

Details of Activities Behind Plan in Q3 (October- December 2020)

1.0 **Ambition: Support high aspirations**

1.1.0 **Objective:** Enhance the skills of our communities to meet the needs of our businesses and the economy.

Progress against this activity is reported annually in Q3, with a six month progress report in Q1.

1.1.1 **Activity:** We will work with partners and the wider business community to improve the number of adults with a disability in meaningful employment or volunteering. (A3)

1.1.2 **Milestone:** To establish a revised baseline position for the financial year 2020-2021 against which future performance can be measured. This will include any Adult with Learning Disability, Autism, Physical Disability or Mental Illness who is open to Adult Social Care as at the 31 March who has been in employment or who has volunteered during the previous 12 months.

1.1.3 **Explanation of performance:** The baseline of 1 April 2020 needs to be reviewed and is likely to be rebased on a baseline of 31 March 2021 to take into account the impact of Covid-19 and how this has had a detrimental impact on employment in general within Lincolnshire. It is expected that the employment rate will be worse on 31 March 2021 compared to 1 April 2020 as all targeted activities had to stop. The new baseline will be for people with Physical Disability, Autism and Mental Health cohorts, also for all cohorts for volunteering. The Data available suggests an improvement for Autism, Mental Health and Physical Disabilities cohorts. There looks to have been an improvement on volunteering for all cohorts based on the available data. We are focussing on establishing accurate baseline information and ensuring we have clean data to measure performance reliably then we need to set a target. Focus has resumed and the following have been completed in recent months:-

- Support to Employment Program (STEP) contract is now reinstated allowing Linkage to deliver its targets and support people with learning disability and autism to get into paid employment.
- A detailed Employment Position Statement has been written with contributions from LPFT, Commercial Team, Children's Services and City of Lincoln Council.
- An Employment and Volunteering Project Group (EPG) with internal stakeholders has been reinstated in January 2021.
- Agreed actions towards promoting people with physical disabilities gaining paid employment and volunteering opportunities.
- Discussions have been held to set up a multi-agency employment delivery group, which the EPG would be accountable to.

1.1.4 **Next milestone:** To establish a partnership group that will develop a program of initiatives to increase the number of Adults open to Adult Social Care who have participated in employment or volunteering activities during the financial year. A partnership group to be set up by 30 June 2021, and an initial list of proposed initiatives by 30 September 2021.

2.0 **Ambition: Enable everyone to enjoy life to the full**

2.1.0 **Objective:** Create accommodation options for greater independence and wellbeing.

2.1.1 **Activity:** We will support independence through working with our partners to provide a 'one stop shop' for equipment and adaptations in people's homes. (A22)

2.1.2 **Milestones:** Publish the Housing Health and Care Delivery Group (HHCDG) Homes for Independence Strategy and Delivery Plan by 31 December 2020. Complete the Centre for Ageing Better work programme on housing aids and equipment. Review and plan by December 2020.

2.1.3 **Explanation of performance:** The Homes for Independence Strategy has been agreed by the Housing, Health and Care Delivery Group; is progressing through governance in partner agencies and is being formatted for publication. The Delivery Plan is being populated with lead agencies; this will be completed by 31 March 2021. Achieving the milestone is behind plan due to Covid-19 impacting on availability of staff across all partner organisations.

2.1.4 **Next milestone:** District councils appoint shared post to develop work programme by 31 March 2021.

2.2.0 **Objective:** Create accommodation options for greater independence and wellbeing.

2.2.1 **Activity:** We will work with partners to develop a Joint Accommodation Strategy for Adults with Learning Disabilities, Mental Illness or Autism that will help to maximise people's independence. (A24)

2.2.2 **Milestone:** Complete needs assessment by 31 December 2020.

2.2.3 **Explanation of performance:** The initial high level needs analysis has been completed for the Mental Health Inpatient and the Transforming Care cohorts. We continue to work with our partners to establish further detail in order to develop a more accurate picture of future accommodation requirements including the district required and more accurate 'required by' dates. Accommodation needs analysis for the LCC Learning Disability cohort has been completed at a high level; the LCC Mental Health cohort analysis is currently outstanding. Additional resource has been secured and an Intelligence and Performance group has been established to source reliable, timely information in a sustainable way to inform the on-going Accommodation Needs Analysis, which should be completed by May 2021. The first meeting has taken place.

2.2.4 **Next milestone:** To have a Joint Accommodation Strategy for Adults Learning Disability, Mental Health, Autism agreed by Corporate Leadership Team and NHS Lincolnshire by 31 March 2021.

2.3.0 **Objective:** Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities.

2.3.1 **Activity:** We will work with the Lincolnshire Safeguarding Adults Board (LSAB) to develop a multi-agency Prevention Strategy to protect people from harm and to promote community wellbeing. This will include the development and implementation of a 'team around the adult approach' to help improve engagement with Adults with complex needs. (A29)

- 2.3.2 **Milestone:** To have the team around the adult initiative (TAA) pilot commenced by 1 December 2020.
- 2.3.3 **Explanation of performance:** The Covid-19 pandemic has been the main cause for the delay in being able to progress the milestone to have the team around the adult initiative (TAA) pilot commenced by 1 December 2020. One of the two programme coordinators started in post during December 2020 to support the work on the TAA initiative. The second coordinator post was recruited to in early February and the pilot TAA programme is expected to start in February 2021.
- 2.3.4 **Next milestone:** To have the Prevention Strategy agreed at LSAB by 31 March 2021 and governance arrangements in place to see implementation.
- 2.4.0 **Objective:** Promote the support offer to our communities to enable them to be self-sufficient and thriving.
- 2.4.1 **Activity:** 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.
(A38)
- 2.4.2 **Milestones:** Complete the review of Lincolnshire Health and Wellbeing Board (HWB) priorities informed by the Local Government Association (LGA) research by 31 December 2020.
- 2.4.3 **Explanation of performance:** Work with the LGA to review the Lincolnshire Health and Wellbeing Board (HWB) priorities has been delayed as there is reduced capacity to support the work due to Covid-19 and new government guidance on the introduction of Integrated Care Systems (ICS) issued in November 2020. Work is currently underway to review the role and functions of the HWB in light of the introduction of ICSs. Revised terms of reference will be presented to the HWB in March 2021 and will then need approval by the County Council in the new municipal year. It is expected the revised terms of reference will come into effect at the HWB Annual General Meeting in June 2021.
- 2.4.4 **Next milestones:** Support CCG 5-year East Coast Plan to reduce health inequalities by 31 March 2021 and complete development of specific work programmes with the Centre for Ageing Better: Housing, Healthy Ageing (physical activity focus), Social Connection and Employment by 31 March 2021.

3.0 **Ambition: Create thriving environments**

- 3.1.0 **Objective:** Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business.
- 3.1.1 **Activity:** 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. (A47)
- 3.1.2 **Milestone:** Support the Visit Lincolnshire website technical and content redevelopment by December 2020.

- 3.1.3 **Explanation of performance:** The Visit Lincolnshire website has been created and the content is being populated, but due to the current lockdown and to ensure maximum impact it will now go live in April 2021.
- 3.1.4 **Next milestone:** Tourism Commission task and finish group will be set up and final action report by March 2021. Tourism Action Plan delivery commences April 2021.
- 3.2.0 **Objective:** Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business.
- 3.2.1 **Activity:** We will outline our collective aspirations for our coast through developing a Coastal Strategy with partners. (A50)
- 3.2.2 **Milestone:** Draft Investment Framework available October 2020.
- 3.2.3 **Explanation of performance:** Timescales have been revised in response to significant changes to the local planning policy approach in East Lindsey. Now aligned to Local Plan review dates, and new plan is being developed for approval during January and February 2021.
- 3.2.4 **Next milestone:** Will be set as part of the review of the performance framework 2021/2022 in spring 2021.
- 3.3.0 **Objective:** Improve the safety of local communities
- 3.3.1 **Activity:** We will support people to improve their home safety through delivering a comprehensive communication and engagement plan. In year 1 we will promote the SHERMAN initiative and implement the Hoarding Protocol. (A57)
- 3.3.2 **Milestone:** We have modified our ways of working due to Covid-19 to ensure we still deliver our SHERMAN Strategy, by making contact with Critical and High Risk members of the public, allowing for an assessment to be made. All Critical referrals will be visited in 5 days and High in 10 days (working days).
- 3.3.3 **Explanation of performance:** Covid-19 restrictions continue to challenge the delivery of our Safe and Well visits. The additional layer of risk assessment allows us to focus on those identified as most at risk, and where required, (a critical or high risk identified), a visit to carry out a Safe and Well visit is carried out. Due to the restrictions and a change of internal resources within the Community Safety Team, we have not met the target of carrying out physical Safe and Well visits to our identified Critical risks on 100% of occasions. Whilst this target has not been met, the assurance that can be provided is that we do continue to make contact with everyone identified and referred to Lincolnshire Fire and Rescue (LFR) with support and specialist advice given. All individuals identified as critical are visited as soon as physically possible, although this has been outside of the 5 days on a number of occasions.

Partnership working is key to the role of the SHERMAN concept and the delivery of wider community safety support. Whilst partnership engagement has been difficult we have been able to identify a number of new partners that we are confident will support the continued embedding of the concept. Age UK and Anglian Water are currently working with the Community Fire Safety Manager to formalise ways of working that will allow us to identify and support our vulnerable communities and individuals. In addition to this we have been liaising with our Lincolnshire Partnership Foundation Trust colleagues to

ensure that mental health support is offered via the dedicated sources during our Safe and Well visits. A number of engagement sessions have also taken place with the Police and the Office of the Police and Crime Commissioner colleagues, focusing on the priorities of the Safer Lincolnshire Partnership, developing joint ways of working.

Work on the Hoarding project has been limited due to a number of factors, including sickness and reallocation of resources to support Covid-19 related work. Discussions have taken place and it is hoped that funding can be secured to allow the work to continue.

The work being carried out by the dedicated Engagement Community Safety Advocate has built up a great deal of momentum. A plan to engage with our hard to reach communities continues to develop, with partnership working again at the heart of the plan. With a variety of communication methods established, work to introduce and embed the SHERMAN concept will continue.

Internal resources and working arrangements have been, and continue to be, reviewed to ensure that we perform against our outlined standards. Covid-19 restrictions have allowed us to look closely at how we deliver our services and support our communities. There will be updates and amendments to current ways of working with a view to making sure that we play an integral part in making the communities of Lincolnshire safe and well.

3.3.4 **Next milestone:** Same as milestone for Q3. Progress will be reported in Q4.

4.0 **Ambition: Provide good value Council services**

4.1.0 **Objective:** Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce.

4.1.1 **Activity:** We will increase our effectiveness by redesigning processes relating to our people and financial management, through an integrated finance and people management system. ^(A75)

4.1.2 **Milestone:** Complete system build testing - 28 January 2021.

4.1.3 **Explanation of performance:** The final go-live date has been delayed from April to November 2021. This has been in part as a result of the impact which Covid-19 has had on the early stages of the project; resulting in the Council being unable to implement a revised chart of accounts which also impacted on the solution design and build stages. This in turn has had a knock on effect to the later deliverables. Beyond Covid-19 related delays, the Business World system has also been impacted by the complexity of how the existing system has been configured and managed which has resulted in additional unforeseen build requirements in the Hoople platform.

The revised go-live date has been agreed with all key departments within the Council and has been set to reflect known staff capacity issues during the financial year-end period, the lack of staff and schools availability during July and August due to schools closing and extensive staff annual leave, and also recognising the complexity of September and October payroll runs.

The delay to go-live will not affect the Council's current use of the system and whilst moving systems mid financial year will create additional configuration requirements, it will be advantageous to manage the financial year-end process in the same system.

The change to the system go-live has also affected the timescales for key milestones to be completed which are now set out in the section below.

4.1.4 **Next milestones:**

- Develop shareholder agreement with Herefordshire Council for Hoople - 31 March 2021
- Complete system build testing – 3 September 2021
- System migration and implementation – 31 October 2021
- System go-live – 1 November 2021
- Implement all new processes - 31 March 2022
- Test benefits realisation – 30 September 2022

4.2.0 **Objective:** Continue to innovate and make best use of our assets.

4.2.1 **Activity:** We will maximise the use of space and therefore reduce the overall cost of office accommodation through designing options to create more flexible and agile ways of working, including exploring opportunities for maximising the Lincoln campus. (A79)

4.2.2 **Milestone:** To have completed a review of the Council's future Office Accommodation needs by the end October 2020.

4.2.3 **Explanation of performance:** Review will be completed by end March 2021. It has been delayed by developing the Smarter Working Strategy and changing requirements.

4.2.4 **Next milestone:** Will be set as part of the review of the performance framework 2021/2022 in spring 2021.

4.3.0 **Objective:** Continue to innovate and make best use of our assets.

4.3.1 **Activity:** We will plan and manage our financial resources effectively through refreshing our Medium Term Financial Strategy (MTFS) and through delivering comprehensive reviews of specific areas. (A80)

4.3.2 **Milestone:** By end of December 2020, we will have a current MTFS approved by Council and all Service Reviews identified in the Budget 2020 review, will be completed and outcomes reported and included in budget proposals.

4.3.3 **Explanation of performance:** Due to the Government delaying plans to review local government funding, a decision was made to delay the publication of our MTFS and to publish it alongside the Council's budget for approval by Council in February 2021. A number of service reviews identified as part of the Budget 2020 project, have now formed part of the Council's transformation programme.

4.3.4 **Next milestone:** Will be set as part of the review of the performance framework 2021/2022 in spring 2021.

4.4.0 **Objective:** Maximise opportunities to work with others and improve service delivery.

- 4.4.1 **Activity:** We will ensure the Coroners Service is modernised, with appropriate facilities to conduct inquests and effective services for bereaved families, through conducting a review of the service. (A71)
- 4.4.2 **Milestone:** Head of service (HoS) appointed autumn 2020 who will then take forward this programme of work.
- 4.4.3 **Explanation of performance:** First round of recruitment for HoS unsuccessful, repeating in New Year. Transformation programme on track but additional work raised by potential merger with North/North East Lincolnshire will start to impact January to March 2021. Reduction in project support to 2/3 days (Project Manager time shifted to Smarter Working) will impact on progress, alternative actions being addressed by service staff. Coroners Services Manager currently out for recruitment internally. HoS revised Job Description is with the Job Evaluation panel.
- 4.4.4 **Next milestone:** Will be set as part of the review of the performance framework 2021/2022 in spring 2021.

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