiny Panels A and B were Town Centre Improvements and Lincolnshire Agricultural Sector Support.



Town Centre Improvements

Scrutiny Panel A

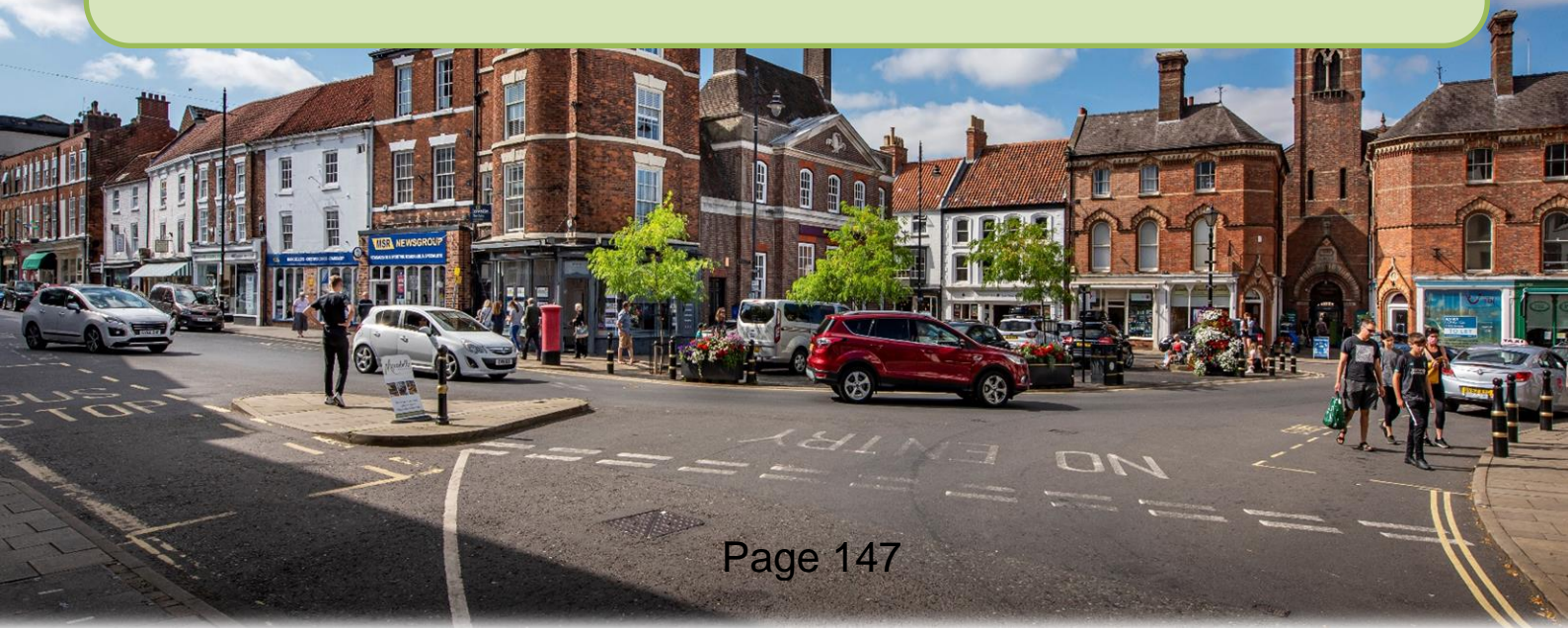
“High streets can be lively, dynamic, exciting and social places that give a sense of belonging and trust to a community” (The Portas Review, 2011)

The purpose of this review has been to consider how Lincolnshire County Council uses its leadership role to support Lincolnshire's town centres and high streets, so as to achieve economic sustainability, and to help stimulate a visitor economy as well as to support job creation.

Scrutiny Panel A has completed its evidence gathering and has been finalising its report, including recommendations for the consideration of the Executive on initiatives that the county council might take forward. Although the Panel has commissioned case studies on four town centres, its conclusions focus on actions that could support all town centres. The Panel has gathered a range of evidence, which includes the following:

- the role of the County Council in supporting town centres, including:
 - its existing policies and initiatives;
 - the differences between its role and the roles of district councils and the extent to which they complement each other;
- placemaking and identifying community assets - barriers and opportunities for high streets;
- heritage and the visitor economy;
- case studies on four towns: Caistor, Holbeach, Mablethorpe and Market Rasen;
- innovative uses of information technology and digital services;
- practical changes for specific town centres, such as the use of traffic regulation orders; and
- national policy initiatives, and their impact locally.

The review report is being finalised for consideration by the Executive in October 2023.



Lincolnshire Agricultural Sector Support

Scrutiny Panel B

“Despite the evolving landscape, the agricultural sector is poised to remain a vital component of Lincolnshire’s economy, playing a crucial role in both sustaining the nation’s food supply and contributing to international exports.” (Cllr Gary Taylor, Chairman of Scrutiny Panel B, May 2023)

“Our landmark Agriculture Act will transform the way we support farmers.” (George Eustice, Environment Secretary, 2020)

Despite the evolving landscape, the agricultural sector is poised to remain a vital component of the Lincolnshire economy, playing a crucial role in both sustaining the nation's food supply and contributing to international exports.

Additionally, the Panel set out to identify potential opportunities for Lincolnshire County Council to support meeting the unmet needs of farmers and agricultural workers. Their intention was to propose appropriate interventions to address these needs effectively.

Throughout their investigation, the Panel gathered recommendations, which were validated by industry experts, organisations, and businesses.

As part of their mandate, the Panel identified and analysed various challenges encountered by the agricultural sector. These challenges included shifts in government policies, labour shortages, adequacy of training provision, increased automation, spikes in Avian Influenza outbreaks and the pressing issue of poor mental health among farmers and agricultural workers.

The recommendations of this review are being considered by the Executive on 5 September 2023. Following consideration of these, the Executive Councillor for Economic Development, Environment and Planning will determine which recommendations to accept and work closely with lead officers to devise an action plan.

CONTACT US

If you have any questions regarding the overview and scrutiny process, or any of the work we have undertaken then please get in touch with one of the officers listed below.

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- Flood and Water Management Scrutiny Committee
- Highways and Transport Scrutiny Committee
- Public Protection and Communities Scrutiny Committee
- Corporate Parenting Panel

Or write to us at The Scrutiny Team, Lincolnshire County Council, Room 5, County Offices, Lincoln, LN1 1YL.

Email: Scrutiny@lincolnshire.gov.uk

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

Report to:	Overview and Scrutiny Management Board
Date:	24 August 2023
Subject:	Proposal for Scrutiny Review on Traffic Management in Lincolnshire

Summary:

This report enables the Board to consider a proposal from the Highways and Transport Scrutiny Committee for a potential scrutiny review on Traffic Management in Lincolnshire.

Actions Required:

The Overview and Scrutiny Management Board is invited:

- (1) to determine whether to proceed with a scrutiny review on Traffic Management in Lincolnshire.
- (2) subject to the agreement of (1), to allocate the scrutiny review on Traffic Management in Lincolnshire to Scrutiny Panel B to be undertaken as soon as it is practical to do so.
- (3) to agree the draft terms of reference for the scrutiny review attached at Appendix B, subject to finalisation by Scrutiny Panel B.

1. Background

One of the essential roles of overview and scrutiny is to carry out in-depth reviews where the outcomes can clearly influence and improve policy and service delivery for the people of Lincolnshire. This is carried out by the two Scrutiny Panels, Scrutiny Panel A and Scrutiny Panel B.

Scrutiny Panels represent an opportunity for scrutiny councillors to delve deeper into a particular subject or issue to find out more, speak to the individuals responsible and recommend any ways in which things might be improved at a level of scrutiny not always possible within the time limits and formal setting associated with Committee meetings.

Scrutiny Panel A and Scrutiny Panel B will conduct each review in accordance with the following principles:

- Scrutiny Panels should aim to collect a broad range of evidence on the particular review, interviewing interested parties, and engaging local communities, where this is feasible.
- Scrutiny Panels should focus on developing realistic recommendations for improvement in relation to the topic under review.
- Scrutiny Panels will submit their draft reports to the relevant Overview and Scrutiny Committee for consideration, approval and onward referral as appropriate.

Scrutiny Panel A and Scrutiny Panel B will undertake in-depth scrutiny reviews in accordance with the terms of reference and timetable determined for each review by the Overview and Scrutiny Management Board.

Establishment of a Scrutiny Panel

A Scrutiny Panel should only be set up when a suitable topic for a scrutiny review is identified by the Overview and Scrutiny Management Board using the Prioritisation Toolkit.

Each Scrutiny Panel will have up to eight members including the Chairman and Vice Chairman. The membership should be politically inclusive and all non-executive councillors (and added members for education reviews) are eligible. Nominations for membership of the Scrutiny Panels will be sought from the leader of each political group.

Identifying Potential Scrutiny Review Topics

Suggestions for scrutiny reviews may come from a variety of sources such as the scrutiny committees, other non-Executive Councillors, Executive Councillors, and senior officers.

When considering a potential topic for a scrutiny review, it is important that the Board ensures that the potential scrutiny review will not be duplicating any review work that is being undertaken by officers or external partners.

The remit for the potential scrutiny review should be focussed and not too broad, so that an in-depth review can be completed within a set timescale and will lead to achievable outcomes.

Once assigned to a Scrutiny Panel, the terms of reference will be finalised by the Scrutiny Panel.

Prioritising Topics for Scrutiny Reviews

Prioritisation is a key tool for successful scrutiny. Selecting the right topics where scrutiny can add value is essential for scrutiny to be a positive influence on the work of the Council. Scrutiny committees must be selective about what they look at and need to work effectively with limited resources. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Proposal from the Highways and Transport Scrutiny Committee

On 17 June 2021, the Overview and Scrutiny Management Board requested that each scrutiny committee identified potential topics for in-depth scrutiny reviews, which would be undertaken by the two Scrutiny Panels, considering the Board's Prioritisation Toolkit.

The Highways and Transport Scrutiny Committee at its meeting on 19 July 2021 identified the topic "Review of Traffic Management in Lincolnshire" and agreed to submit this to the Board for consideration and decision at its meeting on 30 September 2021.

At the Board's meeting that took place on 30 September 2021, the topic proposed by the Highways and Transport Scrutiny Committee was accepted as a potential future review to be allocated to one of the two Scrutiny Panels. In September 2021, the Overview and Scrutiny Management Board's Prioritisation Toolkit was applied to the topic "Review of Traffic Management in Lincolnshire" and its priority level was determined as "moderate". This assessment was reviewed in July 2023 by the Policy team to see if anything has changed since September 2021, and an updated assessment is attached at Appendix A. The priority level remains as "moderate".

At the Highways and Transport Scrutiny Committee meeting on 30 May 2022, officers submitted a proposal for setting up a working group that would be tasked with reviewing the existing Traffic Management Policy and propose options and recommendations for what an in-depth review should be focused on. The Committee agreed at the meeting that this was an appropriate way forward to pave the way for a potential in-depth scrutiny review to be carried out by one of the Scrutiny Panels in a future round of reviews.

On 24 April 2023, the Highways and Transport Scrutiny Committee considered the outcomes from the Working Group (see Background Papers) and approved the key lines of enquiry identified by the Working Group to inform the scoping for a potential scrutiny review by one of the Scrutiny Panels, and agreed to recommend to the Overview and Scrutiny Management Board that an in-depth review entitled Review of Traffic Management in Lincolnshire should be undertaken by one of the Scrutiny Panels in this Council term.

The proposed review would focus on the Traffic Management Policy implemented in Lincolnshire. All other types of policy outside the Highways sector would be excluded from the review.

The review would aim to:

- 1) Ensure that the existing policy remains relevant, effective and it meets requirements in line with legislation and government policy.
- 2) Propose a framework for Managing the Network Safely in Lincolnshire.
- 3) Verify whether the existing policy provides clear guidance on implementation and staff practice.

The Working Group recommended that the Scrutiny Panel adopts the specified format and layout below to inform the completion of the 'Managing the Network Safely' framework:

- Foreword by Cllr Richard Davies
- Speed Limit Policy
- Traffic Calming Guidance
- Traffic Regulation Order Policy
- Moving Traffic Enforcement
- Disabled Parking Bays
- Traffic Policy for Schools
- Weight Restrictions Policy / Lorry Watch
- Pedestrian Crossing Policy

The Working Group requested that the review includes consideration of deterring unauthorised advertising on highways.

The outputs of the Working Group have been used to inform a draft term of reference, set out at Appendix B to this report, which identifies and establishes the purpose of the proposed review and key lines of enquiry.

Allocation to a Scrutiny Panel

The scrutiny review on Lincolnshire Agriculture Sector Support by Scrutiny Panel B is coming to a close and the final report from the Panel is due to be considered by the Executive on 5 September 2023. Therefore, Scrutiny Panel B should soon become available to undertake a new review.

2. Conclusion

The Overview and Scrutiny Management Board is asked to consider and determine the request from the Highways and Transport Scrutiny Committee for a scrutiny review on Traffic Management in Lincolnshire, and if agreed, allocate the review to Scrutiny Panel B to be undertaken as soon as it is practical to do so.

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	Prioritisation Toolkit – Updated Assessment of Review of Traffic Management in Lincolnshire – July 2023
Appendix B	Proposed Terms of Reference for Review of Traffic Management in Lincolnshire Scrutiny Review

5. Background Papers

Document Title	Where the document can be viewed
Review of Traffic Management in Lincolnshire- Working Group Outcomes	Agenda for Highways and Transport Scrutiny Committee on Monday, 24th April, 2023, 10.00 am (moderngov.co.uk)

This report was written by Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at nigel.west@lincolnshire.gov.uk.

APPENDIX A

Prioritisation Toolkit – Updated Assessment of Review of Traffic Management in Lincolnshire – July 2023

	Does the topic affect a number of people living, working and studying in Lincolnshire?	Is the issue strategic and significant? (Very High, High, Moderate, Low)	Is there evidence to support the need for scrutiny that can add value? (Very High, High, Moderate, Low)	Is the Scrutiny timely or duplicating other work?
Traffic	<p>Yes- Speeding issues are a reoccurring topic at Parish Council meetings and local community forums and are raised directly with Members and the Council as a concern by residents across the county.</p>	<p>Moderate</p> <p>Lincolnshire has the third most dangerous roads in the country statistically but it's difficult to quantify this as a result of speeding. 4.23 billion vehicle miles were travelled on roads in Lincolnshire in 2022 (Road traffic statistics - Local authority: Lincolnshire (dft.gov.uk)), reflecting the continued growth in the use of Lincolnshire roads and this is close to returning to the peak of pre-pandemic levels. RAC Foundation data shows that in 2020, within Lincolnshire, there were 124,534 speeding offences followed by 88,641 in 2021. (Speeding-2021-final.pdf (racfoundation.org))</p> <p>Road speeds are a significant issue to residents especially on a parish/ward level and conversely can be an issue for business where delays are caused to delivery and supply chains by accidents, congestion, or too lower speed.</p> <p>This is not currently a national or regional government priority, nor is it a specific commitment in the Corporate Plan.</p>	<p>Moderate</p> <p>A potential scrutiny review by members could consider what the challenges and opportunities are for effective speed management around the county.</p> <p>Soft approaches include; availability of resources and funds, engaging with the public and specific hard measures to inhibit speeding, such as; installation of Speed Indicator Devices, use of Covert Surveillance, Community Speedwatch and enforcement.</p>	<p>Partially Timely - This topic has been deferred since September 2021 to allow for focus on other areas. This topic was identified as being moderately significant during the previous consideration, therefore should be considered at this time for review. However, there are still priorities in other areas for the council in the short to medium term. It would not be duplicated in other work.</p>

Terms of Reference for Scrutiny Review of

Review of Traffic Speed Management in Lincolnshire

Purpose of the Review

- (1) To consider what the challenges and opportunities are for effective speed management around the county.
- (2) To carry out an in-depth review of the existing Traffic Management Policy and propose changes.

Main Lines of Enquiry

This review will focus on the Traffic Management Policy implemented in Lincolnshire. The review will aim to:

- (1) Examine the existing Traffic Management Policy to determine whether it remains relevant and effective and meets the requirements in line with legislation and government policy.
- (2) Propose a framework for Managing the Network Safely in Lincolnshire.
- (3) Verify whether the existing policy provides clear guidance on implementation and staff practice.

Benefits of the Review

Speeding issues are a reoccurring topic at Parish Council meetings and local community forums and are raised directly with Members and the Council as a concern by residents across the county.

Lincolnshire has the third most dangerous roads in the country statistically, albeit it is still difficult to quantify whether this is as a result of speeding. Road speeds are a significant issue to residents especially on a parish/ward level and conversely can be an issue for business where delays are caused to delivery and supply chains by accidents, congestion, or too lower speed.

This is not currently a national or regional government priority, nor is it a specific commitment in the Corporate Plan.

Exclusion from the Review

This review will focus on the Traffic Management Policy implemented in Lincolnshire. All other types of policy outside the Highways sector will be excluded from the review.

Completion Dates

Highways and Transport Scrutiny Committee – TBC

Executive – TBC

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

Report to:	Overview and Scrutiny Management Board
Date:	24 August 2023
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none">• Children and Young People Scrutiny Committee• Public Protection and Communities Scrutiny Committee

Summary:

As set out in the Council's constitution, a key role for this Board is monitoring the future work programmes of the other scrutiny committees. The role of the Board is to satisfy itself that it is content with each committee's work programme, rather than to discuss the detail of particular items listed in the work programme, as these discussions are appropriately held at the relevant meeting of the scrutiny committee.

This report focuses on the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee and includes information on activity since 30 March 2023, 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 30 March 2023 by:
 - (a) the Children and Young People Scrutiny Committee; and
 - (b) the Public Protection and Communities Scrutiny Committee.
- (2) The Board is requested to determine whether it is satisfied with the planned work programme of:
 - (a) the Children and Young People Scrutiny Committee; and
 - (b) the Public Protection and Communities Scrutiny Committee.

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.

Children and Young People Scrutiny Committee and Public Protection and Communities Scrutiny Committee

Since 30 March 2023, when a report was last submitted, the Children and Young People Scrutiny Committee has met on 21 April 2023, 16 June 2023, and 21 July 2023. The Public Protection and Communities Scrutiny Committee has met on 9 May 2023, 20 June 2023, and 25 July 2023. The key activities since March 2023 and the planned work programme of each committee 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.

Committee Reporting Timetable

The table below sets out the planned reporting timetable until March 2024: -

Scrutiny Committee	Monitoring Date	Monitoring Date	Monitoring Date
Adults and Community Wellbeing	25 May 23	26 Oct 23	25 Jan 24
Health			
Children and Young People	24 Aug 23	30 Nov 23	29 Feb 24
Public Protection and Communities			
Environment and Economy	28 Sept 23	21 Dec 23	28 Mar 24
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 Children and Young People Scrutiny Committee, and the Public Protection and Communities Scrutiny Committee.

3. Appendices – These are listed below: -

Appendix A	Children and Young People Scrutiny Committee – Activity and Planned Work
Appendix B	Public Protection and Communities Scrutiny Committee – 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 Tracy Johnson, Senior Scrutiny Officer, who can be contacted on 07552 253814, or via tracy.johnson@lincolnshire.gov.uk and Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500 571868, or via kiara.chatziioannou@lincolnshire.gov.uk.

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

ACTIVITY REPORT

Since its last report to the Board, the Committee has met on 21 April 2023, 16 June 2023 and 21 July 2023. 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=124>

Set out below is a summary of the outcomes since the last update in March 2023:

21 April 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
Update on Community Response to High Level Mental Health Needs	<p>The Committee was assured on the effectiveness of the community crisis response provided by the CAMHS Crisis and Enhanced Treatment Team (CCETT) for children and young people (CYP) experiencing high level mental health needs. The CCETT was introduced in 2020 following the closure of Lincolnshire's CYP inpatient unit, Ash Villa, in 2019. The CCETT provides intensive home treatment with 24-hour support. 97% of complex mental health referrals avoided a hospital admission in 2021 due to the support offered by the CCETT.</p> <p>The Committee requested a progress report on the Children and Young People Mental Health Transformation Programme that was underway at a future meeting. This has been scheduled for the 1 December 2023 meeting.</p>
Care Review	<p>The Care Review was published in May 2022 and offered an ambitious plan to revise children's social care, including a set of over 80 recommendations across seven areas. The report suggested that these are to be implemented by 2027. The Government's response was published on 2 February 2023 and consisted of three consultation documents: Children's Social Care Reform Implementation Plan; National Framework; and Child and Family Social Worker Workforce.</p> <p>Assurance was provided that the principles and values adopted in Lincolnshire towards CYP consistently aligned with the government's recommendations, although their</p>

21 April 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
	<p>implementation would require some legislative change and a different way of working with partners and funding.</p> <p>The Committee's comments on the Government's proposed response to the Care Review were taken into account in the Council's response to the three consultations by 11 May 2023.</p>
<p>HMIP Inspection Report and Outcome - Lincolnshire Youth Offending Service</p>	<p>The Committee reviewed the findings and judgements from the inspection undertaken by His Majesty's Inspectorate of Probation (HMIP) in January 2023 and congratulated the Youth Offending Service for its 'Outstanding' judgement.</p> <p>The Committee requested a monitoring report in six months' time to provide assurance on the progress made with implementing the four recommendations contained within the inspection report. This has been scheduled for the 20 October 2023 meeting.</p>
<p>Expansion of Sutterton Fourfields Primary School (EXEMPT)</p>	<p>The Committee supported the recommendations in the report and agreed to pass on comments. The recommendations were approved by the Leader of the Council on 5 May 2023.</p>

16 June 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
<p>Team Around the Child Annual Report 2022</p>	<p>Team Around the Child (TAC) is a system of support for children and young people who have needs that may not be wholly met by their parents and the universal services, and therefore the family and involved professionals come together as the Team around that Child to develop a plan for how to address any worries or unmet needs and work together to meet them.</p> <p>The Committee was assured that effective TAC arrangements are in place to support children and young people. Members explore the reasons as to why a child required a TAC which included family breakdowns, parents with poor mental health/substance addiction, poor school attendance and relationship difficulties.</p>

16 June 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
Young Carers Annual Update 2022	<p>The Committee was assured on the measures being undertaken to identify and support young carers in Lincolnshire. Resources had been developed to identify young carers in more hidden caring arrangements, such as those supporting family members with substance misuse. Schools also received information and were supported in identifying young carers, such as question templates to support staff in initiating the right conversations with potential young carers.</p> <p>Young carer organisations were operating in all localities in Lincolnshire which offered a range of activities for young carers. Activities for younger children focused on play, whereas older children were given respite and relief. These groups helped young carers engage with others that understood their situation.</p>
Refurbishment and re-modelling of St Francis School, Lincoln (EXEMPT)	<p>The Committee supported the recommendations in the report and agreed to pass on comments. The recommendations were approved by the Leader of the Council on 22 June 2023.</p>

21 July 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
<p>1. Outcomes from Ofsted Inspection of Children's Social Care</p>	<p>The Committee reviewed the findings and the judgements from the recent Ofsted 'Inspecting Local Authority Children's Services' (ILACS) Short Inspection of Children's Services in Lincolnshire, undertaken by Ofsted in April 2023.</p> <p>The Committee recorded its congratulations to Children's Services for the overall judgement of 'Outstanding' and agreed to receive a progress update in six months' time on the two areas for improvement contained within the inspection report in relation to care leavers. This update has been scheduled for the Committee's meeting on 8 March 2024.</p>

21 July 2023		
<i>Item</i>		<i>Summary of Outcomes</i>
2.	Service Level Performance Reporting against the Success Framework 2022-23 – Quarter 4	<p>The Committee was satisfied with the Children and Young People Service Level Performance for 2022-23 Quarter 4 and agreed the 2023-24 Performance Indicators for Children and Young People.</p> <p>Members explored what the main areas of concerns were going forward, which were identified as educational attainment of pupils eligible for free school meals, care arrangements and the rise in exclusions.</p>

PLANNED WORK

Set out below are the items planned for future meetings of the Committee, up to January 2024:

08 September 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	The Maples Short Breaks Provision - Re-commissioning	Eileen McMorrow, Programme Manager SEND Strategy	This item is for pre-decision scrutiny prior to an Executive Councillor decision between 18 – 22 September 2023.
2.	Re-commissioning of the Portage Service	Sara Gregory, Commissioning Manager - Children's Strategic Commissioning	This item is for pre-decision scrutiny prior to an Executive Councillor decision between 18 – 22 September 2023.
3.	Service Level Performance Reporting against the Success Framework 2023-24 – Quarter 1	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.

08 September 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
4.	New Lincolnshire Secure Children's Home Build (EXEMPT)	Dave Pennington, Head of Property Development Matt Clayton, Interim Head of Capital Reform and Education Sufficiency Dave Clarke, Service Lead - Secure Estate Rachel Freeman, Head of Service Children in Care and Residential Estates	This item is for pre-decision scrutiny prior to an Executive decision on 3 October 2023.
5.	Holbeach William Stukeley Primary School – Single class extension, hall and staffroom extension (EXEMPT)	Dave Pennington, Head of Property Development Alison Toyne, Project Manager, Corporate Property	This item is for pre-decision scrutiny prior to a Leader decision between 18 - 22 September 2023.

20 October 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Update on the Building Communities of Specialist Provision Strategy	Sheridan Dodsworth, Head of Special Educational Needs and Disability Eileen McMorrow, Programme Manager SEND Strategy Dave Pennington, Head of Property Development	This is the yearly update and will consider the progress made in Year 5 of implementation of the Strategy to enable all special schools to cater for all needs.
2.	Children in Care Transformation Programme Update	Matt Clayton, Interim Head of Capital Reform and Education Sufficiency	This item will provide an update on the progress made with the children in care transformation project.

20 October 2023		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
3.	Youth Offending Service – Progress against HMIP Inspection Recommendations Andy Cook, Head of Service – Future4Me and Youth Offending	This item will provide a progress update on the implementation of the four recommendations from the HMIP inspection. This was requested by the Committee in April 2023.
4.	Children's Services Annual Statutory Complaints Report 2022-23 Jo Kavanagh, Assistant Director - Early Help	This is an annual report which sets out the complaints received by Children's Services in relation to Children's Social Care.
5.	Education Provision Planning (EXEMPT) Matthew Clayton, Interim Head of Capital Reform and Education Sufficiency	This item is for pre-decision scrutiny prior to an Executive Councillor decision between 23 – 27 October 2023.

01 December 2023		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
1.	Lincolnshire Secure Unit (LSU) Catering Service Mark Rainey, Strategic Commissioning Manager – Children's Services	This item is for pre-decision scrutiny prior to an Executive Councillor decision between 8 – 15 December 2023.
2.	Children and Young People Mental Health Transformation Programme Charlotte Gray, Head of Service – Children's Strategic Commissioning	This item was requested by the Committee in April 2023 to provide an update on progress with the children and young people mental health transformation programme.
3.	Early Years and Childcare Sufficiency Report Nicky Myers, Interim Head of Service Early	The Childcare Act (2006) places a duty on Local Authorities to take

01 December 2023			
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>	
	Years and Childcare Support	reasonable steps to secure sufficient childcare, so far as is reasonably practicable, for working parents, or parents who are studying or training for employment. This item will set out the availability and sufficiency of childcare in Lincolnshire.	
4.	Service Level Performance Reporting against the Success Framework 2023-24 – Quarter 2	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.
5.	Lincolnshire Secure Children’s Home (LSCH) (EXEMPT) (TBC)	Dave Pennington, Head of Property Development Matt Clayton, Interim Head of Capital Reform and Education Sufficiency Dave Clarke, Service Lead - Secure Estate Rachel Freeman, Head of Service Children in Care and Residential Estates	This item is for pre-decision scrutiny prior to an Executive decision on 5 December 2023.

12 January 2024			
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>	
1.	Children’s Services Budget Proposals 2024/25	Heather Sandy, Executive Director – Children’s Services Mark Popplewell, Strategic Finance Lead – Children’s Services	The views of the Committee will be sought on the budget proposals for Children's Services for 2024/25.

12 January 2024

<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
2.	Attendance in Schools, Elective Home Education and Children Missing Education Annual Report 2022/23	Jill Chandar-Nair, Inclusion and Attendance Manager	This is the annual report on school attendance, elective home education and children missing out on education.
3.	Gosberton House Academy - New Block Extension and External Works as part of the SEND Building Communities of Specialist Provision Strategy (EXEMPT)	Eileen McMorrow, Programme Manager SEND Strategy Teri Marshall, Senior Project Manager – Corporate Property	This item is for pre-decision scrutiny prior to a Leader Decision between 22 – 26 January 2024.

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

ACTIVITY

Since its last report to the Board, the Committee has met on 9 May 2023, 20 June 2023, and 25 July 2023. Full detail on these items is available on the County Council's website:

<https://lincolnshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=551>

Set out below is a summary of the outcomes since the last update in March 2023:

9 May 2023		
	<i>Item</i>	<i>Summary of Outcomes</i>
1.	Citizen's Advice Lincolnshire (CAL) Annual Report	<p>The Committee received a report which provided an update on the performance of Citizens Advice services across Lincolnshire during 2022/23.</p> <p>Points noted in discussion included that Citizen's Advice Lincolnshire (CAL) had a proven record of first-class high-quality service provision. High inflation and the societal changes that were now impacting most people. The adviceline was the main route into the service with 24/7 access through a self-referral application on the website. CAL was constantly advertising for staff as the service continued to grow, so recruitment was a continual process.</p>
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
2.	Resettlement Schemes and Asylum Dispersal in Lincolnshire	<p>The Committee received a report that informed Members of existing refugee resettlement schemes and asylum dispersal. Some concern was expressed to the lack of information relating to the Home Office proposal for RAF Scampton; the welfare and wellbeing of the asylum seekers, with particular reference being made to the proposed shipping container type of accommodation.</p> <p>Some general comments were raised with regard to the country's asylum seekers situation and the time taken to process applications and the impact that was having on those waiting to be processed, and the complex issues that posed. It was reported that with the Afghan resettlement, a request would be made to local housing authorities to identify appropriate housing stock.</p>

20 June 2023		
<i>Item</i>	<i>Summary of Outcomes</i>	
1.	Lincolnshire Fire and Rescue Service (LFRS) - Equality Diversity and Inclusivity (EDI) – Feedback & Key Findings from Staff Survey	<p>The Committee received a report on the findings from the Staff Survey carried out by LFRS. The Committee was advised that LFR had just completed round three inspection by His Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), and that at the time of the meeting feedback was still awaited. The report presented evidenced how culture and EDI was developing within LFR.</p> <p>Members extended their thanks for a well-presented report and commended on the positive impact of having external EDI face to face training, to ensure that staff truly understood why it was important to have on EDI.</p>
2.	Fire and Rescue Statement of Assurance 2021-22	<p>The Committee received the Fire and Rescue annual Statement of Assurance on financial, governance and operational matters.</p> <p>It was reported that the service was satisfied that its business was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently, and effectively. It was also noted that the service was satisfied that where appropriate, the National Framework requirements had been met.</p>
3.	Voluntary Sector – Annual Position Report	<p>The Committee is due to receive a report on the annual position of the Voluntary Sector. The report provided an insight into several ongoing initiatives and expanded on performance information previously considered by the Committee.</p> <p>Some concern was expressed to employer supported volunteering. The Committee noted that lots of organisations had policies in place which allowed staff to volunteer during their work time. The Committee noted that from experience, this type of volunteering had proven to provide experience to individual’s and help with their personal development.</p>
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
4.	Preventing Women and Girls from Entering the Criminal Justice Strategy	<p>The Committee is received a report that provided an overview of the strategy for preventing women and girls from entering the criminal justice system. The Committee were advised of the background to the Safer Lincolnshire Partnership; the Lincolnshire Women’s Strategy; the Women and Girls Strategic Delivery Group; the Delivery Plan; Funding and</p>

20 June 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
	Sustainability; and the key deliverables to be achieved within the next 12 months.
5. Annual Review of Prevent	The Committee received a report on the annual position of the Prevent programme. The Committee was advised that national developments were likely to result from the Independent Review of Prevent throughout 2023, and reassurance was given that the Council's strong Prevent partnership arrangements locally and regionally would ensure Lincolnshire was in a strong position to respond. The importance of a development day available for all elected members in Lincolnshire. Officers agreed to take the suggestion to the Prevent Steering Group.

25 July 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE	
1. Anti-Social Behaviour Community Trigger	<p>The report provided the Committee with information relating to the Anti-Social Behaviour (ASB) Community Trigger and the countywide process established in Lincolnshire by the Safer Lincolnshire Partnership (SLP) Anti-Social Behaviour Core Priority Group (ASB CPG).</p> <p>Members argued that work was required to raise awareness of Community Trigger.</p> <p>Members sought for assurance that the needs of the victim were put first, but it was also important to note that expectations were managed, if any actions were set as a result of the trigger.</p>
SITTING AS THE PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE	
2. Coroners Service Annual Report	<p>Members received an annual overview of the Lincolnshire Coronial Service and advice of the successes and challenges of the past year as well as future plans.</p> <p>Members echoed the need to bring postmortem services back into Lincolnshire, as this was upsetting for families not knowing at times where their deceased relatives were.</p> <p>The increase in the number of deaths by accident or misadventure was queried; The Committee was advised that</p>

25 July 2023

25 July 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
	<p>there was no known reason, however, it was speculated that as the figure for death from natural causes was now lower than the national average, it was felt that the answer could relate to the more elderly population, who when they passed, often died because of a number of factors.</p> <p>The service was working copiously to provide data to the appropriate agencies with a view for the enabling services to then reduce the number of suicides to be targeted.</p>
3.	<p>Service Level Reporting Against the Success Framework 2022-2023 Quarter 4</p> <p>The Committee received a report which summarised the Service Level Performance against the Success Framework 2022-23 for quarter 4.</p> <p>An improvement of the recoding of contacts resulted in an increase in the number of Ending Domestic Abuse Now (EDAN) phone calls for this quarter.</p> <p>There was recognition that there needed to be more narrative in the report concerning Multi-Agency Risk Assessment Conference (MARAC), as to how individuals were being supported within the process, and how effective MARAC was working.</p> <p>Problems with labelling of goods resulted in seized products for fear of safety breaches; assurance was given that extensive work was being undertaken to ensure labelling was brought to a standard before releasing items for sale, especially concerning flat packed furniture.</p> <p>The Committee noted that the proposed changes to Sleaford Fire Station had been delayed allowing time for thorough consultation with staff and also some ongoing analysis.</p> <p>The Committee was advised that Lincoln Castle ground had made it into the top 20, visited 320 attractions in the entire country.</p> <p>Potential measures in villages with busy main roads and issues caused by traffic were being looked at closely; Members made suggestions for the Lincolnshire Road Safety Partnership's consideration.</p>
4.	<p>Performance Of the Library Service Contract - 7 Year Review Report</p> <p>The Committee considered a report which provided an update on the performance of the seventh year of the outsourced</p>

25 July 2023

25 July 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
	<p>Library Service Contract delivered by Greenwich Leisure Limited (GLL).</p> <p>It was reported that it had been another successful year across the library service; congratulations were extended to the success of the library service and for the excellent report presented, whilst the importance of the library service, and the community hubs for communities was echoed by all Members.</p>
5.	<p>Trading Standards Enforcement and Education Undertaken in Respect of Vapes 2022-23</p> <p>The Committee commissioned this report on Trading Standards' activity to tackle an increase in the availability of non-compliant disposable vapes, and their sales to young people under 18.</p> <p>Systematic training was offered; from January to March 2023, 50 workshops had been delivered regarding vaping.</p> <p>Members noted a concerning increase in the number of noncompliant disposables vapes.</p> <p>Reassurance was given that work was being undertaken in the Boston area regarding illegal trading.</p>
6.	<p>Re-Procurement of Coronial Post-Mortem and Mortuary Contracts (EXEMPT)</p> <p>Consideration was given to an exempt report concerning the Re-Procurement of Coronial Post-Mortem and Mortuary Contracts, prior to a decision being taken by the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners between the 31 July and 4 August 2023. The Committee supported the recommendations unanimously and additional comments were passed on to the Executive Councillor in support to their decision.</p>

PLANNED WORK

Set out below are the items planned for future meetings of the Committee, up to January 2024:

19 SEPTEMBER 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 1	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager	This is a quarterly report on performance of services.
2.	Celebratory Services Annual Report	James Chapple, Head of Registration and Coroners Services	This is the annual position and activity overview report by the Registration and Celebratory Services.
3.	Outcomes of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services Inspection of Lincolnshire Fire and Rescue Service (HMICFRS)	Mark Baxter, Chief Fire Officer	The report informs the Committee of the progress against targets set by the HMICFRS inspection.
4.	Community Risk Management Plan (CRMP) 2024-28 - Pre-consultation	Mark Baxter, Chief Fire Officer	The report is a pre-consultation activity with the Committee to gather views on the new CRMP.
5.	Trading Standards, Impacts and Outcomes Framework – Annual Report	Mark Keal, Head of Trading Standards	This is the Trading Standards annual position and activity overview report.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE			
6.	Stay Safe Partnership Annual Update Report	Clare Newborn, Community Safety Manager Kathryn Smith, Community Safety Strategy Coordinator (Preventative Education)	This is an annual report from the Stay Safe Partnership.

31 OCTOBER 2023		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
1. Future Funding for Citizens Advice	Anne-Marie Scott, Assistant Director, Prevention & Early Intervention Emma Krasinska, Programme Manager, Public Health Paul Johnson, Public Health Officer	Pre-Decision Scrutiny This report is relevant to funding proposals for CAL.
2. Community Risk Management Plan 2024-28 - Pre-consultation	Mark Baxter, Chief Fire Officer	The views of the Committee will be sought on the Community Risk Management Plan for 2024-28.
3. Fire and Rescue Service Attendance at Flooding Incidents - Annual Report on Performance	Mark Baxter, Chief Fire Officer	This is the annual position and activity overview report on LFRS attendance at flooding incidents.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
4. Safer Lincolnshire Partnership – Fraud Update Report	Vicky Salmon, Community Safety Strategy Co-ordinator	This is a report from the Safer Lincolnshire Partnership on tackling fraud.

12 DECEMBER 2023		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
1. Multiply - Numeracy Programme Update – Year 2	Thea Croxall, Adult Learning & Skills Manager – Economic Development	This report is an update on the Multiply - Numeracy Programme.
2. Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 2	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer	This is a quarterly report on performance of services.

12 DECEMBER 2023		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
	Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager	
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
3.	Serious Violence in Lincolnshire - A Partnership Response – Position Report Jade Thursby, Domestic Abuse Business Manager Angela Nauth, Community Safety Strategy Coordinator (Serious Violence)	This report is an annual position overview of activity undertaken and planned to tackle serious violence.

30 JANUARY 2024		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
1.	Revenue and Capital Budget Proposals 2024-25 Keith Noyland, Strategic Finance Lead - Place, Fire & Rescue	Pre-Decision Scrutiny- This is the annual report for Executive approval on the Revenue and Capital Budget proposals for the services that fall under this Committee's remit.
2.	Trading Standards Food Standards Enforcement Mark Keal, Head of Trading Standards	This is an annual position report on food standards and enforcement across the county.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
3.	Safer Lincolnshire Partnership - Annual Report Update Zoe Walters, Business Manager, Safer Lincolnshire Partnership	This is an annual position report on the works of the SLP.

Potential Items to be Scheduled:

- Community Safety and Public Trust in Police (Autumn/Winter 2023-24)
- Fire and Rescue Service Progress Against the Recommendations on Culture by His Majesties Inspectorate for Fire and Rescue Services (Autumn 2023)
- Leverton Lincolnshire Fire and Rescue Service Project (Summer 2024)

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

Report to:	Overview and Scrutiny Management Board
Date:	24 August 2023
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item informs the Board of its current work programme for 2023/24.

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 2023/24, 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 Key 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)

24 August 2023			
Item	Contributor	Purpose	
1.	Corporate Plan Success Framework 2023/24 – Quarter 1	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 5 September 2023)
2.	Re-commissioning of the Social Care Client Financial Management System	Andrew Mclean, Assistant Director - Transformation, Programmes & Performance	Pre-Decision Scrutiny (Executive decision on 5 September 2023)
3.	Revenue Budget Monitoring Report 2023/24 – Quarter 1 to 30 June 2023	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 September 2023)
4.	Capital Budget Monitoring Report 2023/24 – Quarter 1	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 September 2023)
5.	Overview and Scrutiny Annual Report 2022-23	Nicola Calver, Member Services Manager	Performance Scrutiny
6.	Proposal for Scrutiny Review on Traffic Management in Lincolnshire	Nicola Calver, Member Services Manager	Scrutiny Review Activity
7.	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

28 September 2023			
Item		Contributor	Purpose
1.	Update on IMT Services - Project Portfolio	Donna Fryer, Head of Portfolio and Resources	Performance Scrutiny
2.	Treasury Management Performance 2023/24 - Quarter 1 to 30 June 2023	Karen Tonge, Treasury Manager	Performance Scrutiny
3.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee Cllr Tom Ashton, Chairman of Flood and Water Management Scrutiny Committee	Performance Scrutiny

26 October 2023			
Item		Contributor	Purpose
1.	Publication of Infrastructure Funding Statement	Brendan Gallagher, Principal Planning Officer – Infrastructure	Pre-Decision Scrutiny (Leader decision between 6 and 10 November 2023)
2.	Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director - Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
3.	People Management Update - Quarter 1	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
4.	Health and Safety Annual Report 2022/23	Fraser Shooter, Health and Safety Team Leader	Performance Scrutiny

26 October 2023		
Item	Contributor	Purpose
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

30 November 2023		
Item	Contributor	Purpose
1. Deepings Leisure Centre	Jayne Sowerby-Warrington, Assistant Director - Corporate Property	Pre-Decision Scrutiny (Executive decision on 5 December 2023)
2. Corporate Plan Success Framework 2023/24 – Quarter 2	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 5 December 2023)
3. People Management Update - Quarter 2	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
4. Revenue Budget Monitoring Report 2023/24 – Quarter 2 to 30 September 2023	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 December 2023)
5. Capital Budget Monitoring Report 2023/24 – Quarter 2 to 30 September 2023	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 December 2023)
6. Treasury Management Performance 2023/24 - Quarter 2 to 30 September 2023	Karen Tonge, Treasury Manager	Performance Scrutiny

30 November 2023		
Item	Contributor	Purpose
<p>7. Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee 	<p>CLlr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee</p> <p>CLlr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee</p>	Performance Scrutiny

21 December 2023		
Item	Contributor	Purpose
<p>1. Transformation Programme Update (with a focussed overview on Smarter Working)</p>	<p>Clare Rowley, Head of Transformation</p> <p>Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance</p> <p>Karen Cassar, Assistant Director – Highways</p> <p>Tony Kavanagh, Assistant Director – Human Resources and Organisational Support</p> <p>Jayne Sowerby-Warrington, Assistant Director - Corporate Property</p>	Performance Scrutiny
<p>2. 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 January 2024			
Item	Contributor	Purpose	
1.	Council Budget 2024/25	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision Date TBC)
2.	Service Revenue and Capital Budget Proposals 2024/25	Adam Hopley, Strategic Finance Lead – Corporate	Pre-Decision Scrutiny (Executive decision Date TBC)
3.	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 February 2024			
Item	Contributor	Purpose	
1.	Corporate Plan Success Framework 2023-2024 – Quarter 3	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 5 March 2024)
2.	People Management Update - Quarter 3	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
3.	Revenue Budget Monitoring Report 2023/24 – Quarter 3 to 31 December 2023	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 March 2024)
4.	Capital Budget Monitoring Report 2023/24 – Quarter 3 to 31 December 2023	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 March 2024)
5.	Treasury Management Performance Quarter 3 to 31 December 2023	Karen Tonge, Treasury Manager	Performance Scrutiny

29 February 2024		
Item	Contributor	Purpose
6.	Treasury Management Strategy Statement and Annual Investment Strategy 2024/25 Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Pre-Decision Scrutiny (Executive Councillor Decision between TBC March 2024)
7.	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

28 March 2024		
Item	Contributor	Purpose
1.	Transformation Programme Update Clare Rowley, Head of Transformation Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny
2.	Property Services Contract Year Seven Report Stuart Wright, Contract Manager - Corporate Property	Performance Scrutiny
3.	Update on IMT Services - Project Portfolio Donna Fryer, Head of Portfolio and Resources	Performance Scrutiny

28 March 2024		
Item	Contributor	Purpose
<p>4. Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management 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> <p>Cllr Tom Ashton, Chairman of Flood and Water Management Scrutiny Committee</p>	Performance Scrutiny

25 April 2024		
Item	Contributor	Purpose
<p>1. Performance of the Corporate Support Services Contract</p>	<p>Sophie Reeve, Assistant Director – Commercial</p> <p>Arnd Hobohm, Serco Contract Manager</p>	Performance Scrutiny
<p>2. Overview and Scrutiny Annual Report 2023-24</p>	<p>Nigel West, Head of Democratic Services and Statutory Scrutiny Officer</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

30 May 2024		
Item	Contributor	Purpose
1. People Management Update - Quarter 4	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
2. 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 June 2024		
Item	Contributor	Purpose
1. Corporate Plan Success Framework 2023/24 – Quarter 4	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 2 July 2024)
2. Review of Financial Performance 2023/24	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 2 July 2024)
3. Treasury Management Annual Report 2023/24	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
4. 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

To be Scheduled

- Legal Services Company Update (Sept/Oct)

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

FORWARD PLAN OF KEY DECISIONS FROM 01 AUGUST 2023

PUBLISH DATE 1 JUNE 2023

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
I030031 New!	Re-commissioning of the Social Care Client Financial Management System	Open	Executive 5 Sep 2023	Overview and Scrutiny Management Board	Reports	Interim Head of Corporate Systems E-mail: louisa.harvey@lincolnshire.gov.uk	N/A
I030180 New!	Approval to procure contracts for Haulage of Household Waste Recycling Centres Exit Waste Streams	Open	Executive Councillor: Waste and Trading Standards Between 14 September 2023 and 20 September 2023	Environment and Economy Scrutiny Committee	Report	Head of Waste Tel: 07557169890 Email: mike.reed@lincolnshire.gov.uk Senior Commercial and Procurement Officer Email: paul.beales@lincolnshire.gov.uk	All Divisions
I029955	Re-commissioning of the Portage Service	Open	Executive Councillor: Children's Services, Community Safety, Procurement and Migration Between 18 Sep 2023 and 22 Sep 2023	Children and Young People Scrutiny Committee	Reports	Commissioning Manager, Children's Strategic Commissioning E-mail: sara.gregory@lincolnshire.gov.uk	All Divisions
I029533	The Maples Short Breaks Provision - Re-commissioning	Open	Executive Councillor: Children's Services, Community Safety, Procurement and Migration Between 18 Sep 2023 and 22 Sep 2023	Parents and Carers, and service users Children and Young People Scrutiny Committee	Reports	Programme Manager - Children's Services (SEND) E-mail: eileen.mcmorrow@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
I029446	Food Waste Disposal Contract Procurement	Open	Executive Councillor: Waste and Trading Standards Between 18 Sep 2023 and 22 Sep 2023	Environment and Economy Scrutiny Committee	Reports	Head of Waste E-mail: mike.reed@lincolnshire.gov.uk	All Divisions
I029445	Waste Transfer Station Improvements	Open	Executive Councillor: Waste and Trading Standards Between 18 Sep 2023 and 22 Sep 2023	Environment and Economy Scrutiny Committee	Reports	Head of Waste E-mail: mike.reed@lincolnshire.gov.uk	All Divisions
I029262	Holbeach William Stukeley Primary School - Single Class Extension, Hall and Staffroom Extension	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 18 Sep 2023 and 22 Sep 2023	Children and Young People Scrutiny Committee (21 July 2023)	Reports	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	Holbeach
I029251	Highway Works, Professional Services and Traffic Signals Contract Extension	Exempt	Executive Councillor: Highways, Transport and IT Between 18 Sep 2023 and 25 Sep 2023	Place DLT Highways and Transport Scrutiny Committee (11 September 2023)	Reports	Head of Highways, Client and Contract Management E-mail: jonathan.evans@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
I029669	New Lincolnshire Secure Children's Home Build	Exempt	Executive 3 Oct 2023	Directorate Leadership Team Corporate Leadership Team Legal Services Finance Children and Young People Scrutiny Committee	Reports	Interim Head of Capital Reform & Education Sufficiency E-mail: matthew.clayton@lincolnshire.gov.uk	N/A
I029285	North Hykeham Relief Road - Planning Application	Open	Executive 3 Oct 2023	Local Councillors and appropriate statutory bodies Highways and Transport Scrutiny Committee	Reports	Head of Highways Infrastructure E-mail: Sam.edwards@lincolnshire.gov.uk	Eagle and Hykeham West

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
I030126 New!	Education Provision Planning	Exempt	Executive Councillor: Children's Services, Community Safety, Procurement and Migration Between 23 Oct 2023 and 27 Oct 2023	Children and Young People Scrutiny Committee	Reports	Interim Head of Capital Reform and Education Sufficiency E-mail: matthew.clayton@lincolnshire.gov.uk	All Divisions
I029249	Highways Infrastructure Asset Management Plan 2023	Open	Executive Councillor: Highways, Transport and IT Between 30 Oct 2023 and 6 Nov 2023	Place LT Highways and Transport Scrutiny Committee (23 October 2023)	Reports	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	All Divisions
I029248	Highways Infrastructure Asset Management Policy	Open	Executive Councillor: Highways, Transport and IT Between 30 Oct 2023 and 6 Nov 2023	Place DLT Highways and Transport Scrutiny Committee (23 October 2023)	Reports	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	All Divisions
I030151 New!	Future funding for Citizens Advice Lincolnshire	Open	Executive 7 November 2023	Public Protection Scrutiny Committee Commissioners in District Councils Lincolnshire ICB	Report	Programme Manager - Public Health Tel: 07500882025 Email: emma.krasinka@lincolnshire.gov.uk	All Divisions

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I030085 New!	Deepings Leisure Centre	Open	Executive 5 Dec 2023	Overview and Scrutiny Management Board	Reports	Assistant Director - Corporate Property E-mail: jayne.sowerby-warrington@lincolnshire.gov.uk	Deepings East; Deepings West and Rural
I030025	Local Electric Vehicle Infrastructure (LEVI) Pilot - Contract Procurement	Exempt	Executive Councillor: Highways, Transport and IT Between 5 Dec 2023 and 12 Dec 2023	Environment and Economy Scrutiny Committee (28 November 2023) Affected Local Members Relevant Officers	Reports	Senior Commissioning Officer tanya.vaughan@lincolnshire.gov.uk	Birchwood; Boston Coastal; Boston North; Boston Rural; Boston South; Boston West; Boultham; Carholme; Hartsholme; Horncastle and the Keals; Skegness North; Skegness South; Sleaford; St Giles; Stamford East; Stamford West
I029631	Wellbeing Service Recommissioning	Open	Executive 5 Dec 2023	Adults and Community Wellbeing Scrutiny Committee	Reports	Programme Manager E-mail: sean.johnson@lincolnshire.gov.uk	All Divisions

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I030186 New!	Alternative Provision - Myle Cross site	Open	Executive Councillor: Children's Services, Community Safety, Procurement and Migration Between 8 December 2023 and 15 December 2023	Executive Councillor for Children's Services, Community Safety, Procurement and Migration, Children and Young People Scrutiny Committee, Children's Services, Legal Services, Property Services	Report	Children's Service Strategic Commissioning Manager Tel: 01522 554053 Email: mark.rainey@lincolnshire.gov.uk	All Divisions
I030084 New!	Lincolnshire Secure Unit (LSU) Catering Service	Open	Executive Councillor: Children's Services, Community Safety, Procurement and Migration Between 8 Dec 2023 and 15 Dec 2023	Executive Councillor for Children's Services, Community Safety, Procurement and Migration Children and Young People Scrutiny Committee LSU Staff Legal Services	Reports	Children's Services Strategic Commissioning Manager E-mail: mark.rainey@lincolnshire.gov.uk	All Divisions
I028654	Gosberton House Academy - New Block Extension and External Works as part of the SEND Building Communities of Specialist Provision Strategy	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 22 Jan 2024 and 26 Jan 2024	Children and Young People Scrutiny Committee	Reports	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	

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