

Details of Activities Behind Plan in Q4 (January- March 2021)

Ambition:	Support high aspirations
Objective:	Promote healthy, inclusive and accessible employment and learning opportunities.
Activity:	Make sure we have skills and expertise of our workforce to be able to induct and support learning opportunities in an agile way. (A8)
Milestones:	Procure a new corporate learning management system for implementation by April 2021.
Explanation of performance:	The existing Lincs2learn system contract is being extended for 12 months as the move to Hoople does not include a learning module. It is unlikely a new module/system will be in place until 2023/2024, so remaining with the existing system is the best plan.
Objective:	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds.
Activity:	We will develop effective county-wide relationships between the education and business sectors to attract and retain graduates in the county. (A4)
Milestones:	Set up a task and finish group with training providers, universities and the business community to devise a Lincolnshire Graduate retention plan March 2021. In partnership with key stakeholders, deliver the Lincolnshire Graduate retention plan.
Explanation of performance:	1) Set up a task and finish group with training providers, universities and the business community to devise a Lincolnshire Graduate retention plan March 2021. Delayed due to staffing resource issues. 2) In partnership with key stakeholders, deliver the Lincolnshire Graduate retention plan. Delayed due to staffing issues.
Objective:	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds.
Activity:	We will increase the number of apprenticeships across priority sectors working with employers and education providers to increase availability and attractiveness. (A5)
Milestones:	Establish the baseline data for current apprenticeship numbers within our priority sectors by November 2020. Work with GLLEP to develop a PR and Communication plan for engagement with employers and education providers to access and retain apprenticeships by December 2020.
Explanation of performance:	1) Establish the baseline data for current apprenticeship numbers within our priority sectors by November 2020. This data has now been accessed through the Greater Lincolnshire Local Skills Report and Labour Market Evidence Base created in April 2021. 2) Work with GLLEP to develop a PR and Communication plan for engagement with employers and education providers to access and

	retain apprenticeships by December 2020 - delayed due to staffing resource issues.
Objective:	Enhance the skills of our communities to meet the needs of our businesses and the economy
Activity:	We will enhance and articulate the education and training offer to our communities and work to increase the availability of education programmes across the county to meet business and community need. In Year 1 we will work with partners to enhance the offer in East Lindsey. (A2)
Milestones:	Map existing education and skills provision in East Lindsey by October 2020. Work with East Lindsey District Council on their Towns Fund application by October 2020. Develop a PR and Communication plan to promote via the 2Aspire website to host education and skills provision across the county February 2021.
Explanation of performance:	1) Map existing education and skills provision in East Lindsey by October 2020 - completed in March 2021. 2) Work with East Lindsey District Council on their Towns Fund application by October 2020 - support provided. 3) Develop a PR and Communication plan to promote via the 2Aspire website to host education and skills -provision across the county February 2021 - postponed due to staffing resource issues.
Objective:	Enhance the skills of our communities to meet the needs of our businesses and the economy.
Activity:	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing an updated skills plan. (A1)
Milestones:	Set up a task and finish group to develop a draft Skills Plan by March 2021.
Explanation of performance:	Work on a Skills Action Plan has been delayed due to staffing resource challenges, the work is now underway and the draft plan will be ready for review in June 2021.

Ambition:	Enable everyone to enjoy life to the full
Objective:	Create accommodation options for greater independence and wellbeing.
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)
Milestones:	District councils appoint shared post to develop work programme by 31 March 2021.
Explanation of performance:	The role and job description for a Strategic Lead - Enabling Healthy and Accessible Homes has been consulted on and agreed through Housing Health and Care Delivery Group (HHCDG) but a decision on district council hosting arrangements is still to be made. It has not been

	possible to recruit within the timeframe originally envisaged and so this has been rescheduled to 30 September 2021, however, progress on the work programme will be made through refocusing the Moving Forward with Disabled Facilities Grants (DFG) Group.
Objective:	Create accommodation options for greater independence and wellbeing.
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)
Milestones:	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.
Explanation of performance:	There has been a slight delay in the completion of the strategy document as a consequence of the lead officer being absent from work with COVID-19. The draft strategy will however be available in Q1 of 2021/2022.
Objective:	Promote the support offer to our communities to enable them to be self-sufficient and thriving.
Activity:	We will enable more people to be supported through technology. (A39)
Milestones:	Initialise analysis with business owners of the "Support Offer to Communities" to establish what the existing offer is and how technology might extend its delivery/exposure/scope to more people AND/OR if the support offer is to be extended (to more people) by the addition of technology which itself supports "Quality of life" in some way.
Explanation of performance:	Engagement will now progress to understand and advise how the business owners could proceed to establish the drivers and goals and identifying areas for investigation toward the design of the "Support Offer".
Objective:	Promote the support offer to our communities to enable them to be self-sufficient and thriving.
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)
Milestones:	1. Support CCG 5-year East Coast Plan to reduce health inequalities by 31 March 2021. 2. Complete development of specific work programmes with the Centre for Ageing Better: a. Housing b. Healthy Ageing (physical activity focus) by 31 March 2021 c. Social Connection by 31 March 2021 d. Employment by 31 March 2021.
Explanation of performance:	1. Supporting the development of an East Coast health inequalities plan is no longer a milestone as the CCG has decided this is to now be a countywide plan in line with emerging Integrated Care System (ICS) priorities.

	<p>2a. The initial Housing work programme with the Centre for Ageing Better has been agreed and is progressing in parallel with the emerging Housing Health and Care Delivery Group (HHCDG) Delivery Plan under the Lincolnshire Homes for Independence blueprint.</p> <p>2b and 2c. Work programmes for Healthy Ageing and Social (Community) Connections are in development and are now due by 30 June 2021.</p> <p>2d. The Employment work programme is emerging (in research phase) having engaged with the Greater Lincolnshire Local Enterprise Board (GLLEP). The programme will be informed by surveys of staff from local public sector employers, including Lincolnshire County Council.</p>
Objective:	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities.
Activity:	We will enable people to have improved access to support through the review and implementation of the "Lincolnshire all age autism strategy". (A30)
Milestones:	Review strategy in light of the update of the national strategy January 2021.
Explanation of performance:	We are still awaiting the updated national strategy in order to ensure our local strategy links to the associated national guidance. The local strategy will therefore be reviewed in 2021/2022 once the national strategy has been published.
Objective:	Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive.
Activity:	We will ensure fit for purpose, appropriate services are available for families to narrow the achievement gap, so all children thrive and achieve their potential. (A33)
Milestones:	Following presentation of the Early Childhood Strategy to the Children and Young People Scrutiny Committee, launch the strategy and reconvene the Early Childhood Services Strategy group to drive forward our ambitions. September 2020 – March 2021.
Explanation of performance:	Work on the strategy has not yet re-commenced due to the focus of all services across the system on ensuring services meet the immediate needs of children and families and ensure they are well supported. This means that the capacity of all partners to engage in development work has remained more limited during the last quarter. The re-convening of the Early Childhood Services strategy group is planned for the next quarter, with the current focus remaining on a review of the Early Years commissioned service, developing and delivering the Children's Centres offer to families in line with the Government roadmap out of lockdown, and linking with both maternity services and the high needs transformation work currently underway. All of these will ensure children's needs are met early and appropriate services are available for families that narrows the achievement gap, and all children thrive and achieve their potential.

Ambition:	Create thriving environments
Objective:	Improve the safety of local communities.
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)
Milestones:	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).
Explanation of performance:	We have remained behind target based on the annual accumulation of figures, but in the 4 th Quarter we saw an increase in compliance rate of assessments being carried out within 5 days. A number of changes to how referrals are initially managed have been made and with restrictions easing we are confident that the compliance rate will continue to increase into 2021/2022. Out of a total of 499 cases, we achieved our target on 385 occasions, resulting in a compliance rate of 77% for the year. Although the initial 5 day target was missed on 23% of occasions, we are able to confirm that all cases were followed up within a limited period of time and actioned as required. Internal recording and monitoring processes have also been developed which will allow closer scrutiny of performance at an early stage to support compliance and the need to amend ways of working.
Objective:	Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment.
Activity:	We will accelerate considered housing growth in Lincolnshire and maximise opportunities and investment in infrastructure work through working across all Councils and partners in Lincolnshire on "Planning for Growth." (A52)
Milestones:	Updated Strategic Infrastructure Delivery Plan produced November 2020, delivery strategy agreed March 2021.
Explanation of performance:	Work completed, however, sign off process delayed due to the cancellations of Leaders and Chief Executives meeting.
Objective:	Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business.
Activity:	We will stimulate economic growth through the development of business premises across the county and through delivering the economic capital programme with our partners. (A49)
Milestones:	Deliver additional access road on South Lincolnshire Food Enterprise Zone (SL FEZ). Deliver access roads for Skegness Business Park extension. March 2021.
Explanation of performance:	Additional access road on South Lincolnshire Food Enterprise Zone (SL FEZ) will be complete May 2021. Delays due to COVID-19. Access roads for Skegness Business Park extension will be complete May 2021. Delays due to COVID-19.

Ambition:	Provide good value Council services
Objective:	Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce.
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)
Milestones:	Develop shareholder agreement with Herefordshire Council for Hoople by 31 March 2021.
Explanation of performance:	The Shareholder Agreement is now complete as is going through the formal approval process of LCC, Herefordshire Council and Hoople Ltd. System testing has been completed and the project is currently in the user acceptance testing which will run for 14 weeks. Extensive payroll testing is in progress, but is currently behind schedule and taking longer than anticipated, predominantly due to the complexities of our data. This has caused larger than anticipated mismatches of data that all need to be reconciled, which requires investigation and identification of issues before making the necessary corrections. We have limited payroll expertise within the Council which is, as planned, being fully utilised and have therefore pursued the release and availability of experienced Serco Payroll staff to assist with the reconciliation activities to address the delays. Careful consideration is being given to this to ensure that the usual payroll operation is not adversely affected. We are committed to continuing with the methodical and thorough investigation and correction of all discrepancies during the first Payroll test rather than move to the next phase without the necessary completeness. This is to give the assurance and confidence that the payroll in the new system is calculating correctly.
Objective:	Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce.
Activity:	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. (A74)
Milestones:	By December 2020, all current opportunities explored for additional funding through the school leaver programme. By January 2021, develop and launch new assessment tools for recruitment to assess values and behaviours. By March 2021, develop, build and launch the new microsite for recruitment and apprentices using new Employer Value Proposition (EVP) brand. By March 2021, complete 2021 review of hard to recruit and retain roles and map to available apprenticeships standards. By March 2021, review all current opportunities explored to enable introduction of corporate work experience programme. By 1 st April 2021, the maximum number of learners (30) will be undertaking the Learning and Management Level 3 apprenticeship.

<p>Explanation of performance:</p>	<p>We have taken advantage of the incentive payments for new start apprentices and to date have claimed £78,000 of which £16,000 has been claimed corporately and £62,000 has been claimed on behalf of schools.</p> <p>An assessment and selection toolkit has been developed and is now hosted on Lincs2Learn. This includes template shortlisting and interview forms and gives guidance on writing good person specifications and interview questions relating to values and behaviours. We also work with hiring managers to determine if additional assessment tools are required such as occupational assessment and motivation questionnaires.</p> <p>Refresh of content for both Talent & Resourcing and Talent & Early Careers corporate website pages was initially delayed due to the development of SharePoint, which is now well developed and informative. The refresh of the Talent & Early Careers corporate website page (currently Find an Apprenticeship) was completed in February in preparation for National Apprenticeship Week and further updates are planned in line with Learning at Work Week. The Talent & Resourcing content has been written. The communications team has confirmed that the look and feel of the website will need to remain unchanged at present, however, content is currently being finalised with the phase 1 refresh to be completed by no later than end May 21. The longer term design ideas will be planned for Phase 2 and need to be added to the sprint schedule for update later in the year. In the interim, a refresh of the Applicant Tracking System (ATS) portal is underway and due for launch early May. This brings the ATS look and feel in line with the corporate website, with improved search functionality and design.</p> <p>The review of the H2RR roles (hard to recruit and retain) has been postponed to the end of the year to allow time for Director Area service recovery, however urgent requirements are being managed on an as and when basis.</p> <p>The corporate work experience and work placement process has been written however, it is currently being converted into a virtual process. Again any requests are being dealt with on an as and when basis and a full launch of the programmes will be implemented in line with the People Strategy timelines.</p> <p>We currently have 24 learners assigned to the Level 3 Team Leading and Supervision Diploma/Apprenticeship with 1 break in learning. We are currently preparing for a third cohort to commence in Sept 2021.</p> <p>Overall the COVID-19 pressures have impacted on the overall ability to meet all the milestones but good progress has been made.</p>
<p>Objective:</p>	<p>Shout loud and proud for Lincolnshire to achieve our ambitions.</p>
<p>Activity:</p>	<p>We will further develop international relationships to support economic growth. (A65)</p>
<p>Milestones:</p>	<p>International Trade working group meetings and action plan agreed by March 2021. Delivery of the International Trade (DIT) action plan commences April 2021.</p>

Explanation of performance:	1) International Trade working group meetings and action plan agreed by March 2021 - DIT funded external International Trade research for Greater Lincolnshire findings are not due until June 2021. 2) Delivery of the International Trade action plan commences April 2021 -on hold due to national DIT review and awaiting Greater Lincolnshire International Trade research findings to inform our strategy.
Objective:	Maximise opportunities to work with others and improve service delivery.
Activity:	We will improve service delivery through reviewing the Council's approach to commissioning, including needs assessment, service design, market development, procurement and contract management. In year 1, we will implement the findings of the commissioning review and focus on enhancing the Adult Social Care supply market. (A69)
Milestones:	Commissioning Review Final Report to CLT not later than 31 March 2021 to include approve agreed One Council Commissioning arrangements, agreed recommendations and proposed headline implementation plan, including changes required to status quo.
Explanation of performance:	The end date for the project was extended in agreement with Corporate Leadership Team (CLT) in January 2021, with delays due to working groups requiring more time than planned for complex tasks and project sponsor managing conflicting related priorities. Current timetable being worked to is to present recommendations to CLT in July 2021.