



Open Report on behalf of Heather Sandy, Executive Director - Children's Services

Report to:	Children and Young People Scrutiny Committee
Date:	14 January 2022
Subject:	Council Budget 2022/23

Summary:

This report outlines the Council's budget proposals for the next financial year 2022/23.

The Provisional Local Government Finance Settlement for 2022/23 was issued on 16 December 2021 and is expected to be in line with the Final Settlement, which is due to be published in February 2022. We await further budgetary information from the Lincolnshire District Councils so the budget proposals for 2022/23 are therefore estimated at this stage.

The Executive considered the budget proposals at its meeting on 5 January 2022, following which they were open to consultation.

This report specifically looks at the 2022/23 budget implications for the Council's Children's Services activities.

Members of this Committee have the opportunity to scrutinise them and make comment, prior to the Executive meeting on 1 February 2022 when it will make its final budget proposals for 2022/23.

Actions Required:

The Children and Young People Scrutiny Committee is asked to consider this report and provide comments on the Children's Services budget proposals for consideration by the Executive at its meeting on 1 February 2022.

1. Background

- 1.1 The Executive is currently consulting on a single year financial plan for revenue and capital budgets. This is reflective of the fact that the provisional Local Government Finance Settlement only covers one year and the continuing financial uncertainties about our future levels of funding.

- 1.2 The budget includes unavoidable cost pressures which will support the delivery of Council services, and a number of savings and efficiencies which do not impact negatively on services. The Council is adopting a longer-term savings strategy to secure efficiency savings.
- 1.3 The Spending Review 2021 results were announced by the Chancellor of the Exchequer on 27 October 2021. This was a spending review covering the three years 2022/23 to 2024/25. The Spending Review announcement included notification of additional funding for Local Authorities in 2022/23 to help Councils deal with some of the pressures currently being experienced, including inflationary pressures. This is on the back of improvements in the UK economy.
- 1.4 For 2022/23 the budget is balanced, however in 2023/24 there is a budget shortfall of £9.335m, in 2024/25 there will be a budget shortfall of £6.480m, and in 2025/26 a budget shortfall of £6.909m. The main drivers for the budget shortfall over the three later years are higher cost pressures, particularly in Adult Care, inflationary pressures and levels of grant funding which, although are overall increasing over the period, are not rising sufficiently to cover the cost pressures. The budget shortfall in each year will need to be supported by reserves to achieve a balanced budget. However, this is prior to receiving the Lincolnshire District Councils confirmation of Council Tax bases and Collection Fund positions affecting 2022/23, and prior to expected reforms to local government funding potentially affecting 2023/24 onwards.
- 1.5 The Medium Term Financial Plan includes a number of savings and efficiencies which arise from various projects within our Transformation Programme. These include savings from changes to delivery models in Adult Care and Children's Services; savings on travel and office-related costs arising from Smarter Working, as well as savings from reductions in office space and savings from Digital transformation.
- 1.6 The Financial Volatility reserve currently stands at £44.483m. This reserve is essential for the management of an uncertain financial situation in terms of both costs and future funding. The Executive Director of Resources (Section 151 Officer) advice is that a Financial Volatility Reserve level of around £40m to £50m is prudent, given the uncertainty of the future funding reforms. The current balance is sufficient to support the overall budget deficits in the three future years. At this point in time, the four year view indicates that a total of £22.724m would need to be drawn from the Financial Volatility Reserve to balance the budget over those years and this would leave £21.759m remaining in the reserve. This earmarked reserve is available to support budget deficits arising over the medium term and will allow us time to transition to a lower base budget if this is required after funding reforms are implemented.
- 1.7 The 2022/23 year's budget process started in the spring of 2021 with a re-assessment of our high-level budget assumptions. Following this, budgets have been examined in detail, and a number of new cost pressures have emerged in addition to the pressures identified for 2022/23 in the previous year's budget process. In some areas, cost pressures previously identified have been reduced. As this year has progressed, our assumptions have been refined as new information has emerged.

- 1.8 In terms of budget holder input, the budget process is complete, and we have received confirmation of next year's funding from central Government in the form of the Provisional Local Government Finance Settlement on 16 December 2021. Following this, the Final Local Government Finance Settlement is expected to confirm the Provisional Settlement in February 2022, and at the end of January 2022 we will receive confirmation of Council Tax base and Collection Fund balances from our local District Councils. Once all this information has been received, the budget proposals for 2022/23 will be confirmed at the meeting of the Executive on 1 February 2022.
- 1.9 On an annual basis the Council has the opportunity to review the level of Council Tax. Central Government sets thresholds above which a Local Authority would be required to hold a referendum for Council Tax increases. The referendum limit will remain at 2% for general Council Tax. Social care authorities can raise up to 1% for a further Adult Social Care precept. Social care authorities can also raise an Adult Social Care precept in 2022/23 for any element of the 3% precept for 2021/22 which was deferred to 2022/23 – this cannot be deferred again.
- 1.10 At the time of writing this report, the Executive's recommended option allows for an increase in Council Tax of 3% for the Adult Social Care precept which was deferred from 2021/22. At its meeting on 5 January 2022, the Executive supported this proposal.
- 1.11 Children's Services activities are presented through the headings Children's Education and Children's Social Care.

Children's Education

1.12 Services and associated proposed 2022/23 budgets include:

- Special Educational Needs and Disabilities (£7.582m)
- Education Support Services (£0.847m)
- School Improvement (£1.188m)
- Statutory Regulatory Duties (£3.048m)

1.13 Table A below sets out the revenue 2022/23 financial year budget proposals for Children's Education:

Table A

Change of Previous Years	£'000
Original Budget 2021/22	12,771
<u>Changes for 2022/23</u>	
Pay Inflation	0
Cost pressures	0
Savings	-106
Proposed Budget 2022/23	12,665
Percentage Change	-0.83%

1.14 Children's Education service activities are proposing to make savings of £0.106m in 2022/23. Of this sum, smarter working savings of £0.105m are proposed through the reduction of supplies and services and travel budgets by maximising the benefits of the home working arrangements and Smarter Working programme. The remaining £0.001m relates to the legacy of savings delivered through the Budget 2020 exercise. Within this area, there are no cost pressures in 2022/23.

1.15 The Department for Education (DfE) launched a consultation between 29 October to 26 November 2021 on removing the funding for Local Authorities School Improvement Monitoring and Brokering Grant for school improvement activities supporting maintained schools. The estimated grant value had expected to be £0.585m in 2022/23. The DfE consultation proposes a 50% reduction in 2022/23 and the removal of the funding entirely in 2023/24. The Council has responded strongly to this consultation opposing such a change, as have Councils across the country. The Council has raised concerns over the rationale of removing the grant funding; the inequity this will provide when comparing the Regional Schools Commissioner role in supporting academies; the short timescales for responding to such a significant change in funding; the impact this will have on maintained schools including our small schools, and the Council does not agree with the DfE solution of maintained schools bearing an additional financial burden on their schools budgets. The Council considers its investment in the education sector as a strategic priority to enable all children to prosper across all Lincolnshire schools, and supports the continuation of the current delivery, which is considered a lean school improvement support model. The Council has an important role in driving standards and joined up arrangements in the local area, which has been evident throughout the pandemic in supporting all schools on the ground when they most needed it. The Council overall will manage the impact of any grant funding changes.

1.16 The Home to Schools and College Transport delivery and budget responsibility is proposed to be transferred to the Place Directorate from April 2022, and therefore is not covered in this report.

1.17 Following the previous year's announcement of a public sector pay freeze, the Spending Review 2021 confirmed a return to the usual process for setting pay awards. This is currently excluded from services budgets until the position is clear and the exact budgetary requirements are known. The Council has budgeted for a 2% pay award.

Children's Social Care Services

1.18 Services and associated proposed 2022/23 budgets include:

- 0-19 Health Services (£10.674m)
- Early Help Services (£11.140m)
- Family Assessment and Support Team (FAST) (£17.415m)
- Adoption and Fostering Services (£15.452m)
- Residential Homes and Placements (£17.177m)
- Leaving Care Services and Supported Accommodation (£4.904m)
- Targeted Support for Young People and Youth Offending (£3.791m)

1.19 Table B below sets out the revenue 2022/23 financial year budget proposals for Children's Social Care Services:

Table B

Change of Previous Years	£'000
Original Budget 2021/22	76,887
<u>Changes for 2022/23</u>	
Pay Inflation	0
Cost pressures	3,995
Savings	-329
Proposed Budget 2022/23	80,553
Percentage Change	4.77%

1.20 Children's Social Care Services are proposing to make savings of £0.329m in 2022/23. Of this sum, smarter working savings of £0.189m are proposed through the reduction of supplies and services and travel budgets by maximising the benefits of the home working arrangements and Smarter Working programme. It should be noted at this stage, no front-line delivery travel budgets have changed as teams are unlikely to see reduced travel costs as their work has remained the same despite a flexible approach. The remaining relates to the legacy of the savings delivered through the Budget 2020 exercise, for example, savings delivered through the Supported Accommodation Pathway in meeting the needs of 16/17 year olds at risk of homelessness and care leavers (£0.139m). Within this area, there are also proposed cost pressures of £3.995m in 2022/23.

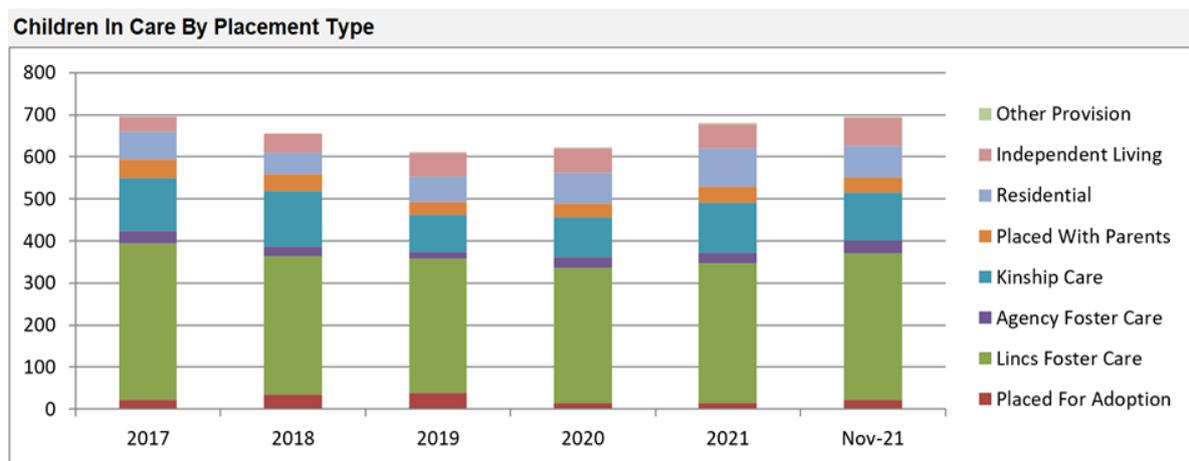
1.21 Children in Care (CiC): a £3.013m proposed cost pressure reflecting the impact of the pandemic from increased CIC numbers, which has also been seen nationally, and a requirement to secure more specialist external placements. These additional costs have been supported by the Local Authority's Covid-19 support grant in 2020/21 and 2021/22. Transformational work plans to help realise our ambition of improving outcomes for children across the child's journey from Edge of Care to Leaving Care whilst also achieving financial sustainability. Through a number of strategies, this will see our forecast spending reduce to similar levels seen before the pandemic over a three-year period which will require a temporary increase in funding overall (£5.810m). It is proposed that this £3.013m cost pressure in 2022/23 will be funded by the Council's earmarked reserves.

1.22 The transformation strategies include: internal residential estate expansion; Valuing Care approach to explaining, recording and tracking needs and outcomes; development of an Early Help strategy which is owned by the Council and partners, ReThink Fostering and practice excellence.

1.23 The Council has a Children's Services system which is working well and a CiC Service which is outstanding, although there is more the Council can do to deliver excellent

outcomes for children and families. The Council has highly valued internal foster carers supporting a high proportion of CiC, however during the pandemic the Council has seen reduced capacity. This is at a time of increased CiC and less children exiting care, as well as limited internal residential capacity. The Council is therefore having to look towards securing externally commissioned placements in order to meet the Council's statutory obligation to provide accommodation for children who are unable to be cared for by their parents and/or families. The composition of placements can be seen in Chart A.

Chart A



1.24 The independent placement market conditions are volatile; demand is outstripping supply, costs are rapidly rising and are unsustainable, and children are being placed at a distance from their networks. This is having a significant financial impact to the Council.

1.25 The capacity within our good to outstanding residential provision is insufficient to meet current and future demands, and those children placed in these internal settings have consistently better outcomes. Approval has been received to utilise £1.500m of earmarked funding within the capital programme to create two new additional children's homes which will deliver both better outcomes for children and best value for the Council.

1.26 Lincolnshire's CiC per 10,000 0-17 population figures (47) compare favourably with statistical neighbours (63). This is at a time of rising CiC numbers, although these pressures are not only being felt locally. Lincolnshire current CiC numbers are at 700.

1.27 CIPFA Looked After Children benchmarking for Local Authority participants showed Lincolnshire's average cost per CiC (2020 latest available data) to be £886 compared to the national average of £1,070. Lincolnshire continues to compare favourably and measures are being taken to secure improved value for money.

1.28 Other CiC proposed cost pressures include: £0.386m relates to the increase in costs across the composition of placement types supporting this vulnerable group (c.2.00% inflationary rate applied). It is proposed that Lincolnshire's highly valued internal

fostering carers will receive a 2.00% increase to their weekly allowances from April 2022. A further proposed cost pressure of £0.273m relates to the growth in CiC population increasing by 0.5 per 10,000.

1.29 A proposed cost pressure of £0.323m relates to Special Guardianship Orders (SGOs). SGOs continue to be seen by the Courts as an important option for permanency for children who need to be removed from their birth parents which is endorsed by officers. The Council is however required to fund SGOs (subject to means testing) until the child reaches the age of 18 years. The expected increases are based on average numbers of SGOs being granted per month based on past trends.

1.30 Following the previous year's announcement of a public sector pay freeze, the Spending Review 2021 confirmed a return to the usual process for setting pay awards. This is currently excluded from services budgets until the position is clear and the exact budgetary requirements are known. The Council has budgeted for a 2% pay award.

Capital Programme

1.31 A ten-year Capital Programme has been compiled in line with the principles set out in our Capital Strategy, including the principle of Affordability. The full Gross Programme is shown at Appendix C and totals £113.730m for 2022/23 plus a further £268.569m for future years. Due to the uncertainty of our future funding, no new projects have been added to the capital programme in this budget process.

1.32 For Lincolnshire maintained schools, Children's Services manage and maintain a comprehensive annual capital programme of individual school condition and maintenance projects which is overseen by the Children's Services Capital Programme Board. The service continues to receive all capital funding made available by the DfE for schools to enable it to manage critical priority issues.

1.33 An estimated grant award for the Schools Condition Allocation is £3.000m for 2022/23 to support Lincolnshire maintained schools. This will be updated based on the number of Local Authority maintained schools on or by 1 April 2022.

1.34 An estimated allocation for Devolved Formula Capital is £0.993m for 2022/23. This is expected to continue at the current funding level per Local Authority maintained school, namely a lump sum of £4,000 and per pupil funding of £11.25 for nursery / primary and £16.88 for secondary. This will be updated based on the number of Local Authority maintained schools on or by 1 April 2022.

1.35 An allocation for Provision of Schools Place Basic Need Grant is £5.824m in 2022/23. This will allow the Council to plan strategically to fulfil its statutory duty to provide sufficient school places for the children of Lincolnshire. Children's Services priority at this stage is to ensure that all September 2023 school place pressures are accounted for with potential solutions in place. The Local Authority is awaiting further Government announcements on funding levels from 2023/24.

- 1.36 Building Communities of Specialist Provision Strategy: the gross expenditure for the programme's individual special school schemes for 2022/23 is £27.186m reflecting the latest position. The strategy is to deliver an increase in places for Lincolnshire special schools including providing young people with Special Educational Needs and Disabilities (SEND) the ability to access high quality all needs education, health and care provision in their local community. The Council strongly believes this capital infrastructure investment will not only achieve greater outcomes for Lincolnshire pupils, but also be an important financial decision in managing the pressures within the High Needs block of the Dedicated Schools Grant by way of reducing expenditure relating to some expensive and unnecessary external specialist placements.
- 1.37 The whole life costs of the programme are £86.794m across the five-year strategy, which started in 2019. This is consistent with agreed budget for the programme, which is supported by secured capital grant funding (Basic Need, Schools Conditions and SEND Provision) and Council agreed funding. The Council approved funding of £15.600m in 2021/22 to support the implementation of the programme.
- 1.38 Implementation of the strategy is well underway with a number of capital schemes live and supporting operating systems in place. Governance is well established with budget and progress reviews taking place monthly. It is important to note the complexity and magnitude of this programme, which covers the entire Lincolnshire special school's estate. Further details of individual schemes progress can be found in the report presented to the Children and Young People Scrutiny Committee on 15 October 2021: Update on the Building Communities of Specialist Provision: Together in Lincolnshire Strategy.
- 1.39 In the Spending Review 2021, the government announced a pledge to invest £2.6bn over 2022-2025 for new places for children with SEND and improved infrastructure. The allocations for each Local Authority have not been announced including the funding that will remain centrally for central government-led schemes, however the announcement is positive for all Local Authorities.
- 1.40 It is important to note the unprecedented supply chain issues affecting major construction schemes such as the Building Communities of Specialist Provision Strategy. There are significant cost pressures within the construction industry arising from a shortage of labour and materials within the supply chain. This is a local, regional, national and global issue which will impact on SEND schemes remaining in the programme, and other schemes in the capital programme. Measures will be taken to try and mitigate the extent of these cost increases through robust challenge of all costs submitted to ensure best price, however substantiating the impact of this is difficult, but the Council is acutely aware of the inflationary challenges facing capital schemes. The Council collectively through its management and affordability of the capital programme will look to ensure live capital schemes and strategies are fulfilled.
- 1.41 New Schools capital: the Council through its school place planning has identified within the ten-year capital programme a requirement for new mainstream schools. The new school funding requirement has reduced by £9.259m over the identified period

(2033/34) to a £33.442m net budget due to the county experiencing lower birth rates, since this delays the potential timeframe for the new school requirements.

1.42 New children's homes: approval has been received to utilise £1.500m of earmarked funding within the current capital programme to create two new additional children's homes to meet current and predicted need. The new smaller children's homes will be situated in Lincoln and East Lindsey. DfE match funding has been secured (£1.460m) to fulfil this objective, which will deliver both better outcomes for children and best value for the Council. Children's Services is to re-purpose capital funding uncommitted in the programme relating to completed schemes in early help, 0-19 service and supported accommodation houses to support the delivery of the new children's homes, in the context of the challenging construction industry. The Lincoln children's home is planned to be open from September 2022, and the second home opening from September 2023.

Schools Budget

1.43 The Schools Budget is funded via the Dedicated Schools Grant (DSG). In 2022/23, the DSG will continue to comprise of four blocks: Schools, Central School Services, High Needs, and Early Years. Each of the four blocks of the DSG is determined by a separate national funding formula.

1.44 Lincolnshire's indicative DSG allocation for 2022/23 is £675.176m, and will be used to support all schools in Lincolnshire including Local Authority schools and academies. Lincolnshire Schools block value is £518.090m. Over half of Lincolnshire pupils attend academy schools; therefore the DSG figure for the Schools block will be revised down for the academy schools budget share allocations. The DSG is a ring-fenced grant and the actual split between Local Authority schools and academies has no financial risk to the Council from the DSG schools delegated budget perspective.

1.45 The government implemented a National Funding Formula (NFF) in 2018/19 to ensure a fairer settlement for each mainstream school. The Council agreed to adopt the NFF due to the improved financial settlement for Lincolnshire schools and has continued to replicate the NFF each year since then. In 2021/22, Lincolnshire replicated the monetary values of the NFF factors, however due to the significant increase in Free School Meals (FSMs) recorded on the October 2020 census resulting from the pandemic, of which Local Authorities were expected to finance this increase through its Schools block allocation, the Minimum Funding Guarantee (MFG) had to be applied at +0.5% (within the MFG range) to support the formula being affordable. This decision was made by the Executive Councillor for Children's Services, Community Safety and Procurement on 20 January 2021.

1.46 2022/23 is the final year of the government's three-year funding package for schools (aged 5 to 16) with funding increasing by £7.1bn nationally compared to 2019/20 funding levels. This has provided a level of financial certainty for schools in the short term.

1.47 The fundamental principles of the NFF are not changing for 2022/23. The formula refinements from the DfE are recognising inflationary rises (namely, key formula factors in the NFF will increase by c.3%), and changing of the sparsity measure to road distance, an increased maximum funding allocation and tapering methodology. These sparsity changes better reflect sparsity challenges and are seen as positive steps to better reflect costs that will be incurred by schools. This is an important step forward for Lincolnshire small and rural schools.

1.48 The sector and Lincolnshire Schools' Forum have supported the decision for Lincolnshire to replicate the NFF due to the increased per pupil funding levels being seen in all mainstream schools. The Local Authority (LA) still does however consider local flexibility and decision-making powers important to best respond to local needs and demands on a timely basis within reasonable DfE parameters.

1.49 In accordance with the 20 January 2021 Executive Councillor decision and sector support through the consultation exercise to continue replicating the NFF, the Local Authority plans to replicate the NFF in 2022/23, which will include the modest changes (Appendix A provides a funding comparison of the NFF factors from 2021/22 to 2022/23). This will of course be subject to affordability of the Schools block due to the government's application of lagged funding arrangement for Local Authority Schools block funding. The determination of all Lincolnshire schools budgets using the latest October census released to Local Authorities in late December will be carried out in January, including the assessment of affordability. The Local Authority is required to submit the determination of schools budgets through the Authority Proforma Tool to the DfE by the 21 January 2022 for compliance purposes. This therefore leaves limited time for engagement with the sector on the impact of specific measures to address affordability, if necessary. Schools responses have previously been mixed on affordability matters, however MFG, considering other DSG budget in the Schools block and Central Schools Services block, and the ceilings cap have been the preferred solutions; the latter being what the DfE used to introduce the NFF in 2018/19. The Local Authority would favour adopting the same approach and principles, if affordability issues arose for 2022/23. The affordability position would be shared with the Lincolnshire Schools' Forum at the 20 January 2022 meeting including the mitigating measures to address this and the school impact, if applicable.

1.50 The Government is continually moving to a basis for distributing funding to Local Authorities for children and young people with high needs, taking into account an up-to-date assessment of the level of need in each area as opposed to funding on the basis of historic spending. Local Authorities will be protected under the formula by seeing a minimum increase of 8% per head in 2022/23 compared to their 2021/22 High Need block allocation. The High Needs block allocation is £111.161m for 2022/23. Local Authorities are still waiting for the outcomes of the DfE 2019 SEN review and Call for Evidence exercise, which are fundamental to securing a long-term financial plan for high needs.

1.51 There are a number of budgets within the High Needs block that are large, demanded, and can be difficult to estimate (e.g. SEND related budgets, including out of county

placements, top up funding for Education, Health and Care (EHC) plans for mainstream schools, special school placements, and meeting the education needs for pupils through alternative provision arrangements). There continues to be a growing trend nationally, and this is being seen in Lincolnshire, with more young people requiring specialist support which is having a material financial impact on the High Needs block. This remains a significant financial risk, particularly at a time of increasing demands. Like many Local Authorities, Lincolnshire faces a significant challenge in establishing a sustainable High Needs block budget going forward.

1.52 Transformational work commenced in 2019 to consider the way partners across Lincolnshire work together to support children and young people with SEND. Key activities to support this strategy include SEND Advice line (SALL); rollout of the Valuing SEND; revised graduated approach guidance; strengthen the Local Offer; a new performance framework, to name a few. This transformational work is starting to have an impact and is intended to secure further improved outcomes for young people with SEND through a truly integrated approach, whilst also securing an offer for Lincolnshire that is more financially sustainable within its central Government allocation. The Building Communities of Specialist Provision Strategy is also part of the work to secure improved value for money.

1.53 Lincolnshire's special schools funding formula is currently being reviewed and refined as a matter of best practice for 2022/23. Engagement with the sector and a sector working group have been taking place during 2021. The current funding formula is robust and is underpinned by key cost drivers and their costs based on theoretical school models. The formula has been as a result of extensive consultation with special school leaders and other parties over the years. The last significant change to the formula was made in 2018/19. The underlying principles and formula factors will remain in place for 2022/23 but the formula will respond to the inflationary costs rises facing the sector, and refinements to the formula to maintain fairness in its distribution to reflect current needs and practices, which will support the ambitions of the sector. The funding requirements will be considered in the context of overall High Needs spending priorities.

1.54 Lincolnshire's indicative Early Years block funding is £40.976m in 2022/23. This is determined through the Government hourly rates for Lincolnshire of £4.61 for 3 and 4 year old funding (a rise of £0.17 per hour), and £5.57 for disadvantaged 2 year olds (a rise of £0.21 per hour). These funding rates are used to fund providers' hourly rates of delivery of entitlement and early years support services. The underlying principles and formula factors will remain in place for 2022/23, and the increased hourly rate funding from Government will be considered in the context of this and its agreed distribution. The Local Authority will seek agreement for the centrally retained budgets for early years support services from the Lincolnshire Schools' Forum on 20 January 2022.

Further Consultation

1.55 The budget proposals will be publicised on the Council's website together with the opportunity for the public to comment.

1.56 All consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 1 February 2022.

2. Conclusion

2.1 These budget proposals reflect the level of Government funding available to the Council and a proposal to increase Council Tax in 2022/23 by 3.00% for the Adult Social Care precept which was deferred from 2021/22.

2.2 A thorough review of Council services was carried out during this year's budget process. Unavoidable cost pressures as well as savings have been identified, and the Capital Programme has been reviewed. The budget proposals aim to reflect the Council's priorities whilst operating with the resources available to it.

3. Consultation

a) Risks and Impact Analysis

An Equality Impact Assessment will be completed for the proposed increase in Council Tax. This will be reported to the Executive at its meeting on 1 February 2022.

Further Risk and Impact Assessments will need to be undertaken on a service by service basis.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Funding comparison of the NFF factors from 2021/22 to 2022/23

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
Council Budget 2022/23 (Executive: 5 January 2022)	Agenda for Executive on Wednesday, 5th January, 2022, 10.30 am (moderngov.co.uk)

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