



Executive statement 2022

Friday 20 May 2022

Cllr Martin Hill OBE

Leader of Lincolnshire County Council

Every year since 2005, I have been proud to review the council's achievements at our AGM for the previous 12 months. And despite the battles of the last year, and significant challenges to come, this review gives me no less pride.

Why? Because we have been steadfastly delivering on our manifesto pledges despite the difficult circumstances that are affecting all of us.

And not only that, but we have adapted and improved services and facilities too.

As a conservative-led administration, we are showing the value of good local services – supporting Lincolnshire residents and businesses post-Covid, as well as planning for the future and maintaining our ambitions.

Along with our communities, we are seeing increasing costs for both our day-to-day spending and larger projects. With increasing demand for services and restricted government funding, we are very aware of the balance we must strike between helping those who need it most, and staying afloat ourselves.

One of the ways in which we are looking to get the best for our residents is through pursuing a devolution deal for the Greater Lincolnshire area. Following the Levelling Up white paper earlier in the year, and a visit from the Prime Minister encouraging us to go for devolution, our priority is to secure a deal as soon as we can.

We already have a ten-point plan that we are talking to partners and businesses about through the Greater Lincolnshire LEP, and we want to be able to submit a proposal to government later in the year.

As this review of the last year clearly shows, we have a strong track record of delivering well for our residents. Further money and powers from national government would truly be in trusted hands locally.

The following updates from across the council are some of the highlights of the last year. But we could have easily included double the number of projects and examples of our success.

It's a testament to this council that we have achieved so much, and that our ambition remains high to do so much more.



CLlr Patricia Bradwell OBE

Children's services and safer communities

Throughout the pandemic, the education team has supported local schools in challenging circumstances, ensuring young people continue to receive a high-quality education. It is very positive that the number of schools judged good or better by Ofsted has increased since before the pandemic.

We continue to support fostering families, providing placements for the increasing number of children in care. An online community for fostering families has been developed, and our 22 foster carer champions are playing a vital role, alongside our services, supporting children's educational, social and emotional development.

We've launched the new youth housing service, which now provides supported accommodation for those with more complex needs, so more young people get the help they need locally.

We've successfully implemented a service with Lincolnshire Partnership Foundation Trust to improve the mental health and wellbeing of children and young people with highly complex needs. Lincolnshire is one of eight vanguard areas awarded funding from NHSE Health and Justice to pilot this approach.

We were also awarded funding for four more mental health support teams to be implemented between September 2022 and January 2024.

The children's integrated commissioning team have worked with health colleagues to improve how autism is diagnosed in Lincolnshire, with a range of professionals now supporting paediatricians.

During a recent visit, the council was praised by Ofsted for its highly effective support for vulnerable children. Ofsted found that families received the right help at the right time, with a clear focus on the needs of the children.

In adult learning, we have been allocated £4m from the government's Shared Prosperity Fund to improve adult numeracy skills in Lincolnshire over the next few years. This huge investment will make a real difference to those who are being held back from their dream jobs and means we can arrange new courses, working with businesses to be innovative in how they are delivered.

In collaboration with the Lincolnshire Public Sector Compact Group and the Greater Lincolnshire LEP, we have launched the Lincolnshire Apprenticeship Champion Awards. 13 awards recognising the hard work of apprentices, employers and training providers were presented at a ceremony on 19 May.



The Safer Lincolnshire Partnership has set out its strategy for reducing reoffending, reducing crime and disorder, tackling anti-social behaviour and combatting substance misuse. The strategy includes a range of prevention work to tackle key issues, such as digital fraud, and will ensure suitable support services are available.

In January this year, the Lincolnshire Domestic Abuse Strategy was also published, to ensure that Lincolnshire is able to respond to this issue effectively.

We continue to build on our positive engagement with partners in tackling domestic abuse, and recruitment to the partnership team is underway so we can meet our new statutory duties with the Domestic Abuse Act 2021.

A multi-agency training offer and a domestic abuse website have also both been developed. Moving forward, we will be commissioning improved outreach services, independent domestic violence advisers and safe accommodation support to meet the needs of those experiencing domestic abuse in Lincolnshire.



Cllr Wendy Bowkett

Adult care and public health

My first year as portfolio holder for adult care and public health has not been an easy one with the continued pressures of the Covid pandemic.

Thankfully, the success of the vaccine means we are now seeing people returning to a more normal way of life. This highlights the benefits of teamwork and the support we've had from partners such as the NHS, SERCO, our social care providers, district councils and others.

Before Christmas we concluded a major re-procurement for home care. Effective work between finance, commercial colleagues and nine care providers helped us secure a good outcome without disrupting services.

Following the successful launch of the Falls Response service, we also hosted a second Falls Summit with both NHS and voluntary sector partners. We are building on this successful partnership to implement a Strength and Balance Falls Prevention Programme, to stop falls from happening in the first place.

Professor Derek Ward, Director of Public Health (DPH) took on the role of DPH for Greater Lincolnshire, to pilot a joint public health arrangement with North and North East Lincolnshire councils over the next 12-18 months. This shared approach aims to provide a better platform to tackle issues of health and health inequalities over the whole of Greater Lincolnshire.

I was delighted to support the opening of our first joint Extra Care housing scheme with the City of Lincoln Council at De Wint Court in Lincoln. Other schemes are planned for the future in Welton and at the Hoplands site in Sleaford, as part of our supported accommodation programme.

We are working with Lincolnshire Care Association on the 'It's not a job' campaign, aimed at attracting more people into the adult care profession in the county. We are boosting our day-centre provision in Gainsborough, Grantham and Market Rasen.

Adult safeguarding arrangements in the county have been strengthened through the Lincolnshire Safeguarding Adults Board prevention strategy, and our Team Around the Adult (TAA) initiative, helping people with complex needs, has been highlighted in national awards.

We've improved joint working arrangements with partners in the NHS, introducing new agreements to integrate services for adults with learning disabilities or mental illness. And we've supported Lincolnshire CCG and LPFT with successful funding bids to the tune of £2.27m towards vital mental health services.





There are still many challenges ahead – supporting NHS colleagues with ongoing pressures, tackling the impact of Covid and utilising technology to better support our more vulnerable, older people to live independently at home.

The government has published three White Papers – for Health and Social Care, Social Care Reform and Integration. We expect others to follow – for mental health and possibly in public health. This flurry of new legislation is sure to bring changes to health and social care so we will make sure that with partners, we are well positioned to deliver stronger, more sustainable services.

CLlr Richard Davies

Highways, transport and IT

The last year has seen a vast amount of work across a combination of very successful major projects and the day-to-day running of the 5,500 mile road network in the county.

We have a continued commitment to deliver the transport network that Lincolnshire residents expect. However, this has been far from easy to achieve. Increasing financial pressures have meant that we continue to run to the very edge of what can be done with less money to spend.

We face mounting challenges in our ongoing efforts to keep up with the county's highways needs. The missing £12m from our annual budget has not been reinstated again. This Government decision has put a huge amount of strain on a critical service that we provide for the residents and businesses of Lincolnshire.

Despite the shortfall, we have managed to make up the gap with a combination of a 2% increase in council tax plus cash from our reserves. But this doesn't mean we're anywhere near reaping the rewards of where our funds should be. Over the last year we filled over 45,000 potholes – that's a pothole in our county filled every 11.6 minutes for the entire 12 months – and the demand is increasing. We have a huge amount of reactive works that continue to take priority and our highways teams are continuing to address as many of these as possible.

Developing and maintaining Lincolnshire's highways means that we not only focus on the projects and maintenance programmes directly in front of us, but that we effectively plan and execute long-term improvements too.

Over the past year, we have seen the completion of several major projects including the £4.8m road reconstruction at Roman Bank in Skegness, with the final phase of works completed in the spring.

Thousands of road users are benefitting daily from the enhancement of the Holdingham roundabout which is another major project delivered as forecast. With 14,000 tonnes of material excavated from the site and a huge amount of work to upgrade the busy junction, this large project presented a unique set of challenges to keep the high volume of traffic moving while works were underway.

Elsewhere, Stamford's Red Lion Square has been the focus of a repair and rebuild plan that is now getting underway, maintaining the town's popular aesthetics using large cobblestone setts to build the surface of the aged road in a £1.4m improvement.

Looking to the future, we are continuing work on the £100m Grantham Southern Relief road and





the extensive planning process is well underway for upgrades on more than 15 major A and B roads across the county. Improving the A16 corridor between Spalding and Boston to increase cycling and walking provision will be a key part of our plans, whilst early design and planning on the North Hykeham Relief Road is also underway with construction expected to start in 2025.

Highways continues to be open, accessible and active in terms of how residents interact with us and our development of the Fixmystreet app and website has led to the platform becoming a growing asset in this area. We anticipate this will continue, becoming a primary route of contact between road users and the council for highways fault reporting.

CLlr Sue Woolley

Registration and coroners, community engagement and NHS liaison

The registration service is preparing for another busy year of ceremonies with over 2,000 due to take place in 2022 and requests already being received for 2025. The Usher Gallery has been added to the portfolio of wedding venues with ceremonies starting from May 2022.

We continue to provide face-to-face appointments across twelve locations in the county for people to register births and deaths.

The change back to face-to-face death registrations following covid, where it was possible to do this on the phone, has been a challenge, particularly ensuring all deaths are registered in a timely fashion. However, death registration documentation can still be sent digitally, which is a positive step forward.

Other legislative change has seen the Ministry of Justice amend marriage and civil partnership law to allow outdoor weddings and civil partnerships to take place. We're now looking to expand our current offering to include outdoor ceremonies.

The Coroners Service continues to experience an increase in the number of referrals going to inquest. As we move out of the pandemic, along with the full medical examiner implementation, it is anticipated that referrals will stabilise.

A business case to merge the Lincolnshire Coroners Service with North Lincolnshire and North East Lincolnshire to create a Greater Lincolnshire Coroners Service has been submitted. We anticipate an outcome following a consultation in summer 2022. This will then be followed by the parliamentary process to merge the coronial areas.

The last year has seen some excellent partnership work between the council, the NHS and other colleagues, to get the Covid vaccine rolled out successfully.

It's that effective joint working that will be vital in the year ahead as we move towards fully formed Integrated Care Systems (ICS) between NHS, local councils and other strategic partners in the voluntary, community and social enterprise sector. Integrated care is about giving people the support they need with no disjointed care or divisions in services.

The past year has also seen the county council continue to take a lead role in health scrutiny to ensure our residents get the critical support and services they need.



We've raised concerns over the NHS Lincolnshire acute services review into orthopaedic surgery, urgent and emergency care and stroke services in the county. We'll continue to press our views in support of local people before final decisions are made.

Giving people a voice in decisions that affect them is hugely important. That's why we've launched Let's Talk Lincolnshire, our corporate engagement platform, which helps us get the views of our communities, stakeholders and staff to shape our services and inform decision-making.



CLlr Lindsey Cawrey

Lincolnshire Fire and Rescue, emergency planning and cultural services

This time last year, Lincolnshire Fire and Rescue were inspected by HMICFRS and recognised for providing a good, effective response to fires and other emergencies. The service was also praised for going over and above in carrying out additional duties and supporting partners during the countywide Covid response.

Two areas needed improvements, along with other fire services. This year HMI made a return visit and I'm pleased that they found good progress in these areas.

I'm looking forward to a further visit from the inspectorate in the autumn to demonstrate improvements are being maintained.

The council's £8m investment in vehicles and equipment for our fire service has seen two new trailer-mounted flood pumps added to the fleet this year. This £500,000 investment means we will now have four dedicated flood pumps located at Gainsborough, Wragby, Alford and Holbeach.

We have also seen the roll-out of enhanced medical training through a new LIVES contract. All fire crews have been trained on the latest equipment and techniques, to do even more to save lives before medical professionals arrive.

Most recently, we joined every UK fire service in sending kit to Ukraine to support frontline firefighters. Over 5,000 items of equipment and PPE were sent, including fire boots, masks and gas monitoring equipment from Lincolnshire.

A visit in the summer from HRH Princess Anne, formally opened the joint fire, police and ambulance station at South Park in Lincoln. She also heard from our emergency planning and business continuity team about Lincolnshire's response to Covid.

The emergency planning team have secured almost £250,000 on behalf of Lincolnshire's Resilience Forum with four successful bids to the Government for funding.

Responding to larger emergencies is a crucial role of public services. Having this additional funding means we can respond more effectively, using drones and interactive mapping to support efforts to warn and inform the public before, during and after emergencies.

Our cultural and heritage sites remained at the heart of their communities this year, adapting to the challenges of the pandemic – be it as a safe open space to meet with friends and family, or as a



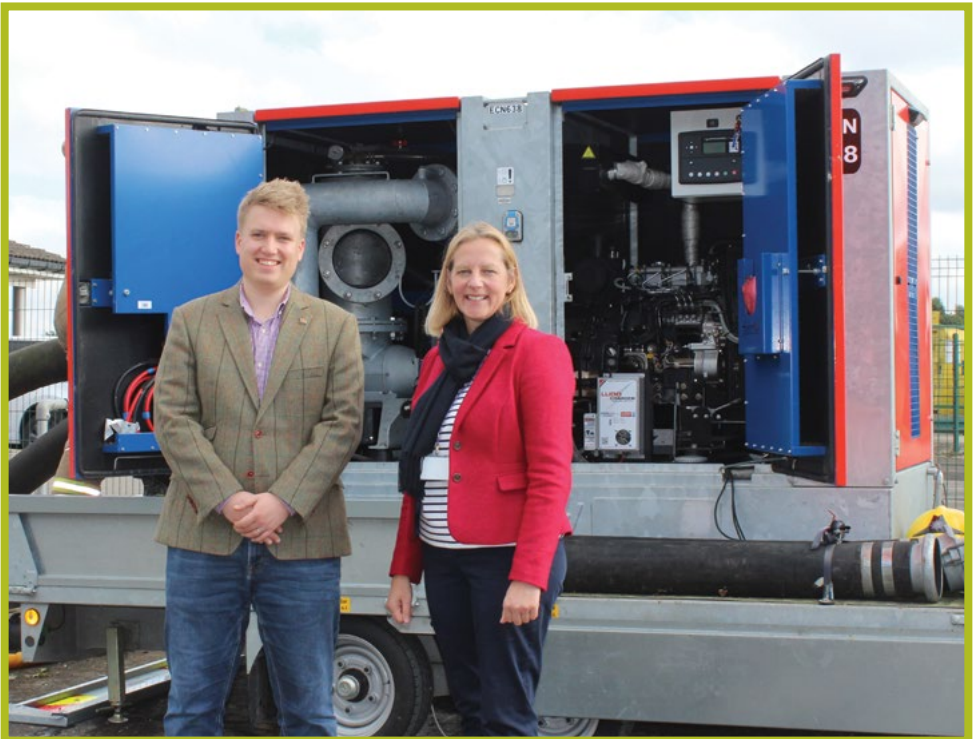
source of trusted information for isolated individuals.

Now, high profile exhibitions like Gaia at The Collection, and Lucy the Dragon at Lincoln Castle, are helping our heritage attractions bounce back.

We've also expanded our digital reach through the launch of a @lincsmuseums TikTok, which has been an overwhelming success and boasts over 48,000 followers. The most successful video to date has been viewed over 1.6 million times.

The quality of our offer has been recognised nationally. Both Lincoln Castle and the Battle of Britain Memorial Flight Visitor Centre received coveted Visit England Welcome Accolades, and the Lincolnshire Archives has been awarded Accredited Status for the second time.

We have also received over £200,000 from the Government to help create business hubs at Lincoln and Spalding libraries. 'Business Bubbles' for small businesses, will provide confidential workspaces equipped with modern technology.



CLlr Daniel McNally

Waste services and trading standards

The last 12 months have been an extremely challenging time for waste services.

Staff have worked tirelessly both during the pandemic and as we come out of it, to make sure an effective waste disposal service continues and recycling centres are kept open despite acute staff shortages – particularly haulage drivers.

Household Waste Recycling Centres (HWRCs) were opened at the height of the pandemic with a booking system in place, but this restriction was removed in September.

Kerbside waste collection has been undisrupted with 170,000 tonnes of material delivered to our Energy from Waste facility in North Hykeham.

This has generated 90,489 Megawatt Hours in the last year and this energy recovery continues to be the best method of waste disposal compared to the alternative of landfill.

We have managed to maintain high recycling performance and have delivered new initiatives to create environmental efficiencies and also deliver cost savings.

One of the biggest improvements is the separate collection and disposal of paper and card. We have been working very closely with district council partners and have rolled out the changes in Boston Borough, North Kesteven and West Lindsey with plans to continue in the remaining districts.

The initiative has reduced the contamination rates from 32% to 18% in those affected areas, meaning that more of the waste collected can be recycled.

In fact, 99% of the paper and card collected is of the highest quality, and our paper reprocessing contractor tells us that the material from Lincolnshire residents is the highest quality material received from local authority clients across the whole UK.

This project has also delivered carbon savings with a big reduction in vehicle miles travelled.

This year has also seen us develop plans to provide a new HWRC at Tattershall to replace the aging facility at Kirkby on Bain.

Initial challenges have been overcome and site work will start in November. Construction should be completed in July when it will become the eleventh HWRC that we own and operate in the county.





Meanwhile, our Trading Standards service has been busy responding to the avian influenza outbreak over the winter with Lincolnshire being the worst affected local authority with 15 confirmed cases.

The Trading Standards team have provided local support, advice and guidance, and enforcement action where needed – responding to 63 complaints relating to the housing of birds.

The secondment of a senior Trading Standards officer to Business Lincolnshire has now been extended until June 2023 after further funding was agreed.

The officer works with the Business Lincolnshire Growth hub to support businesses to understand responsibilities and meet legal requirements.

CLlr Colin Davie

Economy, environment and strategic planning

Businesses are battling a whole range of challenges post Covid, so our work to support businesses and deliver the infrastructure and connectivity they need, remains vital.

I'm pleased then that we have been delivering consistently on these commitments.

The South Lincolnshire Food Enterprise Zone is a nationally significant investment and we now have offers for eight of the ten development plots. I'm also delighted that, as we finish the servicing works on site, the first sale has been completed. Holbeach-based business AJS Control & Automation have purchased Plot 9 to build a two-storey office, research and development facility and workshop premises.

This is the first of many businesses that will benefit from this amazing, collaborative site. The University of Lincoln's buildings opened last year and our own 'Hub' building, due to be completed this summer, will provide high-quality space for small and start-up agri-tech businesses.

We're working with the Department for International Trade and the Greater Lincolnshire LEP to develop a High Potential Opportunity for automation in the food processing sector. An investment proposition presented to investors across the world has attracted an unprecedented number of enquiries from food-related companies.

A Canadian company has signed a virtual tenancy at Eventus Business Centre in Market Deeping, to have a presence in the county prior to physically locating here.

The Skegness Countryside Business Park extension provides coastal employers with the opportunity to expand and diversify. The first plot has recently been sold, with the purchaser developing industrial units on-site in the coming months.

In Huttoft, the new Boatshed and café was opened in March. This high-quality facility complements the North Sea Observatory and neighbouring National Trust Sandilands site on this stretch of natural coastline.

The re-developed Visit Lincolnshire website continues to grow, receiving around 40,000 visits per month. A business area of the site has been developed to provide training, video masterclasses, factsheets and a green tourism toolkit to support businesses to become more sustainable.

The council's own grants and funding schemes to help businesses recover and diversify following the





pandemic have been a huge success, helping 899 businesses across four funding programmes.

Most recently, 112 businesses successfully secured grants of up to £25,000 from our Rural Business Grant scheme. The total awarded was almost £1.5m meeting all eligible requests for funding to grow, diversify or consolidate rural businesses.

We continue to protect our communities from flooding, with £2.2m of flood risk and drainage improvement works completed at 25 county locations. This is in addition to a wide-ranging existing programme of flood and drainage works that are improving protection and resilience. This programme has been extended for two years, with £1.44m allocated for works between now and 2024.

We also won a bid for £7.5m of government funding for the Greater Lincolnshire Groundwater Project to develop new approaches and solutions to the risk of groundwater flooding.

In October we held the first Lincolnshire Climate Summit – a well-attended event focused on national policy and local action. The council’s direct carbon dioxide emissions have fallen from 55,000 tonnes in 1990 to 17,184 tonnes in 2020/21 – almost 70%.

Following a successful bid to the Forestry Commission, 15,000 trees were planted in January at more than 100 county locations – and some will be registered as part of the Queen’s Green Canopy. We also planted 32,000 trees and hedge plants as part of highway schemes and through small grants in the Wolds AONB.

CLlr Richard Butroid

People management, legal and property

I’m delighted to report a very successful first year across my portfolio. Our People Strategy was launched in June last year, to help meet the council’s ambition of being an ‘employer of choice’, with nine core themes for development over the next three years.

We’re successfully delivering on a number of these already, including interventions to address the challenges we face in some areas to attract and retain staff in the short, medium and long-term.

Our Smarter Working programme is innovative and is helping transform how our staff deliver services. In our recent employee survey, the flexible working options we provide was considered one of our strongest employment offers.

As part of this programme, our property team have worked hard re-modelling offices within the Lincoln campus to allow employees to work in a hybrid way. This will be rolled out across the county over the coming years to enable us to continue to reduce the number of buildings we occupy.

The council’s new HRMI monthly dashboard and metrics is also ensuring timely people management information is available to all services for the first time. We have also continued to promote health and wellbeing as a good employer, recognising that our staff have had work and home life challenges over the pandemic. This includes the launch of the mental health first aid programme in which over fifty employees have been fully trained and accredited by Mental Health England.

Our property service has taken on the role of corporate landlord, and we are reviewing our Land and Property Asset Management Plan to make sure it meets the council’s priorities going forward.

Over the last three years, we have taken opportunities to sell land and properties we no longer need, raising £12.7m, all of which is used to fund new capital initiatives. The property team continue to support capital projects across the council, including the SEND schools programme.



Finally, Legal Services Lincolnshire (LSL) has had a strong year, excelling in its activities. There remain recruitment challenges in certain key areas, but these are being addressed through the new people management interventions.

And I'm delighted that we have seen our local legal leadership role cemented with the welcome addition of South Kesteven District Council to the partnership, meaning all but one Lincolnshire district council now receive services from LSL.





Lincolnshire
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Working for a better future

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