

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A6	Champion educational excellence across Lincolnshire [7]	We will help schools to be skilled at supporting children with special education needs and disabilities (SEND) in mainstream settings, through developing and delivering strategies and where an education, health and care plan is required, undertaking this assessment in a timely and creative way. Our SEND High Needs transformation programme will support improvement and delivery in this area.	To develop the next phase of a learning offer which all school staff can access to enhance their specialist knowledge and contribute to a culture of inclusion in all aspects of school life. Tier 2 of the SEND Alliance Workforce Development Strategy will be launched for special schools by December 2023. In response to parents and carers’ requests for access to training, Introductory level training will be launched by December 2023 to support them in responding to their children’s SEND.	GREEN (Progressing as planned)
A7	Champion educational excellence across Lincolnshire [7]	We will continue to support schools to work effectively with a wide range of services and establish robust collaborative arrangements, in order to maximise expertise, and improve opportunities for all children - enhancing our Education Improvement Strategy within the Sector-led self-improving system of maintained schools and trusts.	Almost all schools work in some form of collaborative arrangement in order to monitor and secure good quality provision for children and young people.	GREEN (Progressing as planned)
A1	Enhance the skills of our communities to meet the needs of our businesses and the economy [8]	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing and implementing an updated skills plan.	Evaluate and review the Multiply programmes delivered in the 2023/24 Financial Year. Launch Year 3 Call for Multiply Projects and design a draft programme for Learning Board comment and approval.	GREEN (Progressing as planned)

Ambition: Support high aspirations

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A56	Have high aspirations for our county, promoting Greater Lincolnshire on the national stage and secure greater devolution of powers [11]	We will work with officials to secure a devolution deal for Greater Lincolnshire.	We will work with officials to negotiate and agree the content of a devolution deal for Greater Lincolnshire against timelines set out by government.	GREEN (Progressing as planned)
A63	Promote thriving voluntary community groups that enable active lifestyles, drive collaboration and community innovation [13]	Work proactively with our strategic partners and commissioned services to create an environment across the county in which voluntary community groups are sustainable and able to thrive in line with the Stronger Communities – Lincolnshire Community Strategy.	Develop a plan to address any gaps identified, set out next steps with named owners and governance arrangements.	GREEN (Progressing as planned)
A34	Enhance the safety of local communities by working collaboratively with the police and ambulance services, sharing buildings and response arrangements [14]	We will continue to work with partners to enhance community safety, with a particular focus on prevention and early intervention. We will improve the effectiveness and efficiency of service delivery through building a sustainable financial and operating model for the Public Protection function, pooling budgets and undertaking joint commissioning activity.	Co-production of development workshops for staff. Identify collaborative learning opportunities with partners. Complete the performance measurements for the Domestic Abuse (DA) commissioned services. Interim update on prevention and early intervention activity within schools and the community.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A18	Deliver good quality children's centres, which are at the heart of our communities supporting families, so their children thrive [7]	We will support families in their parenting role through continuing to deliver the healthy child programme, also evaluating the benefits of the Family Hub model with a specific focus on prevention and early intervention specifically around parental and infant mental health, breastfeeding and an enhanced antenatal offer.	We will develop a workforce and service plan which focuses on the delivery of the Healthy Child Programme and Family Hub models, specifically around integrated and collaborative approaches to service delivery. Resulting in a revised service delivery model for 0-19 services, whilst ensuring early intervention and prevention. Digital capability will result in blended delivery options aimed at meeting all children's needs whilst highlighting those who are most vulnerable. Integrated pathways will ensure families can navigate services with ease.	GREEN (Progressing as planned)
A51	Deliver good quality children's centres, which are at the heart of our communities supporting families, so their children thrive [7]	Implementing a family hub approach. This is a system-wide model of providing joined-up, high-quality, whole-family support services from pregnancy, through the child's early years and later childhood, and into early adulthood.	Delivery of the programme will be in place across the majority of the funded areas and this will enhance our core offer in Children's Centres and enhance our local partnership arrangements. There will be evidence that this is making a positive difference to the lives of children and families. We will launch the remaining 4 hub sites. We will agree our evaluation methodology for the programme.	GREEN (Progressing as planned)
A15	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities [8]	We will continue to improve how we support children in care and care leavers to thrive through the delivery of the children in care transformation programme. This will include the development of two new children homes catering for children with more complex needs and enhancing housing solutions for care leavers.	Full completion and handover of the new Riverhead House children's home in Louth, Ofsted registration for Riverhead House and Homes Manager. Children identified and trajectory planning in place to support move to Riverhead House.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A13	Create further accommodation options for greater independence and wellbeing [9]	We will work with our districts and other partners in implementing the housing for independence strategy, to increase accommodation options for those wanting Extra Care, those with learning disabilities, mental illness or autism. We will also collaborate to deliver easy access to equipment / adaptations to homes that enable greater independence.	<p>During this quarter, it is anticipated that planning permission will be approved for The Hoplands scheme in Sleaford and the required funding will be granted to enable development. In addition, planning permission will be submitted by ACIS Group for the Grange Farm redevelopment project in Market Rasen.</p> <p>Narrative: <i>Collaborative initiatives to deliver the homes for independence agenda are progressing well through the refocused Housing Health and Ageing Well Delivery Group (HHAWDG) and the Joint Accommodation Strategy Group. Encompassing the ageing well agenda will improve the opportunities for older, working age adults to consider their housing options in preparation for later life and, when appropriate, remain independent in a 'home for life'. Considerable progress has been made to streamline the disabled facilities grant processes across districts, and access to them and equipment services will be made easier through the emerging Good Home Lincs hub.</i></p> <p><i>Several projects are in progress for people who need more specialist independent homes. Following support for planning permission for The Hoplands, partners are now working together to progress detailed design, with North Kesteven District Council's (NKDC) procuring a contractor soon. Due to delays with procurement, funding has not been awarded, however NKDC is working closely with Homes England</i></p>	AMBER (Progress is within agreed limits)

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Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p><i>ahead of submitting the funding application later next year. Work has significantly progressed on site at Prebend Lane, Welton and is still on track to complete towards the end of 2024. LACE Housing and LCC have now commenced the allocation working group process to ensure enough lead in time is allowed to work through nominations for the scheme. Due to the complexities and risks of the site on Grange Farm, additional surveys and contract negotiations with ACIS' chosen contractor took longer than expected, therefore listed building consent was submitted in November 2023. Consequently, construction has not yet commenced on Grange Farm, however we anticipate this will start during Quarter 4 dependent on planning being granted in sufficient time, and funding.</i></p>	
A17	Create further accommodation options for greater independence and wellbeing [9]	We will continue to deliver our maximising independence programme across adult care, focused on developing strengths and innovating support including assistive technology and digital support, tracking impact monthly through forward trajectories.	Technology Enabled Prevention and Care Pilot provider appointed and planning for January start for referrals. Integrated delivery team to complete phase 8 of strengths-based approaches, behavioural science and Technology Enabled Care training to teams, focusing on re-visiting teams to ensure that the approach has been sustained by December 2023.	GREEN (Progressing as planned)
A58	Enhance support for carers [10]	We will support unpaid carers to maintain their caring role by providing access to good quality information, advice and guidance using strength-based conversations which consider whole family needs.	Undertake quality review of Information, Advice and Guidance.	GREEN (Progressing as planned)

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Activity No.	Objective	Activity Name	Activity Milestone	RAG
A59	Enhance support for carers [10]	We will provide information through a variety of channels, including digital options, to fit around the needs of busy carers.	Develop an action plan to increase digital take up by carers.	GREEN (Progressing as planned)
A60	Enhance support for carers [10]	We will ensure that carers who have an eligible need have access to personalised carers budgets to help them achieve their identified outcomes following assessment.	Create an action plan following ideas from the working group.	GREEN (Progressing as planned)
A61	Enhance support for carers [10]	We will proactively support unpaid carers to maintain or access employment, working with employers in local government, health and other sectors.	Rollout carers passports.	GREEN (Progressing as planned)
A20	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	We will support people to make healthy choices across all aspects of their lives, through continuing to commission and deliver effective preventative services, which also provide quality information so people are better informed. The development of the Integrated Care System (ICS) will continue and develop this approach	Implement Public Health Commissioning Programme for 2023/24 1. Sexual Health and Substance Misuse recommissioning - Evaluate and award new contracts. 2. Wellbeing Service recommissioning – Undertake the governance process and complete the service specification. Implement Public Health Priority Work Programme for 2023/24 1. Technology Enabled Prevention and Care Pilot approved by Senior Leaders & commenced in September 2023, 2. Hoarding pilot options appraisal developed. 3. Develop a Memorandum of Understanding (MOU) and a High-Level work plan between Lincolnshire County Council (LCC) and	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p>Lincolnshire Integrated Care Board (ICB) on the requirements set out in the Mandated Public Health Advice Service. 4. Joint Lincolnshire Health and Wellbeing Strategy and the Better Lives Lincolnshire Integrated Care Partnership Strategy reviewed. Implement Public Health Protection Programme for 2023/24 1. Implement the winter Covid booster and flu vaccination programmes across the care sector programme. 2. Develop an integrated Health Protection approach to Communicable Disease Control. 3. Support the system winter plan as infectious disease outbreaks increase.</p>	
A21	<p>Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]</p>	<p>We will now work with partners across our Integrated Care System (ICS), setting clear priorities for the next 3 years to improve health and wellbeing across Lincolnshire</p>	<p>Lincolnshire Intermediate Care Layer Leaders will review current spend to support the development of a home-based enablement offer (including reablement, rehabilitation and discharge to assess). Narrative: <i>A review of how the intermediate care framework is being developed in Lincolnshire is currently underway to ensure the services that are to be commissioned are in the right place which will lead to positive outcomes for Lincolnshire residents. This review will create clear milestones to be achieved in Quarter 4.</i></p> <p><i>During Quarter 4, a clear direction will be set to incorporate the 4 intermediate care priorities by completion of demand and capacity planning, expansion of the care transfer hub, improved workforce utilisation and improved data quality.</i></p>	<p>AMBER (Progress is within agreed limits)</p>

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Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p><i>The work to develop the Lincolnshire Intermediate Care Layer is only one program of work within the Integrated Care System arrangements which is part of having more integrated approaches to the way we deliver services across the county. The Better Lives Lincolnshire Integrated Care Partnership Strategy sets out the ambition and aims along with the strategic enablers as to how we will collectively work to improve the health and wellbeing of our population. This complements the Joint Health and Wellbeing Strategy (JHWS) which sets out the priorities based on the Joint Strategic Needs Assessment (JSNA).</i></p>	
A40	<p>Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]</p>	<p>We will place the individual, their family and friends at the heart of their care plan through introducing and implementing strength based practice in Adult Care and Community Wellbeing.</p>	<p>Additional training to new starters across Adult Care and Community Wellbeing, Lincolnshire Partnership Foundation Trust, Serco and Carers First as part of induction will be delivered. Integrated delivery team to complete phase 8 of strengths-based approaches, behavioural science and Technology Enabled Care training to teams, focusing on re-visiting a minimum of 8 teams to ensure that the approach has been sustained by December 2023. Learning and development drop in opportunities to be provided to practitioners to support roll out of new tools and workflows.</p>	<p>GREEN (Progressing as planned)</p>
A53	<p>Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents</p>	<p>Working with strategic partners, we will support the delivery of Lincolnshire’s Mental Health, Learning Disability and Autism Alliance priorities. This includes joint ownership of the Prevention Concordat for Better Mental Health</p>	<p>Provide public health advice to the system regarding public mental health, dementia, learning disabilities and autism. Report progress on Suicide Prevention and Prevention Concordat for Better Mental Health workstreams.</p>	<p>GREEN (Progressing as planned)</p>

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
	[11]	Action Plan, which takes a prevention-focused approach to mental health and wellbeing.	Develop and agree with partners an outcome framework for the Concordat and share learning with national concordat community of practice	

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A8	Thriving businesses creating high skilled jobs and investing in technology [4]	We will support new and existing businesses to thrive, through delivering a strong, flexible and responsive Business Lincolnshire growth hub.	Delivery of an Export focused large conference event to promote new market opportunities to the business community.	GREEN (Progressing as planned)
A23	Thriving businesses creating high skilled jobs and investing in technology [4]	We will improve utility infrastructure in order to enhance growth through exploring and implementing plans to maximise the development of energy, water and sewage, and digital infrastructure.	Strategy for implementing the agreed recommendations from the Energy Options Analysis for Greater Lincolnshire report to be agreed.	GREEN (Progressing as planned)
A4	Champion strategic road and rail improvements to improve local and regional travel and support economic growth [8]	We will produce local transport strategies which promote alternative modes of transport, through collaborative working with our district and local partners which will include the creation of local transport boards.	We will complete the final form of the transport strategy.	GREEN (Progressing as planned)
A49	Champion strategic road and rail improvements to improve local and regional travel and support economic growth [8]	Long term investment strategy for highways infrastructure.	Continue to update and collate a list of aspirational projects for the county to submit for funding bids as and when they are announced. This includes ensuring the supportive data is relevant. Continue to input in to the Devolution works which could result in funding for investment in the highway infrastructure network.	GREEN (Progressing as planned)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A27	Promote Lincolnshire as a destination of choice and deliver the recommendations of the Greater Lincolnshire Tourism Plan [10]	We will work with partners to attract tourists to Lincolnshire, leading the way in raising the profile of the county and enhancing collaboration across our councils to maximise what Lincolnshire has to offer.	Develop new programme of Hospitable Green courses.	GREEN (Progressing as planned)
A25	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will maximise the use and provision of our water as a valuable resource by working with our partners and researching to better understand how we balance over and under supply. Once we have solutions, we will develop an action plan.	We will engage with lead authorities (Anglian Water) on the preliminary design and emergency drawdown plans for the Lincolnshire Reservoir to ensure appropriate considerations are made within those plans with regards to local communities and wider water resource management.	GREEN (Progressing as planned)
A26	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will use our planning responsibilities to influence new residential and commercial growth so that it contributes to the community in which it is located.	We will work in partnership with all stakeholders, and will seek views of elected ward members, to ensure that development impact is mitigated, and provides community benefit where necessary.	GREEN (Progressing as planned)
A30	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will prepare and manage an action plan arising from the strategic infrastructure delivery framework.	The action plan will be agreed by the Infrastructure Group, the Chairman will regularly update the Chief Executive's group as appropriate. The action plan will include SMART targets for partners.	GREEN (Progressing as planned)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A56	Seek devolution from the Government to unlock infrastructure investment needed to support local growth [13]	We will work with officials to secure a devolution deal for Greater Lincolnshire.	We will work with officials to negotiate and agree the content of a devolution deal for Greater Lincolnshire against timelines set out by government.	GREEN (Progressing as planned)
A10	Manage local risks to our environment to protect our communities' natural and built resources for future generations [15]	We will achieve net zero carbon emissions as a council by 2050 or earlier through the development of the Green Masterplan. We will provide climate leadership in Lincolnshire and beyond. We will revise and update our Carbon Management Plan in 2023.	We will deliver the next iteration of the 5 year Carbon Management Plan to set new targets, milestones and projects for the delivery of the net zero carbon emissions target date of 2050.	GREEN (Progressing as planned)
A11	Manage local risks to our environment to protect our communities' natural and built resources for future generations [15]	We will respond to our communities in a joined-up way and we will proactively coordinate with partners to develop and deliver better flood risk protection within the County.	We will deliver significant surface water alleviation schemes to protect residences and services, including a primary school in Cherry Willingham and Long Bennington.	GREEN (Progressing as planned)
A12	Manage local risks to our environment to protect our communities' natural and built resources for future generations [15]	We will maximise the reuse and recycling potential of the county's waste, treating it as a resource. This will include exploring the opportunity for anaerobic digestion facilities across the County.	Award Contracts for Anaerobic Digestion disposal. District Councils to be notified of preferred locations. Work to continue on the development of Waste Transfer Station improvements in time for 2025 food waste roll out	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A35	Implement our digital blueprint and customer services strategy to transform how we engage with communities and enable residents to pay for and access more services online [6]	Focus is on the first phase of the digital programme of work by encouraging greater use of online systems and greater take up of virtual engagement, by our customers. Opportunities for digitalisation or automation will be identified where appropriate following process review and optimisation.	Evaluate initial use, and plan for wider roll out of virtual meetings with our customers. Begin process review and optimisation of prioritised areas.	GREEN (Progressing as planned)
A47	Implement our digital blueprint and customer services strategy to transform how we engage with communities and enable residents to pay for and access more services online [6]	We will continue to transform the way we engage with customers through the implementation of our customer strategy. We will maximise technology solutions in the Customer Service Centre (CSC) to enable customers to do more online, including paying for services. Through our digital strategy we will be able to be more innovative so our customers can access us through multiple channels.	Proposal for future call reductions as part of phase 2 of Customer Digital Delivery project Narrative: <i>It has been agreed that the business case for phase 2 savings should be deferred to Quarter 2 2024/25 to enable a fuller understanding of the impact the AI bot technology has on dealing with and deflecting corporate calls into the CSC. Evidential data will enable us to greater understand the impact the technology will provide to reduce calls activity into additional LCC corporate call queues and the Social Care and Wellbeing hub which will be part of phase 2 scope.</i>	AMBER (Progress is within agreed limits)
A44	Ensure that public sector buildings and our shared public estate can be used flexibly to benefit communities as new ways of working and lifestyles develop post pandemic [7]	We will protect and enhance our heritage assets and we will maximise the use of our sites for customers, through delivering proposals for the iconic investment in The Lincoln Museum and Usher Gallery and other heritage sites.	Approve primary contractor for permanent gallery refresh through property framework.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A46	Ensure that public sector buildings and our shared public estate can be used flexibly to benefit communities as new ways of working and lifestyles develop post pandemic [7]	Develop and approve a new Property Strategy.	Approve final strategy by 31st October 2023.	GREEN (Progressing as planned)
A38	Work in partnership across the public sector in Greater Lincolnshire to exploit opportunities to join up services where they can improve outcomes for residents [8]	We will raise the county's profile nationally and internationally through the delivery of a focused investor promotion strategy and relationship-building, attracting business investment and using our partnership brand, Team Lincolnshire, to do this.	Launch the Greater Lincolnshire Defence proposition at the Defence & Security Equipment International (DSEI) Trade Exhibition in London in partnership with Greater Lincolnshire Local Enterprise Partnership (GLLEP) and the University of Lincoln.	GREEN (Progressing as planned)
A39	Work in partnership across the public sector in Greater Lincolnshire to exploit opportunities to join up services where they can improve outcomes for residents [8]	We will continue to raise the profile of Council Services through a range of strategies including national recruitment campaigns, national conferences and awards, continuing to support improvement in other Councils and advising government on national policy innovation. We will articulate a clear Lincolnshire pride narrative via our Joint Committee to support this activity.	Reporting on Directorates and Corporate Functions implementation of the Attraction & Retention Framework (link with A43)	GREEN (Progressing as planned)
A50	Review our contracted services and recommission them to be fit for the	We will implement the recommendations of the corporate support services review.	Reach Agreement with Hoople for the provision of HR Administration and Payroll Services and commence Transition Plan Activities.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
	future [9]		Commence Transition Plan Activities with the replacement Customer Service Provider.	
A52	Review our contracted services and recommission them to be fit for the future [9]	Implementation of the One Council commissioning priorities and outcomes.	Draft and submit an oversight report on the performance of, and risks associated with, the Councils key contracts. Continue working across the Council to embed the One Council Commissioning Framework in practice. Agree cross-Council priorities from our commissioning benchmarking exercise and commence implementation.	GREEN (Progressing as planned)
A41	Maximise opportunities from new technology to transform our services [10]	We will continue to deliver the priorities of our BI Strategy to ensure we have the right systems and processes in place to capture, store and visualise business intelligence in the most efficient way.	Implement the agreed data model including the identification and testing of a data set which will validate the processes of data collection, storage, manipulation and visualisation.	GREEN (Progressing as planned)
A57	Maximise opportunities from new technology to transform our services [10]	To implement quality assurance controls to monitor and report on the effective use of the Business World system in order to embed best practice adoption and ensure the Council is able to realise the full benefits of the system.	Implement agreed quality assurance controls, ensuring all necessary reports and outputs are built and tested for accuracy.	GREEN (Progressing as planned)
A42	The Council is regarded by its workforce as a good employer, attracting and retaining the best [11]	We will refresh our Corporate People Strategy, reviewing culture, values and behaviours, and enabling our staff to be healthy and resilient so we can improve how we support our customers. Structures will be fit for purpose and facilitate our One Council approach.	Reporting on progress of the outcomes of the Year 3 People Strategy (2023-2024) Workplan	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A43	The Council is regarded by its workforce as a good employer, attracting and retaining the best [11]	We will keep and attract talented people through implementing improved recruitment processes, increasing the number and range of apprenticeships, and developing graduate and work experience placements across the Council.	Reporting on Directorates and Corporate Functions implementation of the Attraction & Retention Framework (link with A39).	GREEN (Progressing as planned)