

Open Report on behalf of Debbie Barnes OBE, Head of Paid Service

Report to:	Overview and Scrutiny Management Board
Date:	24 October 2019
Subject:	Draft Corporate Plan

Summary:

This Council has an opportunity to set out its long term ambitions for the County and the strategic development needed to fulfil the expectations of our communities through a new Corporate Plan.

Our Corporate Plan will outline our vision, our strategic ambitions for our communities and for the place of Lincolnshire as well as detailing what we intend to do with our partners to achieve them.

At the meeting of the County Council on 13 September 2019, the vision and strategic ambitions were agreed and it was further agreed that the Corporate Leadership Team would work with an Overview and Scrutiny Management Board (OSMB) working group and key stakeholders in the production of the final version of the Corporate Plan.

The first of three planned meetings of the OSMB working group was held on 30 September 2019, with further meetings to be held on 29 October and 20 November. The Executive considered the feedback from the first OSMB working group meeting when it met informally on 03 October 2019. This report provides a timetable for the development and approval of the Corporate Plan, updated draft content and summarises the feedback from the first OSMB working group meeting.

Actions Required:

The Overview and Scrutiny Management Board is asked to:

1. Consider the feedback from the OSMB working group in Appendix A and the draft Corporate Plan content in Appendix B.
2. Discuss and agree any additional comments on the draft Corporate Plan.

1. Background

- 1.1. The current Council Business Plan runs from April 2019 until March 2020 and was approved by this Council in February 2019. The current plan remains largely unchanged from previous years being based on outcomes and performance measures associated with the Council's commissioning strategies.
- 1.2. A new plan is now required for 2019 and beyond. The Council is uniquely placed to lead, with our partners, on delivering a vision and the strategic ambitions for the County. The Council takes its leadership role very seriously and is committed to a proactive leadership approach, locally, regionally and nationally, to make Lincolnshire an even better place to live, work and visit.
- 1.3. Earlier in the year the Executive and the Corporate Leadership Team (CLT) attended a workshop to explore the vision and strategic ambitions for the County for the next 10 years. At this workshop a vision and a number of key strategic ambitions were identified to support the development of a 10 year Corporate Plan.
- 1.4. At the meeting of the County Council on 13 September 2019, the vision and strategic ambitions were agreed and it was further agreed that the Corporate Leadership Team would continue to develop the content of the Corporate Plan, working with an Overview and Scrutiny Management Board (OSMB) working group and key stakeholders.
- 1.5. The first of three planned meetings of the OSMB working group was held on 30 September 2019, where the group considered the Draft Corporate Plan developed by Corporate Leadership Team (CLT), and it reviewed examples from other local authorities. The feedback from the first OSMB working group meeting is summarised in Appendix A.
- 1.6. The Executive and the Corporate Leadership Team considered the feedback from the first OSMB working group meeting when it met informally on 03 October 2019. The resulting draft Corporate Plan content is shown in Appendix B.
- 1.7. The draft Corporate Plan in Appendix B does not include performance measures. These will be developed through the next phase in organisational planning, to develop Directorate Plans with objectives and priority activities for each directorate in the Council, linked to the ambitions in the Corporate Plan.
- 1.8. The following are the planned sections of the Corporate Plan document:
 - Foreword [to be developed]
 - Our vision, ambitions and approach [approved by the County Council]
 - Descriptive statistics about Lincolnshire [to be developed]
 - Ambitions – one page for each ambition, to include:
 - Ambition and 'This means we must...'[approved by the County Council]
 - Narrative to describe the ambition
 - List of items to describe what success for Lincolnshire means

- List of items to describe what the Council will do towards achieving success
- Financial summary

1.9. The headline timetable for the development and approval of the Corporate Plan is shown in the table below.

Date	Group	Focus
30 September	OSMB Working Group	What success looks like and measuring the Council's success
24 October	OSMB	Update from Working Group
29 October	OSMB Working Group	What the Council will deliver
Mid October – November	Council staff	How the Council can develop and improve
	External stakeholder engagement	What success looks like and what the Council will deliver
20 November	OSMB Working Group	Feedback from stakeholder engagement
28 November	OSMB	Final draft Corporate Plan presented by CLT
13 December	Council	Final Corporate Plan presented by CLT

1.10. An engagement strategy is being developed with the community engagement team. CLT is leading on stakeholder engagement, which will include the following groups and sectors, in addition to Council staff. Engagement is being planned through existing mechanisms and meetings, where possible:

- District Councils
- Health and social care sector, including Clinical Commissioning Groups (CCGs)
- Greater Lincolnshire Local Enterprise Partnership (GLLEP)
- Unions
- Public Protection partners
- One Public Estate
- Safeguarding boards
- Education sector
- Voluntary and community sector
- Town and parish groups

2. Conclusion

- 2.1. The draft new Corporate Plan in Appendix B outlines the vision, our approach, key strategic ambitions and the strategic developments we need to fulfil the aspirations and expectations of our communities.
- 2.2. Performance measures will be developed through the next phase in organisational planning, to develop Directorate Plans, linked to the ambitions in the Corporate Plan.
- 2.3. Stakeholder engagement will continue during October and November and the OSMB working group will be updated with resulting feedback.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Feedback from the first OSMB working group meeting of 30 September 2019
Appendix B	Draft Corporate Plan

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 Business Plan (CBP) 2019/20	Link to CBP 19/20
Report to Council on Council Business Plan 2019/20	Link to Council Papers February 2019
Report to Council on Corporate Plan (September 2019)	Link to Council Papers September 2019

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Feedback from OSMB Working Group meeting of 30 September 2019

Overarching feedback and discussion points from the OSMB Working Group meeting on 30 September 2019 were as follows:

- The One Council theme needs to be prominent, articulating the need for a core Council culture, supported by a clear approach, values and processes, in addition to flexibility to allow for teams needing to operate differently e.g. social workers versus business support staff;
- The Council must be able to influence the outcomes of all success measures and the measures must be applicable across all elements of an ambition, as opposed to being service specific – the Directorate Plans will include more operational measures and the current areas being proposed are too detailed. As such, this element requires significant further work. In this context, OSMB have been provided with examples of Corporate Plans from Nottinghamshire, Gloucestershire and North Yorkshire County Councils for review;
- It will be important to summarise what is meant by each of the four ambitions, through a narrative;
- Stakeholder engagement should include town and parish groups and would ideally include face to face sessions with the voluntary and community sector;
- Items should be in chronological order where this is relevant e.g. education before lifelong learning.

In addition, specific comments on each of the four ambitions from the OSMB Working Group are summarised below.

Ambition 1 – People and communities have high aspirations

- Add lifelong learning;
- Clarify that the county's workforce needs to be fit for purpose for local businesses, therefore local employers should be able to recruit **locally**;
- Ensure skills and attributes are linked to people's lives rather than just for work and the economy;
- Highlight social mobility and tackling social disadvantage as an issue.

Ambition 2 – People and communities have the opportunity to enjoy life to the full

- Combine elements which duplicate the concept of thriving communities;
- Highlight that safety, securing and protection from harm is a minimum requirement;
- Include in the narrative that this ambition will mean different things to everyone and what we mean by "full" and "thriving communities";
- Highlight social isolation as an issue.

Ambition 3 – People and communities have thriving environments

- Highlight specific geographic areas in the county for economic and/or social growth.

Ambition 4 – People and communities have good value council services

- Highlight the need to engage with our communities and customers, and the Council must focus on this in terms of delivery;
- Include a focus in delivery regarding how we communicate with our communities and customers and how we receive feedback;
- Highlight the need to work with District Councils and town and parish groups;
- Ensure we do not commit to meeting everyone's needs and desires;
- Explain in the narrative that good value provides social value rather than focusing on financial value;
- If the Council is taking a 'One Council' approach, the Plan should show that Lincolnshire needs to take a 'One Lincolnshire' approach, prioritising Lincolnshire first and promoting working together to benefit the county;
- Include in the narrative about continuous improvement, being a learning organisation, and welcoming critical challenge.

Draft Corporate Plan

Our vision and ambitions for Lincolnshire

Our vision: *Working for a better future*

Our ambitions:

People and communities will have:

- High aspirations
- The opportunity to enjoy life to the full
- Thriving environments
- Good value council services

Our approach:

Looking forward, we will continue to deliver or commission many of the services we currently provide as these are vital for Lincolnshire. We also have an essential role in providing leadership to help to improve our County and the quality of life our communities experience.

To lead the way on achieving this vision for the County, we are committed to:

- **Being customer focused** – understanding the key issues for Lincolnshire's people and places, to help shape services
- **Working collaboratively** – recognising our challenges and developing plans to deliver improvements together with communities and partners
- **Connecting our communities** – using infrastructure to connect people and places, including digital communications, rail and road networks
- **Advocating for Lincolnshire** – working with our partners to passionately advocate for Lincolnshire, attracting additional investment to strengthen our communities
- **Making your money go further** – providing cost effective, high quality services
- **Working creatively** – tackling our challenges and making the most of all opportunities and innovation

People and communities will have high aspirations

This means that we must:

- Help neighbourhoods flourish
- Support businesses to succeed
- Help our young people achieve
- Offer additional learning options to all
- Establish high quality job, skills and development opportunities
- Protect the environment for the future

Lincolnshire is a place where everyone is ambitious and has high aspirations for their lives and their communities. We know that we have to work with others to help create the environment for this to happen. Our role in supporting our businesses to succeed is essential, to enable them to provide high quality job, skills and development opportunities for all residents of all ages and to attract people into our county. We want Lincolnshire to be a place where our young people achieve their full potential, which will only be possible if Lincolnshire is seen as a great place for starting and building a career. We know that offering additional learning options to all generations and at all stages of careers, will help everyone to be ambitious. Having high aspirations is not just about work, though – it's about our neighbourhoods and communities flourishing and it's about protecting the environment for the future. For our neighbourhoods to flourish, we will continue our focus on health and wellbeing, enabling people to live longer in better health, and we will focus on enabling communities to flourish, including working with parish and town councils.

Success for Lincolnshire means...

- More people have the skills and attributes for life, enabling them to make a positive contribution to their community
- More people are in higher paid and skilled jobs
- Increased economic productivity, driven by a flexible well-trained local workforce
- Local employers help grow the skills they need in a diverse and successful environment
- More people leave education with better qualifications and skills
- Improved use and protection of our natural and built resources

We will lead the way with others to...

- Enhance the skills of our communities to meet the needs of our businesses and the economy
- Grow the workforce by retaining and attracting more high skilled 18-40 year olds
- Promote healthy, inclusive and accessible employment and learning opportunities
- Champion educational excellence so every child/young person has a high quality education to succeed in life
- Deliver economic growth to create and sustain vibrant communities
- Manage the risks to our environment from climate change to protect our natural and built resources for future generations

People and communities will have the opportunity to enjoy life to the full

This means that we must:

- Make sure housing feels like home
- Help those who look after others
- Support all children to have a loving home
- Give children the best possible start in life
- Provide opportunities for a fulfilling life

Lincolnshire is a place where everyone has the opportunity to live their lives to the full, enabling independence and having access to the right support at the right time. We want children to have the best possible start in life and we know that having a safe and loving home and good quality housing are essential. Collaborating and working with partners across the county, we want everyone in Lincolnshire to be given the opportunities that enable them to have a fulfilling life. We have an important role in ensuring carers are supported, helping all those who look after others, and that the county's health and care services are accessible and responsive. We want people to take good care of themselves and each other, and we want to support people to live independently for as long as possible.

Success for Lincolnshire means:

- More people are able to live independently and positively contribute to their local community
- More opportunities for people to choose healthy lives
- Thriving communities voluntary and community groups, supporting people to enjoy life to the full
- Everyone enjoys a safe and secure home and is protected from harm
- Children thrive in their early years and are well prepared to start school
- Good quality, accessible services including for those in need and their carers, that make a real and lasting difference

We will lead the way with others to...

- Create accommodation options for greater independence and wellbeing
- Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities
- Design an accessible and responsive health and care system within local communities which protects people and promotes wellbeing
- Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive
- Promote and enable better mental health for all
- Promote the support offer to our communities to enable them to be self-sufficient and thriving

People and communities will have thriving environments

This means that we must:

- Look after our places in a sustainable way
- Develop our county for a prosperous future
- Make sure families can live safely
- Provide great choice and high-quality education
- Enable opportunities to enjoy free time

Lincolnshire is a thriving county, with communities that feel empowered to continually improve all aspects of their environment. We want to build on our ambition of high aspirations and enhance Lincolnshire's strengths, to sustain and develop a prosperous future. We will work with others to enable the county to exceed its potential, making it an even better place to visit, live, relax, work and do business. A thriving county means making sure families can live safely and have access to great choice and high quality education. We want to enable everyone to have opportunities to enjoy their free time, which will mean improving our infrastructure across the county and looking after our places in a sustainable way. We have an important role in advocating Lincolnshire and in generating collective pride in our wonderful county.

Success for Lincolnshire means:

- All communities are benefitting from 'clean' economic and social growth
- Better digital infrastructure, providing improved connectivity
- More businesses are at the forefront of technology, research and development
- More people visit and enjoy Lincolnshire's leisure, tourism and cultural experiences
- Lincolnshire secures more investment for a prosperous future
- Road and transport infrastructure continue to improve with better maintenance and connectivity
- Communities have accessible and high quality public services
- Safer, healthier, connected and resilient communities and businesses, working together to improve our neighbourhoods

We will lead the way with others to...

- Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel
- Deliver 'clean growth' in the right place and at the right time
- Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business
- Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment
- Provide sufficient, high quality and inclusive education places locally
- Improve the safety of local communities

People and communities will have good value council services

This means that we must:

- Support community spaces and travel
- Encourage innovation and be innovative ourselves
- Make the best use of buildings and funding
- Support those who need extra help, especially older residents
- Support during key life events

Lincolnshire is a place where good value council services are the norm. Lincolnshire has maintained low Council Tax levels whilst continuing to deliver effective services and intends to continue this approach. We have an essential support role for people and communities, supporting key life events, supporting those who need extra help and supporting and maximising the benefits of community spaces and travel. In order to fully deliver our role for Lincolnshire, how we operate as an organisation must continually improve and be more customer focused. We want to focus on encouraging collaboration and innovation and being innovative ourselves, to help us make the best use of all our resources, particularly our buildings and funding.

Success for Lincolnshire means:

- Understanding our communities and customers
- Innovative services making best use of technology to meet the needs of our customers
- Effective and efficient partnerships operate across Lincolnshire and are responsive to emerging opportunities
- People's needs are met in a timely, responsive and efficient way
- Public sector buildings are used flexibly to benefit communities
- Communities have a strong voice and are empowered to make a difference
- High quality public services are delivered in a cost effective way

We will lead the way with others to...

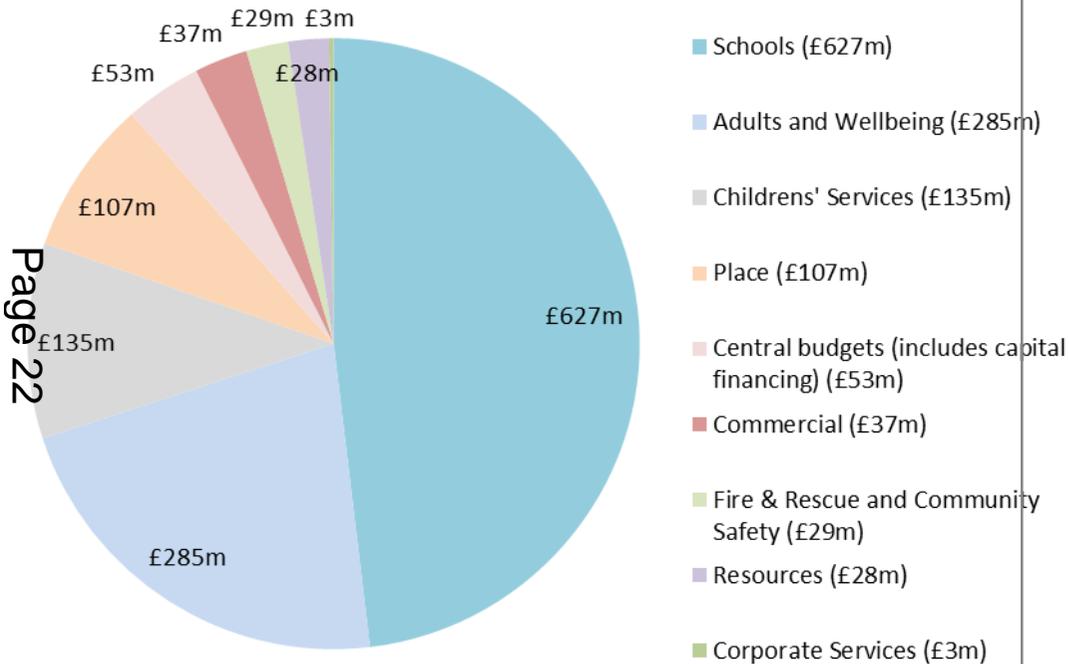
- Design our processes and services to meet customers' needs
- Shout loud and proud for Lincolnshire to achieve our ambitions
- Engage, listen and respond to our communities
- Maximise opportunities to work with others and improve service delivery
- Nurture and celebrate a forward looking, high performing, skilled and empowered workforce
- Be serious about innovation and making best use of our assets
- Get the most out of our shared public estate, to provide more community opportunities, housing, employment and accessible services
- Put our customers first, so we respond with one voice, working effectively across teams
- Be there when communities need us most, responding collaboratively to emergencies

Our funding

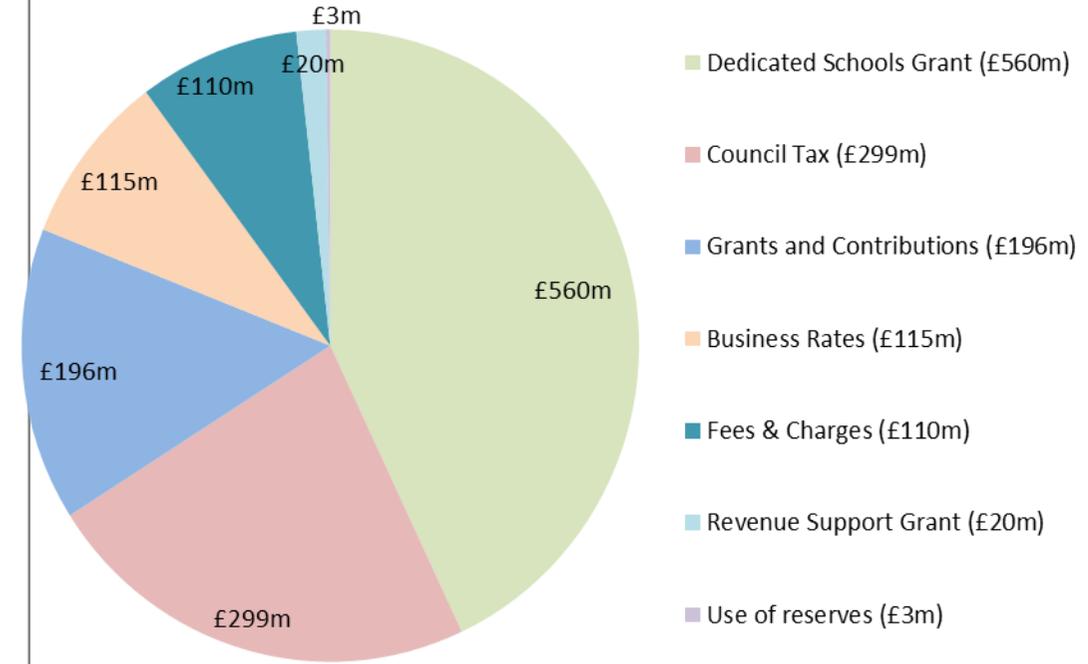
Revenue spending

In 2019/20, the total cost of services Lincolnshire County Council provides will amount to £1,303m. A breakdown into our services and how they are funded is as follows:

2019/20 Cost of services (£1303m)



2019/20 Funding (£1303m)



Capital Investment

The current capital programme encompasses planned spend of £119m in 2019/20 and a further £146m in future years. This is currently under review and will be refreshed to deliver further priorities in this plan in February 2020.

Key schemes being progressed are the Lincoln Eastern Bypass and Grantham Southern Relief Road. Other major areas of focus include £23m on school places, £10m for Lincolnshire Fire and Rescue, £7m on Broadband, £5m on IT and £2.6m on Flood Alleviation.