

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

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

Summary:

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

Recommendation:

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

Alternatives Considered:

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

Reasons for Recommendation:

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

1. Background

- 1.1 The Corporate Plan (CP) was approved by the Council on 11 December 2019 and the Executive approved the Corporate Plan Performance Framework on 6 October 2020. The Framework contains performance indicators (PIs) and key activities against which performance/progress will be reported in order to demonstrate whether the Council is achieving the four ambitions for Lincolnshire as set out in the CP. Service level performance is reported to the relevant scrutiny committees.

1.2 The four ambitions are:

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

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

For activities, this includes those which are:-

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

Details of all activities including those On plan (achieved current milestones and forecast to achieve future milestones within timescales) are available on the Council's website.

For PIs, this includes those where the target has:-

- Not been achieved.
- Been achieved but the direction of travel is of concern.
- Been achieved and service wants to celebrate success.

1.4 **Headlines Quarter 2 Performance**

1.4.1 Activities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1.4.5 Some highlights of achievements include:-

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

1.4.6 Performance Indicators (PIs)

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

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

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

1.4.7 Ambition: Create thriving environments

Of the four PIs reported in Q2:-

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

- 2.0% reduction in Lincolnshire's 2018 overall per capita CO² emissions from 2017. This PI is for context and is not compared with a target. (PI175)
- 83.2% of schools have an Ofsted rating of good or above. The target of 84%-86% was not achieved. School inspections did not take place in Quarter 2 (June-September) due to Covid-19 and this has impacted performance. (PI142)

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

Of the two PIs reported in Q2:-

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

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

Of the two PIs reported in Q2:-

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

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

1.4.10 **Ambition: Support High Aspirations**

Of the three PIs reported in Q2:-

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

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

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

1.4.11 Data expected in Quarter 2 but not available

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

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Crime and Disorder

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

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

3. Conclusion

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

4. Legal Comments

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

The recommendation is lawful and within the remit of the Executive.

5. Resource Comments

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

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

The Overview and Scrutiny Management Board (OSMB) is due to consider this report on 28 January 2021. Any comments of the Board will be reported to the Executive.

d) Risks and Impact Analysis

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

7. Appendices

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

8. Background Papers

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

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

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