

**Open Report on behalf of Councillor M J Hill OBE, Leader of the Council**

Report to:	<b>County Council</b>
Date:	<b>11 December 2019</b>
Subject:	<b>Lincolnshire County Council Corporate Plan 2020/30</b>

**Summary:**

At the meeting of the County Council on 13 September 2019, the Council approved the vision and strategic ambitions for a new Corporate Plan for the Council.

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 three meetings and feedback has been received from external stakeholders. All feedback was considered by the Corporate Leadership Team and the Executive when it met informally on 26 November 2019 and by OSMB when it met on 28 November 2019.

All of the feedback received has informed the draft Corporate Plan in Appendix C, which the Council is now asked to consider and approve.

Performance measures 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. The Directorate Plans, and performance measures, will be completed by the end of May 2020. In order to maintain continuity of reporting of the Council's performance, it is recommended that the existing measures in the current Council Business Plan continue to be reported in the next financial year, beginning April 2020.

**Recommendation(s):**

That the Council:-

1. Approves the document attached to this Report at Appendix C as the Lincolnshire County Council Corporate Plan 2020/30 to take effect as part of the Council's Policy Framework from 1 April 2020.
2. Approves the continued reporting against existing measures in the current Council Business Plan in the next financial year, beginning 1 April 2020.

## 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 2020 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 This Council therefore 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.
- 1.4 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.
- 1.5 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.
- 1.6 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.
- 1.7 The OSMB Working Group held three meetings and all feedback from OSMB and the OSMB Working Group is in Appendix A.
- 1.8 Stakeholder engagement 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

- 1.9 The feedback from external stakeholders is in Appendix B.
- 1.10 All feedback was considered by the Corporate Leadership Team and the Executive when it met informally on 26 November 2019 and by OSMB when it met on 28 November 2019.
- 1.11 As a result of its consideration of the draft Corporate Plan and the feedback the Executive recommends for approval by the Council the draft Corporate Plan attached at Appendix C.
- 1.12 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. The Directorate Plans, and performance measures, will be completed by the end of May 2020.
- 1.13 It is likely that many of the measures in the current Council Business Plan will be incorporated into the Directorate Plans, and all statutory measures will be retained. In order to maintain continuity of reporting of the Council's performance, it is recommended that the existing measures in the current Council Business Plan continue to be reported in the next financial year, beginning April 2020.
- 1.14 An Equality Impact Analysis has been carried out and is provided in Appendix D.

## **2. Legal Issues:**

### Equality Act 2010

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

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

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

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

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

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

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

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

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

An Equality Impact Analysis has been undertaken and is attached at Appendix D. The Analysis identifies a number of areas where the contents of the Plan can be expected to impact positively on people with a protected characteristic. No negative impacts are identified as the Plan sets out the guiding vision and strategic ambitions of the Council. Specific initiatives designed to further that vision and those ambitions will have due regard to the Council's equality duties.

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

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

The contents of the draft Corporate Plan have had due regard to both the JSNA and the JHWS and contain ambitions for the health and wellbeing of the Council's area and residents.

#### Crime and Disorder

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

the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

Due regard has been had to crime and disorder matters and the draft Corporate Plan contains ambitions in relation to public protection.

### **3. Conclusion**

- 3.1 The draft new Corporate Plan in Appendix C outlines the vision, the approach, the key strategic ambitions and the strategic developments the Executive considers we need to fulfil the aspirations and expectations of our communities.
- 3.2 Feedback from the OSMB working group and stakeholder engagement has been considered in developing the draft Corporate Plan.
- 3.3 Performance measures will be developed through the next phase in organisational planning, to develop Directorate Plans, linked to the ambitions in the Corporate Plan. In order to maintain continuity of reporting of the Council's performance, it is recommended that the existing measures in the current Council Business Plan continue to be reported in the next financial year, beginning April 2020.

### **4. Legal Comments:**

The Report contains the recommendation of the Executive of a Corporate Plan which if approved will become a part of the Council's Policy Framework from 1 April 2020 which means that Executive decision-making must be consistent with it from that date.

Approval of any document that is to be part of the Council's Policy Framework is reserved to the full Council and is therefore within the remit of the full Council.

### **5. Resource Comments:**

Accepting the recommendations in this report should have no direct impact on the budgets of the Council.

Adopting a Corporate Plan, will enable the Council to ensure its resources are aligned with delivering the strategic ambitions included in the plan.

### **6. Consultation**

#### **a) Has Local Member Been Consulted?**

No

## **b) Has Executive Councillor Been Consulted?**

Yes

## **c) Scrutiny Comments**

On 28 November 2019, the Overview and Scrutiny Management Board considered the Lincolnshire County Council Draft Corporate Plan 2020-2030 and agreed to make the following recommendations to the County Council:

- For all four ambitions, delete the word 'must' from the first line "This means that we must:"
- Amend the following bullet points under the "enable everyone to enjoy life to the full" ambition:
  - "Make sure housing feels like home" to "Promote safe and secure homes"
  - "Support all children to have a loving home" to "Aspire for all children to have a caring home"
- Amend the following bullet point under the "create thriving environments" ambition:
  - "Make sure families can live safely" to "Assist everyone to live safely"
- Amend the following bullet point under the "we will lead the way with others to..." section of the "provide good value council services" ambition:
  - "Be serious about innovation and making best use of our assets" to "Continue to innovate and make best use of our assets"

The Board also made the following comments on the design of the draft Corporate Plan to the Head of Communications for consideration:

- It was questioned whether the photos used were representative of the wider population of Lincolnshire.
- It was questioned whether the photos represented all areas of Lincolnshire. It was highlighted that there were no pictures of Grantham or Boston included in the draft document.
- Consideration should be given to the use of recycled paper when printing copies of the Corporate Plan and how many copies need to be printed. The Head of Communications confirmed that the printing of the Corporate Plan would be funded from the existing budget.
- It was questioned whether some of the lozenges were in the correct positions, for example, the lozenge relating to the Council's spending on county roads which was on the same page with Lincoln Castle on the "Our strengths and challenges" page; and the lozenges for low council tax and £10M shortfall were next to each other on the "Our approach" page which created a negative impression.

The Board also made the following general comment:

- The draft Corporate Plan made no reference to working with district

councils. Officers advised that the Council worked in partnership with numerous agencies and to highlight one section of the Council's highly valued partnerships would not be reflective of the wider strategic relationships which the Council has.

**d) Have Risks and Impact Analysis been carried out?**

Yes

**e) Risks and Impact Analysis**

See Appendix D.

**7. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Feedback from the OSMB working group
Appendix B	Stakeholder engagement feedback
Appendix C	Lincolnshire County Council Draft Corporate Plan 2020/30
Appendix D	Equality Impact Analysis

**8. Background Papers**

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>
Report to OSMB on Corporate Plan (November 2019)	<a href="#">Link to OSMB Papers November 2019</a>

This report was written by Verity Druce, who can be contacted on 01522 553920 or [verity.druce@lincolnshire.gov.uk](mailto:verity.druce@lincolnshire.gov.uk).

## 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. Debbie Barnes has confirmed that all of the authorities are being chased for feedback.
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. Verity Druce to circulate list for Grantham and Spalding groups that were engaged with.
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

	<p>determine a matter in terms that are contrary to the Policy Framework (including the approved Corporate 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. 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
Regarding Feedback from GLLEP – re: use of term 'customer'	Discussion held around the table but no suitable alternative agreed.
Highlight the key focus for LCC over the course of the plan e.g. digital agenda and climate change	Proposal for this to be included as part of the foreword for the document.
Not enough focus on 'people of all ages' as opposed to focusing on 'young people'	Point to be considered by Executive and CLT
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.	Point to be considered by Executive and CLT
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.	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.
The 'Our Funding' section is not aligned to the 4 ambitions and would ideally reflect them	This level of planning will be achievable through the Directorate Plans.
<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
'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>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
'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.	Point to be considered by Executive and CLT- <i>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>'Lincolnshire is a place where good value council Services are the norm.' – 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>

## 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.

<p>Public Protection</p>	<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>
<p>LSCB (Lincolnshire Safeguarding Children's Board)</p>	<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>
<p>LSAB (Lincolnshire Safeguarding Adult's</p>	<p><b><u>Context</u></b></p> <p>1. The national social, economic and environmental policy perspectives have a degree of uncertainty due to a potential change in</p>

Board)

- government and because of Brexit implications.
2. New & proposed legislation/regulation/strategies includes: Children & Social Work Act 2017; Homelessness Reduction Act 2017; Digital Economy Act 2017; Police & Crime Act 2017; Housing & Planning Act 2016; New Civil Society & Loneliness Strategies; further investment in MH Services – and on the horizon the Adult Social Care Green Paper.
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

	<p>crop diversification for food and fuel purposes as the UK climate changes.</p> <ul style="list-style-type: none"> <li>• (15) Greater investment in North/South &amp; East/West road links with bypasses for the busiest towns.</li> <li>• (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.</li> <li>• (17) Promoting accessible locally integrated services, with a focus on cohesive community networks aimed at self-help and self-management through a Community Champion approach working with Vol/Comm sector and Parish/Town Councils.</li> </ul> <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>
LALC (Lincolnshire Association of Local Councils)	<p>Town and Parish council and LALC Networking day (10 T&amp;PC representatives provided feedback at the face to face session held on the 27th November 2019 in Cranwell Village Hall)</p> <p>High Aspirations</p> <ol style="list-style-type: none"> <li>1) Infrastructure &amp; roads are missing</li> <li>2) In Kirton, people leave the village for work (creating a dormitory), there are no busses past a certain time so people have to rely on cars (often with no passengers as people work different times/shifts). It is big parish but contains nothing but homes and eateries (no shops).</li> <li>3) There should be able restrictions in place to number of takeaway/restaurants via from the same customers to help them thrive.</li> <li>4) People can't work from home in rural areas due to poor broadband, this needs to improve and better public transport needs to be available.</li> <li>5) Rural areas and small town do not have the same infrastructure as the lager towns and city</li> <li>6) Need to invest in better public transport or car share schemes to protect the environment</li> <li>7) Large areas are being developed for housing, but new builds tend to have block paves with wooded fences, how does the</li> </ol>

- rain water drain away and should plant shrubs not fences  
 8) LCC own a lot of land – why not plant trees

#### The opportunities to enjoy life to the full

- 9) Give children the best possible start in life – lots of kids are through mental health issue, kids are being brought up as 'snowflakes' no life lessons can lead to mental health problems and stress  
 10) Design as accessible and responsive health ad care system within local communities supporting families – will LCC be working with GPs on this point  
 11) Can't get volunteers for car share schemes and Parish councils  
 12) How can LCC communicate better with communities  
 13) County news is good, but could be more regular and include update form Town and parish councils  
 14) Not enough for kids to do outside of school

#### Thriving environments

- 15) Will LCC push for plastic free  
 16) We need more police to ensure families can live safely and thrive  
 17) Switch street light back on – did it save us any money anyway?  
 18) It would be useful to know who is responsible for maintaining which lights  
 19) Different coloured bins for recycling – why can't all districts have the same colour systems and the same recycling items – need to standardised

#### Good value council services

- 20) Public sector buildings are used flexibly to benefit communities – Will LCC declare what space is available & for what use, who could use and would there be a charge  
 21) High quality public services are delivered in an effective way – is it better to contract out? Does it offer value for money? E.g. Serco  
 22) Contractors need to be held accountable e.g. if the pot hole repairs fail, they should re do it free of charge  
 23) Green spaces to be given more to improve them for people to enjoy  
 24) Public services/transport needs to improve in rural area  
 25) Need to promote Call Connect  
 26) Why do all children in rural areas receive free taxi to school (even those with access to a car) could this be a min bus or even means tested  
 27) Why do Blue Badge holders not pay for some parking?

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>
LINCA (Lincolnshire Care Association)	<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> <p><u>Other page 1 feedback included:</u></p> <ul style="list-style-type: none"> <li>• Just a thought about the word ‘customer’. Would this be better as ‘client’ or ‘people’?</li> <li>• Working collaboratively – should there be more mention of health and social care working together to support communities / people?</li> </ul> <p><u>Page 2 Feedback</u></p> <ul style="list-style-type: none"> <li>• 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?</li> </ul>

- 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:
  - Enhance Digital Offer for Carers
  - Whole system approach to collaborative working (combined use of Mosaic for Assessments and case recording)
  - Delegated responsibility for approval of Personal Budgets below £1k
  - Collaborative system processes to support Carers into Employment with DWP
  - Combining the Carers Star (Distance Travelled Measure) with the Mosaic Assessment

Supporting during key life events: Palliative and End of Life pathway in place to support Carers who need the service. Employment pathway for Carers in collaboration with DWP, working collaboratively with Neighbourhood Teams, especially around Frailty Carers

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> <ol style="list-style-type: none"> <li>1) 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>2) 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>3) It was felt that these are high aspirations for success – more people have skills for life, higher paid jobs etc.</li> <li>4) It was felt that it should be a strong ambition for people to enjoy their free time.</li> <li>5) 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>6) 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>7) There was little evidence of any ambition for different departments/services in LCC to work more closely together – needed greater inter-connectivity.</li> <li>8) 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>9) 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> </ol> <p><u>Informal Meeting with Chair of Heritage Lincolnshire Forum</u></p> <ol style="list-style-type: none"> <li>1) Nothing significant missing</li> <li>2) 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> <li>3) Strong heritage and heritage site links to local communities</li> <li>4) Volunteering is very important- with both the volunteer and the orgs volunteered with benefitting.</li> <li>5) Young people are really important.</li> </ol> <p><u>Regular Management Meeting with Business Manager of Greenwich Leisure Limited</u></p>

	<ol style="list-style-type: none"> <li>1) Pride in heritage, culture and libraries – could be included.</li> <li>2) A stronger connection to libraries – as many of the aspects could be achieved through library services.</li> <li>3) Acknowledgement of the 'harder to reach' users/customers – especially as we have the mobile service which does help and support with this</li> <li>4) 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>5) 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>6) 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> </ol>
Voluntary and community sector	<p><u>Healthwatch feedback</u></p> <p><u>Page 1</u></p> <ol style="list-style-type: none"> <li>1) (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>2) At the end or throughout the document it would be good to see some broad brush timescales and actions.</li> </ol> <p><u>Page 2</u></p> <ol style="list-style-type: none"> <li>3) (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>4) (Re: "<i>Design an accessible and responsive health and social care system within local communities which protects people and promotes wellbeing.</i>") – 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>5) 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> </ol> <p>The sub-headings at this section indicate a range of concerns and the emphasis is on Partnership working [Statutory/Voluntary Services] to achieve these objectives which span Health Services, Children's Services and Adult Social Care. However, there is</p>

	<p>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?</p> <p>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 &amp; 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.</p> <p>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 [<a href="http://www.research-lincs.org.uk">www.research-lincs.org.uk</a>] and secondly, to the Greater Lincolnshire Local Enterprise Partnership [<a href="https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/sectors/">https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/sectors/</a>]. 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.</p>
Town and Parish Councils	<p><u>Welby Parish Council</u></p> <ul style="list-style-type: none"> <li>• (1) Whilst you state what success will look like <b>there are no measurable</b> <i>[missing word]</i>.</li> <li>• (2) What are the KPIs?</li> <li>• (3) What is the start point (the baseline?)</li> <li>• (4) What is the measure of success – what increase on baseline denotes success?</li> <li>• (5) If you do not know the baseline and have a target you <b>cannot measure what success is</b> or what it looks like and by definition cannot report any value for money or return on investment.</li> <li>• (6) Is there more detail not included here? It would be helpful to understand that.</li> </ul> <p><u>East Keal Parish Council</u></p> <ul style="list-style-type: none"> <li>• (7) Not much to disagree with but came over as being from a textbook, and not relating to specific Lincolnshire issues.</li> <li>• (8) Please can you change it to include <b>more road building</b>, 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</li> </ul>

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) Further to your kind Louth Town Council (LTC) discussed your corporate plan on Tuesday 26th November and resolved that they are happy to accept the draft plan at face value but would comment that at present, the Draft Plan does not seem to include any provision for an evaluation or review of how it is working. LTC would like to see this included. LTC also noted that the plan does not include enough detail about how aims will be achieved. LTC wondered if it would be possible for someone from LCC to attend at a meeting to go through the plan in detail with them? Finally, LTC noted that the plan does not mention tourism and they wondered why this was.

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

Caythorpe and Frieston Parish Council

- 1) As requested in the LACL newsletter, I have read the LCC corporate plan. It is full of great ambitions for the county, but I note that although connectivity, roads and travel are mentioned, there is **no specific mention of bus services**. Public transport is essential to meet the aims of access to schools, health services and employment. Perhaps you could include it in both the

document and your plans for Lincolnshire's future.

Horncastle Town Council

Please see below the comments from Horncastle Town Council to LCC's Draft Corporate Plan. Our **comments would be mainly directed to the approach** as the vision is a new initiative:

- 1) Being customer focused – understanding the key issues for Lincolnshire's people and places, to help shape services

In reality how is this going to be achieved? We have raised numerous times about the lack of communication from LCC in particular highways. Who do you class as your customers? There should be a thorough piece of engagement work from LCC to understand what your customer areas are, councils, businesses and residents and you should allow frank feedback as to what your customers want from you. Our residents and councillors have never been asked.

- 2) Working collaboratively – recognising our challenges and developing plans to deliver improvements together with communities and partners. This is a significant change from the reduction in contact with officers in the past few years. It is a welcome shift in direction but we would like to have an understanding as to how it is planned to be achieved.
- 3) Connecting our communities – using infrastructure to connect people and places, including digital communications, rail and road networks. What are the long term plans for solving some of the known infrastructure problems for the area, these being, A153/A158 junction. Lack of public transport services and frequency and long term plan for high speed broadband in the area.
- 4) Advocating for Lincolnshire – working with our partners to passionately advocate for Lincolnshire, attracting additional investment to strengthen our communities. Be transparent, who are these partners, how will this investment fit in to the other areas of the approach.
- 5) Making your money go further – providing cost effective, high quality services. Comments like this can be frustrating when repairs are dealt with in a singular way, a pothole is repaired on day for another nearby to be repaired the following week.
- 6) Working creatively – tackling our challenges and making the most of all opportunities and innovation.

Great Carlton Parish Council

1. General Views on the Plan

Wonderful high ideals but I suspect not realistically attainable. If you were able to put these proposals into practice, we would be the best county in Great Britain. This is “blue sky thinking” but what we next need to see are the details on how this plan would be achieved.

2. Anything Missing or Disagreed with

You talk about improvement in safety to local communities but there is no mention of the police force. In rural areas crime is on the increase and people are concerned about the lack of police presence in the areas.

There are some buzz words that need explaining. ie. Clean economic and social growth. Twice clean growth is mentioned. What does it mean? It would be clearer if standard English was used.

You have assumed that everyone has the opportunity to live their lives to the full. We know that this statement is untrue.

Most of your bullet points are concerned with children, quite rightly so, but there are a lot of senior citizens in this county who you have totally ignored. A lot of them contribute to local communities and businesses.

You want to champion educational excellence and enhance the skills of the population. So how do these high ideals equate to closing down a secondary school in Mablethorpe? Not a move that was helpful for the community.

3. Does the plan reflect the need of your area

We are a very small rural community which is 2 miles from the nearest shop, bus service and doctors. Most people have to rely on their own transport, so having the roads better maintained would be beneficial for us. Because of the poor state of the roads a lot of damage has been caused to tyres and car suspensions. The class A and B roads are not too bad, but the village access C roads are especially poor.

All your bullet points are to develop Lincolnshire as a thriving county, attracting more businesses and a young workforce, but you also need to respect the countryside and the inhabitants who do not wish to see green fields being turned into developments.

This page is intentionally left blank