

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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>28 November 2019</b>
Subject:	<b>Lincolnshire County Council Draft Corporate Plan 2020-2030</b>

**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 OSMB working group held 3 meetings and OSMB received and discussed the draft Corporate Plan at its meeting of 24 October 2019. The latest feedback from the OSMB working group is in Appendix A.

In parallel, external stakeholder engagement has been undertaken, providing additional feedback on the draft Corporate Plan and the stakeholder engagement feedback received to date is in Appendix B.

This report provides the latest draft of the Corporate Plan in Appendix C, in advance of it being submitted to the meeting of the County Council on 11 December 2019. At this meeting of OSMB, any further changes to the content will be highlighted following final consideration of all stakeholder engagement feedback by the Corporate Leadership Team (CLT) and the Executive, when they meet informally on 26 November 2019.

**Actions Required:**

The Overview and Scrutiny Management Board is asked to

1. consider the latest feedback from the OSMB working group in Appendix A, the stakeholder engagement feedback in Appendix B and the draft Corporate Plan content in Appendix C.
2. agree any additional comments on the draft Corporate Plan to be passed to the County Council on 11 December 2019.

## 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 OSMB working group met on 30 September 2019 to discuss the emerging draft content of the Corporate Plan, and the Corporate Leadership Team (CLT) and the Executive considered the group's feedback informally. OSMB received and discussed the subsequent draft Corporate Plan at its meeting of 24 October 2019. OSMB feedback was discussed at the next OSMB working group meeting on 29 October 2019. CLT and the Executive considered the group's feedback informally.
- 1.6. In parallel, external stakeholder engagement has been undertaken, providing additional feedback on the draft Corporate Plan, shown in Appendix B.
- 1.7. CLT is leading on stakeholder engagement, which included the following groups and sectors, in addition to Council staff. Engagement was 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

1.8. The OSMB working group met for the last time on 20 November 2019 to discuss the emerging draft content of the Corporate Plan and the feedback from stakeholders. The latest feedback from the OSMB working group is in Appendix A.

1.9. This report provides the latest draft of the Corporate Plan in Appendix C and the Communications Team is producing a version for external publishing, in advance of it being submitted to the meeting of the County Council on 11 December 2019.

1.10. The draft Corporate Plan in Appendix C 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.

## 2. Conclusion

2.1. The draft new Corporate Plan in Appendix C 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.

## 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	Latest feedback from the OSMB working group
Appendix B	Stakeholder engagement feedback
Appendix C	Lincolnshire County Council Draft Corporate Plan 2020/30

## 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	<a href="#">Link to CBP 19/20</a>
Report to Council on Council Business Plan 2019/20	<a href="#">Link to Council Papers February 2019</a>
Report to Council on Corporate Plan (September 2019)	<a href="#">Link to Council Papers September 2019</a>
Report to OSMB on Corporate Plan (October 2019)	<a href="#">Link to OSMB Papers October 2019</a>

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## Appendix A – Latest feedback from the OSMB working group

Feedback point	Response
<b>Overarching feedback/query</b>	
Requested agenda for the District Council meeting of Chief Executives and Leaders [Cllr Adams]	Regular meeting of all District Council and upper tier Leaders and Chief Executives across Greater Lincolnshire, with a focus on maximising collaborative working arrangements and sharing information. The specific meeting when the Draft Corporate Plan was presented by the Leader, it was discussed and all present were invited to send in their feedback and any received is included in the summary of stakeholder feedback. <i>Debbie Barnes has confirmed that all of the authorities are being chased for feedback.</i>
Requested agenda for parish and town groups collective and clarify who is represented, how often they meet/are communicated with and what the purpose/agenda is of the group [Cllr Adams].  OSMB Working Group highlighted that engagement should also include groups beneath the town and parish levels e.g. Carholme Residents Group, and groups based on interests as opposed to geography e.g. older people.  OSMB Working Group requested that officers review how Grantham and Spalding areas are being engaged with.	All groups are separate, as opposed to there being one group of collective representatives.  The timescales for engagement have not allowed for this but further engagement can be completed after the Plan's approval.  The engagement relationship manager actioned this. <i>Verity Druce to circulate list for Grantham and Spalding groups that were engaged with.</i>
Suggestion for using members who are dual-hatters to engage with District Councils	The timescales for engagement have not allowed for this but further engagement can be completed after the Plan's approval.
Voluntary sector and communities groups – suggestion to use existing groups [Cllr Kendrick]	The engagement relationship manager ensured this was completed.
Legal status of document to be clarified due to commitments being made which are not necessarily achievable for every single citizen in Lincolnshire e.g. 'we must support all children to have a loving home'	Response from David Coleman, Chief Legal Officer:  I understand the Overview and Scrutiny Management Board have asked for advice on the legal status of the Corporate Plan and the commitments made in it.
Language needs to help manage public expectations around what LCC can deliver and what is achievable e.g. 'improve' rather than 'achieve'.	The legal status of the Corporate Plan will be that it is part of the Council's Policy Framework in accordance with the Constitution. This means that executive decision-making needs to be consistent with it.  If the executive, an Executive Councillor or an officer exercising executive functions is minded to determine a matter in terms that are contrary to the Policy Framework (including the approved Corporate

	<p>Plan) it would cease to be an executive function and would become a matter for the Council to decide.</p> <p>I don't consider these commitments to have legal force beyond this.</p> <p>In particular they are not in my view capable of being used legally to challenge the Council on the basis that it has failed to do something it said it would do.</p> <p>In particular they do not, as drafted, in my view raise a legitimate expectation that any particular action will be taken or that any individual could expect to enjoy any particular benefit or outcome.</p>
Fairer Funding is an issue in that the lack of it is likely to hinder LCC's delivery of the Corporate Plan	Point noted – no action needed Response in meeting (from Andrew Crookham) – Medium Term Financial Strategy will be aligned to Corporate Plan
Issue about whether the Corporate Plan articulates all that the Council will do to achieve the full ambitions.	Point noted. Verity Druce to ensure foreword of document highlights that the plan does not include all business as usual activity, including meeting our statutory obligations, and that it intends to be aspirational and developmental only.
Add examples where possible throughout the document	Point to be considered by Executive and CLT
<i>Regarding Feedback from GLLEP – re: use of term 'customer'</i>	<i>Discussion held around the table but no suitable alternative agreed.</i>
<i>Highlight the key focus for LCC over the course of the plan e.g. digital agenda and climate change</i>	<i>Proposal for this to be included as part of the foreword for the document.</i>
<i>Not enough focus on 'people of all ages' as opposed to focusing on 'young people'</i>	<i>Point to be considered by Executive and CLT</i>
<i>There is a risk that the reader will assume that LCC is not currently doing any of the aspirational activity mentioned in the document, whereas LCC is already working towards a lot of the aspirations.</i>	<i>Point to be considered by Executive and CLT</i>
<i>There is a risk that undergoing significant change will destabilise the consolidation of activity and staff that LCC has, including its successful Business as usual activity.</i>	<i>James Drury, Executive Director Commercial, highlighted that LCC's approach to change management is important in this context and that it will be about building on our existing solid base and not negatively affecting existing service outcomes.</i>
<i>The 'Our Funding' section is not aligned to the 4 ambitions and would ideally reflect them</i>	<i>This level of planning will be achievable through the Directorate Plans.</i>
<b>Ambition 1 – People and communities have high aspirations</b>	
Add point about needing more large businesses and more highly skilled roles.	Point to be considered by Executive and CLT
Add point about upskilling 40+ year olds (bullet 2)	Point to be considered by Executive and CLT

Issue not covered – education not reaching parents (social education as opposed to academic education e.g. 5 generations unemployed). Encouraging aspirational parents as well as aspirational young people. Is Lincolnshire providing jobs for all levels of aspirations and all attainment levels?	Point to be considered by Executive and CLT  OSMB Working Group acknowledged that this point cannot be addressed in the Corporate Plan.
<b>Ambition 2 – People and communities have the opportunity to enjoy life to the full</b>	
Add point to include SEND children	Point to be considered by Executive and CLT
<i>'Make sure housing feels like home' and 'Support all children to have a loving home' are not achievable by LCC and therefore suggest an unachievable ambition. Proposal made to change the verbs to be more achievable. Ambition 4 was felt to be a good example of verb usage in the 'we must' section.</i>	<i>Point to be considered by Executive and CLT - suggested change to wording:</i> <ul style="list-style-type: none"> <li>• <i>Support housing to feel like home</i></li> <li>• <i>Enable children to have a loving home</i></li> </ul>
<b>Ambition 3 – People and communities have thriving environments</b>	
Add point re: promoting investment in communities (as opposed to housing, schools and health) for them to resolve community based issues including, specifically, making the environment look good e.g. hedges as opposed to broken fences	Point to be considered by Executive and CLT
Add point re cross-boundary public transport and connectivity needs to be improved – additional bullet point requested in LCC deliverables	Point to be considered by Executive and CLT
Add point re: needing to improve sustainability as a whole	Point to be considered by Executive and CLT OSMB Working Group recognised that this point had been addressed
Issue re: statement in narrative being significant and unachievable – text reads '...which will mean improving our infrastructure across the county...'	Point to be considered by Executive and CLT OSMB Working Group recognised that this point had been addressed
Add more detail to explain following bullet – 'Deliver 'clean growth' in the right place and at the right time' – including being specific about climate change	Point to be considered by Executive and CLT
<i>'Make sure families can live safely' and 'Provide great choice and high quality education' are not achievable by LCC and therefore suggest an unachievable ambition. Proposal made to change the verb to 'help' or 'encourage'. Ambition 4 was felt to be a good example of verb usage in the 'we must' section.</i>	<i>Point to be considered by Executive and CLT - suggested change to wording:</i> <ul style="list-style-type: none"> <li>• <i>Assist families to live safely</i></li> </ul>

<b>Ambition 4 – People and communities have good value council services</b>	
<p>Issue re: 'Understanding our communities and customers' – LCC need to proactively do this</p> <p>There were mixed views as to LCC's current levels of success with this at an operational level e.g. customer relationship management approach, use of intelligence and data in a two-way approach.</p> <p>Suggested change to bullet point – 'Continue to proactively understand our communities and customers'</p>	Point to be considered by Executive and CLT
<p>Add more detail to explain following bullet – 'Design our processes and services to meet customer's needs'</p>	Point to be considered by Executive and CLT
<p>Re bullet on 'shared public estate' – suggestion for LCC using more buildings for community purposes</p>	Point noted by Executive Director Commercial, James Drury, as part of the strategy for LCC Property
<p><i>'Lincolnshire is a place where good value council Services are the norm.'</i> – This is a statement about current status quo, rather than about future aspirations, and the whole narrative paragraph for this ambition needs reviewing in the same context.</p>	<i>Point to be considered by Executive and CLT</i>

## Appendix B – Stakeholder engagement feedback

External Stakeholder	Feedback from engagement
Greater Lincolnshire Leaders and Chief Executives Meeting	Overall positive feedback.
System Executive Team (SET) and NHS/LCC Leaders	<p><u>JWEG – Initial responses</u></p> <ul style="list-style-type: none"> <li>• Narrative could apply to anywhere</li> <li>• What is the single ambition?</li> </ul> <p><u>SET Feedback</u></p> <ul style="list-style-type: none"> <li>• (1) Delivering excellence in digital collaboration and record sharing to improve health and care outcomes and accessibility for all.</li> <li>• (2) Making best use of one public estate.</li> <li>• (3) I think we need to make more about workforce – attract, keep and grow our workforce and also link positively to the Lincoln University/medical school etc. We have the Lincolnshire attraction strategy which we are in partnership.</li> <li>• (4) Overall I found it pretty clear and simple to follow – felt an appropriate level of aspiration.</li> <li>• (5) In line with discussion in the room, our public are bombarded with info from us all the time, and if we can get some recognisable links in our language so that they hear the same message, consistently delivered, we will achieve more cut through. That doesn't mean we should adopt the complex and mystical NHS language universally, but where there is programme names that are set e.g. in technology or transport, we should reference them as they are if possible?</li> </ul>
GLLEP (Greater Lincolnshire Local Enterprise Partnership)	<ul style="list-style-type: none"> <li>• (1) Well received overall; positive feedback on language used and accessibility. Document was succinct.</li> <li>• (2) Although unusual, a 10 year plan is helpful to recognise long term ambitions.</li> <li>• (3) The term 'customer' is over-used and its appropriateness was questioned</li> <li>• (4) The 4 ambitions almost seem 'too' balanced and 2 items were suggested as needing moving from ambition 4 (good value council services) to ambition 2 (Enjoy life to the full) from the 'This means we must...' section: <i>Support those who need extra help, especially older residents;</i> and <i>Support during key life events</i>. This would maintain the focus on the Council's own organisational effectiveness and efficiency.</li> <li>• (5) Ambition 2 ('Enjoy life to the full') does not capture the ambition for good quality of life post-retirement</li> <li>• (6) Specific suggestion from Gary Headland was that LCC should invest more of it's 'levy' into this work</li> <li>• (7) There was disappointment at the lack of focus on climate change and the focus on the next generation</li> </ul>
Trade Unions	The question raised was how a 10 year plan can be put in place when there is only a one year budget.

Public Protection	<p>Evonne Rogers (NKDC), vice chair of the Safer Lincolnshire Partnership:</p> <ul style="list-style-type: none"> <li>• I think this is an excellent Corporate Plan, it's focused, clear and written in Plain English.</li> <li>• (1) Nothing further to add from me, unless LCC has any agreed Corporate Values that you could include (NKDC has a set of Values including Professionalism, Honesty etc. that we detail in our Corporate Plan. You have sort of covered this in part in the Approach section of the Plan, so just a thought, it really is a great Corporate Plan).</li> </ul> <p>Graham Marsh, Councillor for Alford Ward Deputy Leader and Executive Councillor for Partnerships</p> <ul style="list-style-type: none"> <li>• There is nothing I can see missing from the Corporate Plan, and nothing that I think should be included.</li> <li>• It clearly articulates the high line priorities, the devil will be in the detail, as in all such documents.</li> </ul> <p><u>Lincolnshire Police</u></p> <ul style="list-style-type: none"> <li>• It would be useful to include the strategy around partnership working and collaborations, not just with statutory partners, but with the 3<sup>rd</sup> sector and business partners too.</li> <li>• Strategies with regard to supporting and protecting the vulnerable, and providing longer term solutions to rehabilitate those that create harm or risk within our communities, could be considered for inclusion.</li> <li>• Apart from one line – "Everyone enjoys a safe and secure home and is protected from harm..." there is no other reference to crime and disorder.</li> <li>• An observation was made regarding the Thriving Environments section and the statement, "Make sure families can live safely". Over the ten year period the plan covers and with an ageing population, there may be an increasing amount of resident without families.</li> </ul> <p>The consensus was that it is a welcome document, and in parts could influence, and be influenced by Lincolnshire Police's Distinctively Lincolnshire document, which sets out the force's strategic vision. Overall, favourable reviews received and the detail contained within the "What Success Looks Like" document was reassuring.</p>
LSCB (Lincolnshire Safeguarding Children's Board)	<ul style="list-style-type: none"> <li>• (1) Under county statistics, there is no reference to Children and Young People and diversity.</li> <li>• (2) There is no reference to exploitation, homelessness, diversity, Could further consideration be given to these aspects?</li> <li>• (3) There is limited reference to vulnerability</li> <li>• (4) How will success be measured?</li> </ul>
LSAB (Lincolnshire Safeguarding Adult's Board)	<p><b><u>Context</u></b></p> <ol style="list-style-type: none"> <li>1. The national social, economic and environmental policy perspectives have a degree of uncertainty due to a potential change in government and because of Brexit implications.</li> <li>2. New &amp; proposed legislation/regulation/strategies includes: Children &amp; Social Work Act 2017; Homelessness Reduction Act 2017; Digital Economy Act 2017; Police &amp; Crime Act 2017; Housing &amp; Planning Act 2016; New Civil Society &amp; Loneliness Strategies; further investment in MH Services – and on the horizon the Adult Social Care Green Paper.</li> </ol>

3. Local policy perspectives are clearer:

3.1 GLLEP's growth priority sectors include: manufacturing; agri-food; low carbon; health & care; & port logistics.

3.2 These are set within a national Industrial Strategy which has 5 foundations of productivity as the building blocks for a transformed economy:

- **Ideas** – the world's most innovative economy
- **People** – good jobs and greater earning power for all
- **Infrastructure** – a major upgrade to the UK's infrastructure
- **Business Environment** – the best place to start and grow a business
- **Places** – prosperous communities across the UK

3.3 NHS In Lincolnshire, the Longer –Term Plan – the 4 core ambitions for starting, living and dying well include:

- **Prevention** – shifting the emphasis from treatment to prevention;
- **Person Centred Care** – giving people choice and control over the way their care is planned and delivered, with a greater emphasis on self-management;
- **Working Together** – aiming for more joined up and co-ordinated services across the health and care system and working with other partner agencies to connect care with transport, housing and the justice system to improve health and wellbeing;
- **Care Close to Home** – providing services as far as possible in local communities with support from new technology developments.

3.4 Lincolnshire Police and Crime Commissioner [PCC] has 4 key priorities:

- **Community Safety and Prevention** working in partnership with others;
- **Listening, Responding and being Accountable**;
- **Protecting and Supporting** Victims and the Vulnerable;
- **Policing that Works** – being responsive to different community needs.

3.5 City & District Councils – housing growth plans to provide an appropriate mix of sustainable housing, including social housing to meet the changing demographic profile across the County, including a closer relationship between health, care and housing.

4. The point being made in this section of the paper is that the LCC Corporate plan, can't be viewed in isolation, and needs to take into account the plans and strategies of other key public bodies.

#### General Comments

- (1) Suggest that a missions statement is required to complement the vision – Working for a Better Future [suggest include

- Together]; mission – To deliver high quality & cost effective services working with partner agencies and local communities.
- (2) Approach to include a clearer focus on ensuring the delivery high quality services which meet the needs of local communities.
  - (3) Statistics – challenges arising from demographic changes with an increasing older population [of non-working age] and a decreasing working age population – explore job opportunities for older population as the retirement age increases, with a consequent economic benefit.
  - (4) Business opportunities arising from a growing health, care and housing sector - Employs: 58,000 people; Value: £2bn per annum to the Greater Lincolnshire Economy.

#### Particular Comments

People and communities will have high aspirations

- (5) Promote vocational qualifications alongside academic qualifications to overcome skill shortages in key industries, including the health and care industry.
- (6) People and communities having the opportunity to participate in and enjoy life to the full – overcoming social isolation & loneliness – embracing the Governments strategies on Civil Society and Loneliness as part of an overall Wellbeing approach.

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

- (7) Making adequate provision for affordable housing including housing for older people – retirement villages and extra care housing.
- (8) Supporting older people to work longer and to live active and healthy lifestyles & to contribute towards the decrease in the working age population.
- (9) Promoting volunteering opportunities as a way of accessing further education, training and employment
- (10) Provide public protection services which keep people safe from abuse, neglect and exploitation.

People and communities will have thriving environments

- (11) More effective promotion of Lincolnshire as a place where people want to come to work and enjoy leisure, heritage and tourism opportunities.
- (12) More effective public protection plans & services across urban and rural communities combating contemporary challenges such as MDS and County Lines.
- (13) Harnessing the strengths of rural communities to build social capital aimed at providing wellbeing and protection networks and overcoming social isolation.
- (14) Work with the agriculture sector to promote new innovations and carbon/environmentally friendly environments including crop diversification for food and fuel purposes as the UK climate changes.
- (15) Greater investment in North/South & East/West road links with bypasses for the busiest towns.
- (16) Greater emphasis on home working, sustainable park and ride schemes, accessible rail and bus services, and accessible locally based power supplies to meet the need of electric car development.
- (17) Promoting accessible locally integrated services, with a focus on cohesive community networks aimed at self-help and

	<p>self-management through a Community Champion approach working with Vol/Comm sector and Parish/Town Councils.</p> <p>People and communities will have good value council services</p> <ul style="list-style-type: none"> <li>• (18) This could read...People and communities will have good value services...per se.</li> <li>• (19) Adopt a more radical approach to achieve this by streamlining public sector bureaucracies and integrating services across LA's, NHS, &amp; Public Protection Services, with resultant savings being invested into front-line services for the public.</li> <li>• (20) Greater investment into new technologies which focus on improving productivity and the skills base of the workforce. The plan should have a greater focus on new technology developments as a way supporting communities, developing new industries and providing new employment.</li> </ul> <p><u>Conclusions</u></p> <ul style="list-style-type: none"> <li>• (21) This feedback provides a rather broader sweep of comments in respect of LCC's Draft Corporate Plan, but it aims to provide some helpful ideas and suggestions to be considered in any future iteration of the plan.</li> </ul>
OPE (One Public Estate)	<ul style="list-style-type: none"> <li>• (1) Family references, suggestion that there be reference to family and the individual</li> <li>• (2) Should be a stronger reference to Climate change mitigation</li> </ul>
<p>Page 13</p> <p>INCA (Lincolnshire Care Association)</p>	<ul style="list-style-type: none"> <li>• (1) When I first read the plan, I thought it was very generic, and could have been anywhere. On closer scrutiny, the "success for Lincolnshire" points seem more specific, and I wonder if the order is significant as the areas that are a big challenge in Lincolnshire are high on the list.</li> <li>• (2) My only detailed comment is that there is an aspiration to grow the workforce by retaining and attracting 16 – 40 year olds, but is there not also a need to encourage contribution to the economy beyond current retiring ages?</li> <li>• (3) Overall, it looks like a challenging and comprehensive, but achievable plan for the future</li> </ul>
Carers First	<p><u>Page 1 Feedback</u></p> <ul style="list-style-type: none"> <li>• <b>Customer focused:</b> All Carers FIRST staff have undertaken 'strength based' and 'Person Centred' training with Neighbourhood Teams – we are clear of expectations regarding person centred approaches and champion on behalf of the carers service 'Think Local, Act Personal' programme.</li> <li>• <b>Connecting communities:</b> CF has developed its digital offer to carers, through Lincolnshire BCF funding and external sources, offering online peer support / forums and self-serve / navigation.</li> <li>• <b>Advocating for Lincolnshire:</b> CF has raised the profile of LCC' commitment to carers through 3 national awards in 2018/19.</li> <li>• <b>Making your money go further:</b> CFs benefits advisors (BCF and core contract funded) have brought £4 million to the Lincolnshire carers economy in 2018/19. Additionally, our grant fundraiser has secured £100,000 towards Lincolnshire Carer Wellbeing groups and Projects.</li> <li>• <b>Working Creatively:</b> Our Hospital 'in reach team' have worked creatively in linking both hospital admissions and discharge with enhanced Locality based support both directly through Carers FIRST and Assessment support, but also by working collaboratively with other locality partners in a more joined up way.</li> </ul>

Other page 1 feedback included:

- Just a thought about the word 'customer'. Would this be better as 'client' or 'people'?
- Working collaboratively – should there be more mention of health and social care working together to support communities / people?

Page 2 Feedback

- Aspirations: should these be ordered as per Maslow's hierarchy? Health, safety and housing before work and aspirations? Should there be more specific mention of apprenticeships and of enabling and supporting vulnerable groups of children and adults?
- CF has built a close working relationship with the neighbourhood teams, has worked with young adult carers as part of the employment project (BCF funded)

Page 4 Feedback

- Housing: CF has worked closely with P3 and district councils to support the housing needs of carers.
- Carers assessment is used as a tool to encourage carers to seek opportunities to improve their wellbeing and reduce the impact of their caring role.
- Use of the word 'carers' - does this need to clarify unpaid carers?

Page 5 Feedback

- Education and learning for carers: The education and learning programme for Carers has been expanded by Carers FIRST, in collaboration with carers it now includes:
  - Confidently Caring Programme (four to five sessions for new carers and those requiring a refresh)
  - Mental Health and Mindfulness sessions
  - Wellbeing Tai Chi and Mindfulness sessions
  - Time for me workshops
  - Social Prescribing Workshops
  - Healthy Eating Programme
  - Avoiding cyber scams and buying online safely
  - Fire Safety
  - Laughter Yoga
- Opportunities to enjoy Free Time: Carer breaks is a key part of conversations with carers and it is important that carers are enabled to access time away from their caring role.

Page 6 Feedback

- Travel – this remains a challenge in Lincolnshire for carers and staff providing services
- Innovation: Carers FIRST have championed innovation within the Carers Service leading to:

	<ul style="list-style-type: none"> <li>○ Enhance Digital Offer for Carers</li> <li>○ Whole system approach to collaborative working (combined use of Mosaic for Assessments and case recording)</li> <li>○ Delegated responsibility for approval of Personal Budgets below £1k</li> <li>○ Collaborative system processes to support Carers into Employment with DWP</li> <li>○ Combining the Carers Star (Distance Travelled Measure) with the Mosaic Assessment</li> <li>● Supporting during key life events: Palliative and End of Life pathway in place to support Carers who need the service.</li> <li>● Employment pathway for Carers in collaboration with DWP, working collaboratively with Neighbourhood Teams, especially around Frailty Carers</li> </ul>
LPCF (Lincolnshire Parent Carer Forum)	<p>Very supportive of the plan. Felt it was clear to read and ambitious.</p> <ul style="list-style-type: none"> <li>● (1) Would have liked to have seen the Climate agenda feature more strongly in our commitments.</li> <li>● (2) Some challenge around how generic it could be seen as – if you took 'Lincolnshire' off the title, would you know it was Lincolnshire?</li> </ul>
Culture (includes: GLL and Friends of groups)	<p><u>Friends of Lincoln Museums and Gallery Committee</u></p> <ul style="list-style-type: none"> <li>● Felt that when learning was highlighted, that heritage was often forgotten as being an important option, and that it should be an aspiration of LCC to think out of the box and do things in new and different ways, and to develop interactions that involves different services.</li> <li>● (1) Would like more clarity on how ambitions would be measured. It was highlighted that we need to better understand our communities, and needed better technology to get both quantitative and qualitative information. In particular, how will we demonstrate to our communities that we meeting their needs?</li> <li>● It was felt that these are high aspirations for success – more people have skills for life, higher paid jobs etc.</li> <li>● (2) It was felt that it should be a strong ambition for people to enjoy their free time.</li> <li>● (3) It was felt that the ambitions sit within their own silos, and we need to demonstrate that we are more integrated in the delivery of services as they touch people's lives.</li> <li>● (4) It is important that services are available at the right time in order to meet all needs. For example, different opening hours to meet the needs of those who work Mon-Fri 9 to 5 and evenings, and can't access our services.</li> <li>● (5) There was little evidence of any ambition for different departments/services in LCC to work more closely together – needed greater inter-connectivity.</li> <li>● (6) It was felt that the structure was very top-down, and that possibly we don't listen well enough to the communities we serve – it reads very much as 'management speak', and 'this is what we are going to do' and therefore communities are expected to participate. We need to listen more and demonstrate that I what we are doing.</li> <li>● The group also said that as the plan is updated following the feedback from stakeholders that they'd be happy to review it again.</li> </ul> <p><u>Informal Meeting with Chair of Heritage Lincolnshire Forum</u></p> <ul style="list-style-type: none"> <li>● Nothing significant missing</li> <li>● Heritage can play an important role in all the ambitions, particularly in the area of young people and skills (the Forum is setting up a student forum). This can also link to working with orgs like the University(ies) and businesses particularly to keep people in the area.</li> </ul>

	<ul style="list-style-type: none"> <li>• Strong heritage and heritage site links to local communities</li> <li>• Volunteering is very important- with both the volunteer and the orgs volunteered with benefitting.</li> <li>• Young people are really important.</li> </ul> <p><u>Regular Management Meeting with Business Manager of Greenwich Leisure Limited</u></p> <ul style="list-style-type: none"> <li>• Pride in heritage, culture and libraries – could be included.</li> <li>• A stronger connection to libraries – as many of the aspects could be achieved through library services.</li> <li>• Acknowledgement of the 'harder to reach' users/customers – especially as we have the mobile service which does help and support with this</li> <li>• Libraries fit best with the 'Thriving Environments' section – particularly around access to information and provision of a service that can be used in ones 'free time'.</li> <li>• Clearly there are also links to 'High Aspirations' with our community hub model and the opportunities this offers to develop skills/confidence in volunteering at sites and the whole ethos of giving communities more control/supporting them to succeed.</li> <li>• Again, community hubs support 'good value council services' as again it is about how we best utilise funds whilst ensuring service provision is maintained. Equally, how we have encouraged to multifaceted approach our hubs can take and the links there could be with other services.</li> </ul>
<p>Voluntary and community sector</p>	<p><u>Healthwatch feedback</u></p> <p><u>Page 1</u></p> <ul style="list-style-type: none"> <li>• (Re: bullet points) – If this document will be going into the public domain it would benefit from actual examples as to how LCC is committed to all of these 6 areas, for example, "Being customer focused" how will you actually find out what the key issue are (or do you already know) will this be through listening events, surveys, focus groups, face to face etc. I believe this would move the document from aspirational to achievable.</li> <li>• At the end or throughout the document it would be good to see some broad brush timescales and actions.</li> </ul> <p><u>Page 2</u></p> <ul style="list-style-type: none"> <li>• (Re: last sentence in narrative for ambition 1 "...enabling people to live longer in better health,...") – there is mention here about health and wellbeing, people living longer in better health etc. but nowhere below does the success or leading the way obviously refer to how this will happen. Would it also be prudent to refer to areas such as JHWS and how that impacts our overall health?</li> <li>• (Re: "Design an accessible and responsive health and social care system within local communities which protects people and promotes wellbeing." – This section really needs a link to our health care/Integrated Care Systems/STP/Long Term Plan work and how systems will be working together. I am assuming here that LCC will not be designing a separate accessible and responsive health and care system.</li> <li>• In the first instance, I have focused on the area headings which have greater significance for the Health and Care Sector including Healthwatch. In this respect the Draft Plan highlights the following topic : "People and Communities will have the opportunity to enjoy life to the full".</li> </ul> <p>The sub-headings at this section indicate a range of concerns and the emphasis is on Partnership working [Statutory/Voluntary</p>

Services] to achieve these objectives which span Health Services, Children's Services and Adult Social Care. However, there is no Prevention identified as part of the Corporate Plan at this Section or, indeed, any related Public Health initiatives. There is evidently less focus on the delivery or operational dimension and more emphasis on the broad aims or Strategy as a vision for a 10 year period. More realistically, should it be 2020-2025?

In order to add more substance to the Corporate Plan as a whole, I would therefore suggest that hyperlinks could be provided at some point in the document to the structure of County Council Committee Meetings which have relevance including Adults /Community Wellbeing; Children and Young Persons; the Overview and Scrutiny Management Committee , Public Protection & Communities , Health and Wellbeing Board etc. This will provide the reader with an opportunity to gain a deeper insight into Service evolution and the ongoing issues which are being addressed month by month.

Overall therefore, it is important that the Council should provide as much information to the reader by enabling them to become more informed about Economic and Social Policy developments in the County of Lincolnshire. The Corporate Plan could additionally provide references to the various themes and briefings, data and intelligence available on the Regional Research Observatory website [[www.research-lincs.org.uk](http://www.research-lincs.org.uk)] and secondly, to the Greater Lincolnshire Local Enterprise Partnership [<https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/sectors/>]. Clearly, the Council does not have sole Organisational responsibility for delivering on the Corporate Plan. There is a complex infrastructure of organisational inter-dependencies working collaboratively or in Partnership and this fact should not be simplified.

#### Welby Parish Council

- (1) Whilst you state what success will look like **there are no measurable** *[missing word]*.
- (2) What are the KPIs?
- (3) What is the start point (the baseline?)
- (4) What is the measure of success – what increase on baseline denotes success?
- (5) If you do not know the baseline and have a target you **cannot measure what success is** or what it looks like and by definition cannot report any value for money or return on investment.
- (6) Is there more detail not included here? It would be helpful to understand that.

#### East Keal Parish Council

- (7) Not much to disagree with but came over as being from a textbook, and not relating to specific Lincolnshire issues.
- (8) Please can you change it to include **more road building**, widening roads and changing A-roads to being dual carriageway? We are lagging way behind other counties on this and all friends as well as work people still joke about Lincolnshire still being cut off and living in the past regarding road communications. In particular, there should be a good dual carriageway trunk road up the east coast: Boston – Skegness – Grimsby

#### Hemswell Cliff Parish Council

- (9) Our Parish Council meets the first Monday of every month and the agenda for our next meeting went out last Monday. Your **deadline for comments** is 25 November before our December meeting. I will ask for comments by email but it may be worth

allowing for a longer time to comment and some parishes do not meet monthly. We would have liked to have this on the agenda and speak with our County Councillor before submitting comments. I hope you can consider our request.

Stan Hall, Parish Clerk (Parish not specified)

- (10) As clerk to two parish councils the major area of complaint and discontent is the **failure of LCC to fix our crumbling roads and pavements.**
- (11) Fix My Street, the adopted LCC, on-line highway defect reporting tool shows 1,700,000 defects have been reported and 700,000 have been fixed. Also, the rate at which defects are reported exceeds the rate at which defects are fixed by 100%. For every two defects reported only 1 gets fixed. Either the reporting system is not being maintained properly, people wait that long a defect is fixed they report it again or the repairs are not being carried out. I have some evidence which makes me support the latter assertion.

Louth Town Council

(12) I am afraid that Louth Town Council's next meeting is not until 26<sup>th</sup> November and therefore, we would not be able to comment until after that. I would imagine that many Parish Councils will be in a similar position. Would you be able to grant an extension to **deadline for comments** please?

Long-time Sutton Bridge Resident

(13) The **Sutton Bridge "marina"** is no such thing. Just muddy moorings which have cost just short of £1m for no discernible benefit to Sutton Bridge. Spending some £50,000 per berth to provide moorings for people already rich enough to own a boat is a financial scandal. Please ensure that no further funds are allocated to this pointless project

## **Appendix C – Lincolnshire County Council Draft Corporate Plan 2020/30**

**Our vision: *Working for a better future***

**Welcome to Lincolnshire County Council's Corporate Plan which sets out what we want to achieve for Lincolnshire residents and communities.**

**Our ambitions go far beyond what we can deliver on our own so you will find detailed here how we will work with public and private organisations to bring greater and lasting benefits to our county.**

**The Corporate Plan underpins our 'One Council' approach which ensures all services are working towards shared goals and will help different areas of the council work together more effectively.**

**In 2019/20, the total cost of services Lincolnshire County Council provides will amount to £1,303m, inclusive of schools. The current capital programme encompasses planned spend of £119m in 2019/20 and a further £146m in future years.**

**We want to be a council that continues to offer our residents the services they need and the lifestyle they deserve, but that also shows strong leadership and speaks up proudly for Lincolnshire.**

**We are identifying key priorities for this council and for Lincolnshire. We are determined that in the coming years people and communities will have:**

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

**Debbie Barnes/Cllr Martin Hill sign off**

## **Our strengths and challenges**

The local Government sector is under unprecedented pressure particularly in large rural counties such as Lincolnshire, which is the fourth largest county in England and covers 5,921 square miles.

More than 50,000 people in Lincolnshire live in an area recognised as being in the 10% most deprived in the country. Four of the seven districts in the county are classed as either mainly rural or largely and the sparsity makes services more difficult and costly to deliver.

The current population in Lincolnshire is at 751,200, but this figure is predicted to grow by 10% by 2041, with 30% of the population predicted to be over 65 by 2041.

Over the past eight years our main Government grant has fallen by 90%, from £211m to £20m. There is also much uncertainty over the future government funding of local authorities and we are awaiting a national funding system that is fit for purpose.

However, despite the challenges, there have been great achievements. An expanding visitor economy that generated £1.5bn in 2017, and attracting 20 million visitors can be attributed mainly to county heritage sites such as Lincoln Castle.

In 2018/19, LCC spent £61m on maintaining and improving more than 5,470 miles of the county's roads and we improved the protection from flood risk for 33,084 homes, with £106m being invested in flood risk management.

More than 80% of pupils in Lincolnshire are in a 'good' or 'outstanding' school as determined by Ofsted, while, at 12.9%, Lincolnshire has a higher number of pupils with SEN Support than the England average.

The county council has achieved a considerable amount in many areas despite the challenges faced. This includes:

- children's services being rated as outstanding and widely regarded as one of the best in the country.
- delivering innovative property projects that have made efficiency savings and benefited partnership working
- being recognised as one of the highest achieving highways authorities in the country
- leading on the delivery of superfast broadband to 97% of residents

More widely Lincolnshire has a strong mixed economy worth £13.5bn per year, with key sectors including agri-food, tourism and manufacturing.

We recognise key challenges from:

- a huge increase in demand for social care – only planned to get worse
- challenges in dealing with waste as national recycling targets are predicted to grow and recycling markets are volatile
- current economic uncertainties mean we must equip residents of all ages with the skills of the future

[County statistics to be included as infographics]

## ***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 residents 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.

### **Success for Lincolnshire means...**

- More people have the skills and attributes for work, 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 workforce
- Local employers have 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, 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
- Thriving voluntary community groups that drive collaboration and innovation

### **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 approach:**

To make sure we continue to provide good services but also work towards meeting the wider needs of Lincolnshire. 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

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