

Ambition: Support high aspirations

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A9	Deliver economic growth to create and sustain vibrant communities	We will support our market towns to thrive, delivering regeneration with our partners.	Deliver Pilgrim Fathers Memorial, Frieston. July 2021	Green (Ahead of plan)
A7	Champion educational excellence so that every child/ young person has a high quality education to succeed in life	We will continue to encourage schools to work through collaborations in order to maximise expertise and best practice, enhancing our strategy for school improvement within the school-led self-improving system.	Collaboration with the Lincolnshire Learning Partnership Board will ensure key priorities for school improvement are agreed with the sector and shared with our strategic Teaching School Hub partners.	Amber (On plan)
A6	Champion educational excellence so that every child/ young person has a high quality education to succeed in life	We will help schools to be skilled at supporting children with special education needs 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.	We will have launched the Valuing SEND Toolkit, to support settings in making objective assessments of children and young people's needs, and will begin to analyse its impact. A refreshed Local Offer will also be launched on a new platform. We will complete an evaluation of the use of the SEND Advice Line, launched in September 2020, and consider the impact on the number of requests for statutory assessments.	Amber (On plan)
A1	Enhance the skills of our communities to meet the needs of our businesses and the economy	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing and implementing an updated skills plan, taking a lead role in the LEP review and future delivery model. We will support and encourage initiatives to recruit and retain older adults, to keep people in employment for longer.	2) Draft Employment & Skills Work Programme consultation with employers, training providers, Department for Work and Pensions and GLLEP by August 2021 3) Employment & Skills Work Programme delivery commences September 2021	Amber (On plan)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A2	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds	We will develop effective county-wide relationships between the education and business sectors to attract and retain graduates in the county.	1) Work with providers to deliver support programmes to increase skill levels within East Lindsey - ongoing	Amber (On plan)
A10	Manage the risks to our environment from climate change to protect our natural and built resources for future generations	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 define our 10 year climate change plan with the new executive.	<p>Submitted bids to the Community Renewal Fund for a Green Lincolnshire project, designed to allow projects to tackle carbon emissions from businesses and local communities around the county. Although we have been notified, after substantial delays by Government, that these bids have not been successful, we continue to develop alternative funding opportunities to sustain momentum towards our overarching goal of net zero emissions by 2050 or earlier. For example, an alternative funding source has already been identified for the tree-planting elements of the CRF bids, and these will be pursued actively.</p> <p>On-going investment in energy efficiency projects as part of the Carbon Management Plan delivery – including converting the street-lighting to LED lamps. Established a joint working group with the Property Directorate to look at reducing carbon emissions from the LCC Estate – this led to a Zero Carbon Property Plan. LCC's joint working group is operating well.</p>	Amber (On plan)
A12	Manage the risks to our environment from climate change to protect our natural and built resources for future generations	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.	Information gathering to establish requirements of separate food waste collections. To complete the roll out of paper and card separate collections in Boston Borough. To plan the roll out of separate paper and card collections in North Kesteven District.	Amber (On plan)
A4	Promote healthy, inclusive and accessible employment and learning opportunities	We will produce sustainable 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	Local Transport Plan and the associated modal strategies approved by DLT and CLT to be shared with Executive and Support Councillor	Amber (On plan)

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A5	Promote healthy, inclusive and accessible employment and learning opportunities	We will complete a comprehensive workforce strategy for all commissioned services (in part with the ICS) to inform future skills and determine further resources required to deliver it	Will develop a delivery plan to complement the strategy	Amber (On plan)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A18	Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive	We will support families in their parenting role through continuing to deliver the healthy child programme, also evaluating the benefits of maternity hubs and extending these to other communities where appropriate.	Recovery and restoration of the Healthy Child Programme in response to National Guidance on Covid-19 prioritisation of Community Health Services. In addition identify key activities in regard to updated guidance on the health visiting delivery model.	Green (Ahead of plan)
A17	Design an accessible and responsive health and care system within local communities, protecting people and promoting wellbeing	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.	May 2021 - Establish Board for the Improvement and Development Programme May 2021 - Establish integrated delivery team and begin strengths based approaches and behavioural science roll out to teams July 2021 - Started roll out of self-serve financial assessment form across social work teams July 2021 - Development of online self support tool commenced September 2021 - Prepared 'TEC first' digital care sessions for social work teams, to commence roll out Q3 September 2021 - Develop a primed performance approach with revised metrics	Green (Ahead of plan)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A15	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities	We will continue to improve how we support children in care and care leavers to thrive through the delivery of the children in care strategy.	We have commissioned a feasibility study, costing and designs for the development of two children's homes either on existing Lincolnshire County Council sites or a new build. Detailed costed designs were presented to Members of the Executive at the end of May 2021. The Valuing Care approach continues to be piloted within Children in Care Teams and went live in May 2021. A refreshed, co-produced Early Help Strategy has been presented to Children's Services Executive DLT and the Lincolnshire Safeguarding Children Partnership and was approved in June 2021.	Green (Ahead of plan)
A13	Create accommodation options for greater independence and wellbeing	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.	April 2021 – County News Article advertising De Wint Court and further projects June 2021 – One Public Estate funding awarded to The Hoplands project. June 2021 – One Public Estate funding awarded to King's Road scheme in Spalding June 2021 – Site investigations commence at The Hoplands	Amber (On plan)
A14	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities	We will provide intensive and tailored support for young people who have complex multiple needs, maintaining them within their family where it is safe to do so and increasing locally available provision. Improvement in this area is underway via our Children in Care Transformation Programme.	Quarter 2 revenue funding of £400,000 has been agreed in principle by Children's Services. The cost would be offset by savings made in out of county placements and young people returning to Lincolnshire to live closer to family, friends, connected people and their community. Lincoln City Council have identified 2 suitable plots of land for the projects. We have secured commitment from Members to gift it to Barnardo's for the purpose of building GAP housing.	Amber (On plan)
A16	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities	We will work with the 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	We will have implemented the Team Around the Adult Pilot and have scheduled an evaluation	Amber (On plan)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
		complex needs.		
A19	Promote and enable better mental health for all	We will develop Joint Commissioning arrangements with NHS partners that facilitate the Transformation of Community Mental Health Services for Adults in Lincolnshire.	We will have established a task and finish group and commenced proposals on scope of the complex case pooled budget	Amber (On plan)
A20	Promote the support offer to our communities to enable them to be self-sufficient and thriving	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. Our development of our ICS will continue and develop this approach.	<p>Implement Public Health Information Programme for 2021/22 - green</p> <ul style="list-style-type: none"> - 12 Positive Steps for Mental Health launched 10/09/21 to coincide with World Suicide Prevention Day - Changes to ACCW web pages implemented to reflect strengths based approach - Connect to Support Lincolnshire mobile apps developed & implemented <p>Implement Public Health Commissioning Programme for 2021/22 - green</p> <ul style="list-style-type: none"> - One You Lincolnshire expanded adult weight management service is now operating & progress being reported to PHE. - Carers Service re-commissioning on track - Lincolnshire Community Equipment Service Re-Commissioning on track <p>Implement Public Health Priority Work Programme for 2021/22 - green</p> <ul style="list-style-type: none"> - Oral Health Promotion Service is underway with the provider (CDS) supporting Early Years settings <p>Implement Health Protection Programme - green</p> <ul style="list-style-type: none"> - continue to meet government & local requirements to manage covid pandemic - support to schools to understand & implement the new contingency framework & DfE guidance ahead of the September 	Amber (On plan)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A21	Promote the support offer to our communities to enable them to be self-sufficient and thriving	We will now work with partners to roll out our new ICS, setting clear priorities for the next 3 years to improve health and wellbeing across Lincolnshire	The work to develop a Section 75 agreement for people with mental ill health and/or learning disability is progressing as is the sign-off of the 21/22 Better Care Fund.	Amber (On plan)

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A24	Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel	We will improve the digital connectivity across our rural county through continuing to work with, and influence, central government to generate the funding and flexibility to enable us to achieve gigabit capable digital communities and provide business growth opportunities. Broadband for residents will be above national rates. In addition, we will continue to stimulate private investment opportunities in full fibre infrastructure.	We will achieve 94.2% coverage by the end of quarter 2.	Green (Ahead of plan)
A32	Provide sufficient, high quality and inclusive education places locally	We will create more than 500 new special school places by 2024 as part of delivering the Building Communities of Specialist Support Strategy. We will work towards making 300 of those places available by September 2022.	By September 2021, 84 new places will be available in Lincolnshire Special Schools.	Green (Ahead of plan)
A28	Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business	We will stimulate economic growth through the development of business premises across the county and through delivering the economic capital programme with our partners.	Deliver additional access road on South Lincolnshire Food Enterprise Zone (SL FEZ). May 2021 Deliver access roads for Skegness Business Park extension. May 2021	Amber (On plan)
A26	Deliver 'clean' growth in the right place and at the right time	We will use our planning responsibilities to increase the benefits, and reduce the disbenefits, of new residential and commercial growth to our communities	A quarterly report will be produced detailing the number of planning applications received by the highway and lead local flood authority, and the number of responses issued within the statutory 21 day timeframe.	Amber (On plan)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A29	Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment	We will attract all sectors to make a major contribution to the planning and delivery of growth in the county, through being a leading partner in the Greater Lincolnshire LEP.	Use the projects submitted to the Strategic Infrastructure Delivery Plan to begin to articulate more clearly the needs of the county. Take a "Infrastructure Paper" to the Leaders and CX meeting and use the feedback to plan next steps. Ensure that requirements for growth help to shape Local Transport Plan and other strategic documents.	Amber (On plan)
A30	Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment	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."	Use the projects submitted to the Strategic Infrastructure Delivery Plan to begin to articulate more clearly the needs of the county. Take a "Infrastructure Paper" to the Leaders and CX meeting and use the feedback to plan next steps. Ensure that requirements for growth help to shape Local Transport Plan and other strategic documents.	Amber (On plan)
A31	Provide sufficient, high quality and inclusive education places locally	We will aim to deliver 695 more places by September 2022 across mainstream primary and secondary schools to meet local demand through implementing our 3 year Basic Need capital programme.	Basic Need Paper to Children's DLT outlining where places are needed and how many.	Amber (On plan)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A44	Continue to innovate and make best use of our assets	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 Collection Museum and Gallery and other heritage sites.	Progress of cultural recovery against the future ambitions for the transformation of heritage service.	Green (Ahead of plan)
A42	Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce	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.	Implementation of People Strategy (2021 to 2024) workplan and governance structure	Green (Ahead of plan)
A48	Be there when communities need us most, responding collaboratively to emergencies	We will effectively plan for a sustained recovery from COVID 19.	Achieve the covid recovery road-map targets	Amber (On plan)
A35	Design our processes and services to meet customers' needs	We will focus now on the implementation of our digital blueprint and customer services strategy to ensure these opportunities are maximised. We will transform how we engage with communities, listening and acting on what they say and supporting them to be resilient and self-sufficient. This will be articulated through the refresh of our community strategy.	Approval of the customer strategy	Amber (On plan)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A40	Engage, listen and respond to our communities	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, as well as Signs of Safety within Children's services.	<p>Establish Programme Board for the Improvement and Development Programme by April 2021.</p> <p>Establish integrated delivery Team and complete roll out of strengths based approaches and behavioural science training to 4 teams by May 2021</p> <p>Complete rollout of integrated delivery team and begin roll out of strengths based approaches and behavioural science training to 6 teams by August 2021</p> <p>Changes to the LCC website Adult Care and Community Wellbeing and customer facing information to focus on independence, utilising strengths based approaches and applied behavioural science by July 2021</p>	Amber (On plan)
A41	Maximise opportunities to work with others and improve service delivery	We will improve service delivery through shifting our culture to focus on outcomes. With the Business Intelligence strategy working to deliver improved use of data and insight to understand our customers' needs, we will then be able to shape our services and those that we commission accordingly. This will also enable better measurement of the impact of internal and commissioned activity.	<p>We will develop a Business Intelligence Strategy which outlines our vision and builds on our intention to be a data led organisation.</p> <p>We will report quarter 1 and 2 data on the Corporate Plan success framework to both Councillors, senior officers and the public.</p>	Amber (On plan)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A47	Put our customers first, so we respond with one voice, working effectively across teams	We will transform the way we engage with customers through the implementation of a customer strategy. We will maximise technology solutions in the Customer Contact Centre to enable customers to do more online, including paying for services. In year 2 our emerging digital strategy will enable us to be innovative so our customers can access us through multiple channels.	Customer Strategy Approved in September 2021. Senior Officer nominated to be responsible for customer experience across the Council by Sep 2021. Develop an over arching Customer Strategy action plan which aligns to the digital strategy.	Amber (On plan)
A36	Shout loud and proud for Lincolnshire to achieve our ambitions	We will target further benefits for the county through working towards a Greater Lincolnshire devolution deal that increases central government investment.	Development of devolution asks and engagement in accordance with government timelines	Amber (On plan)
A38	Shout loud and proud for Lincolnshire to achieve our ambitions	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.	Research and development of a Low Carbon and a Ports & Logistics investor proposition by July 2021	Amber (On plan)
A39	Shout loud and proud for Lincolnshire to achieve our ambitions	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.	Appointment of in-house recruitment social care expertise and to work in conjunction with CLT to focus and prioritise areas of focus as part of the Council's People Strategy and forthcoming inaugural Board.	Amber (On plan)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A37	Shout loud and proud for Lincolnshire to achieve our ambitions	We will seek to maximise government investment into the county, raise the profile of the county and the Council, through investing in local and national partnerships, including being part of Midlands Engine. We will champion Lincolnshire, including through lobbying our local MPs and the government.	Develop further LUF work to position Lincolnshire in a position of strength. Respond and contribute to Midlands Connect strategy refresh.	Amber (On plan)