

**Open Report on behalf of James Drury,
Executive Director - Commercial**

Report to:	Executive
Date:	1 March 2022
Subject:	Corporate Plan Success Framework 2021/22 - Quarter 3
Decision Reference:	I025501
Key decision?	No

Summary:

This report presents an overview of performance against the Corporate Plan as at 31 December 2021. Detailed information on performance can be viewed on the Council's [website](#).

Recommendation:

1. That performance for 2021/22 as at 31st December 2021 be considered and noted.
2. That agreement is given to the setting a Lincolnshire ambition for those contextual measures outlined in section 4.6.

Alternatives Considered:

No alternatives have been considered to recommendation 1 as it reflects factual information presented for noting and consideration.

Reasons for Recommendation:

To provide the Executive with information about how the Council is performing against the Corporate Plan.

1. Background

- 1.1 The County Council's Corporate Plan (CP) 2020-2030 sets out our priorities for local residents and communities. The Corporate Leadership Team (CLT) and Assistant Directors (ADs) have developed the Corporate Plan Success Framework (CPSF) 2020-

2023. This identifies the developmental activities and Key Performance Indicators (KPIs) that would be undertaken during the first 3year period of the 10 year CP in order to achieve the four ambitions outlined in the CP.

1.2 The CPSF was then further refined and agreed in late 2021 in light of the impact of COVID-19, to reflect emerging priorities; be more streamlined and focussed; demonstrate outcomes we are working to influence and enable strategic conversations in a broader strategic context. We also sought to improve the visualisation of the information.

1.3 The **four ambitions** for the Council are:

- Create thriving environments
- Enable everyone to enjoy life to the full
- Provide good value council services
- Support high aspirations

1.4 All of the four ambitions are 'progressing as planned'. This is based on both the key activities and KPIs.

1.5 This report provides the Executive with highlights of performance of the revised CPSF. The full range of performance is hosted on the Council's [website](#).

2.0 **Performance is reported by exception.**

2.1 For **activities**, this includes those which are:-

- **Amber: "Progress is within agreed limits"** a current milestone is slightly behind but the Activity overall is still on plan.
- **Red: "Not progressing as planned"** the Activity is currently behind plan and work is being done to try to achieve Objective or the Objective cannot be achieved.

Details of all activities including those rated as **Green: "Progressing as planned"** are available in Appendix A and on the Council's [website](#).

2.2 For **KPIs**, this report includes those where an ambition (target) has been set against the KPI and the **ambition** has either-

- Been achieved (within the ambition and tolerance levels set)
- Not been achieved (outside of ambition and tolerance levels set)

2.3 The report also included **KPIs** where there is not an ambition set but performance is either:

- Ahead of comparators such as similar authorities or national.

- Not where we would expect to be in relation to similar authorities or national comparators.

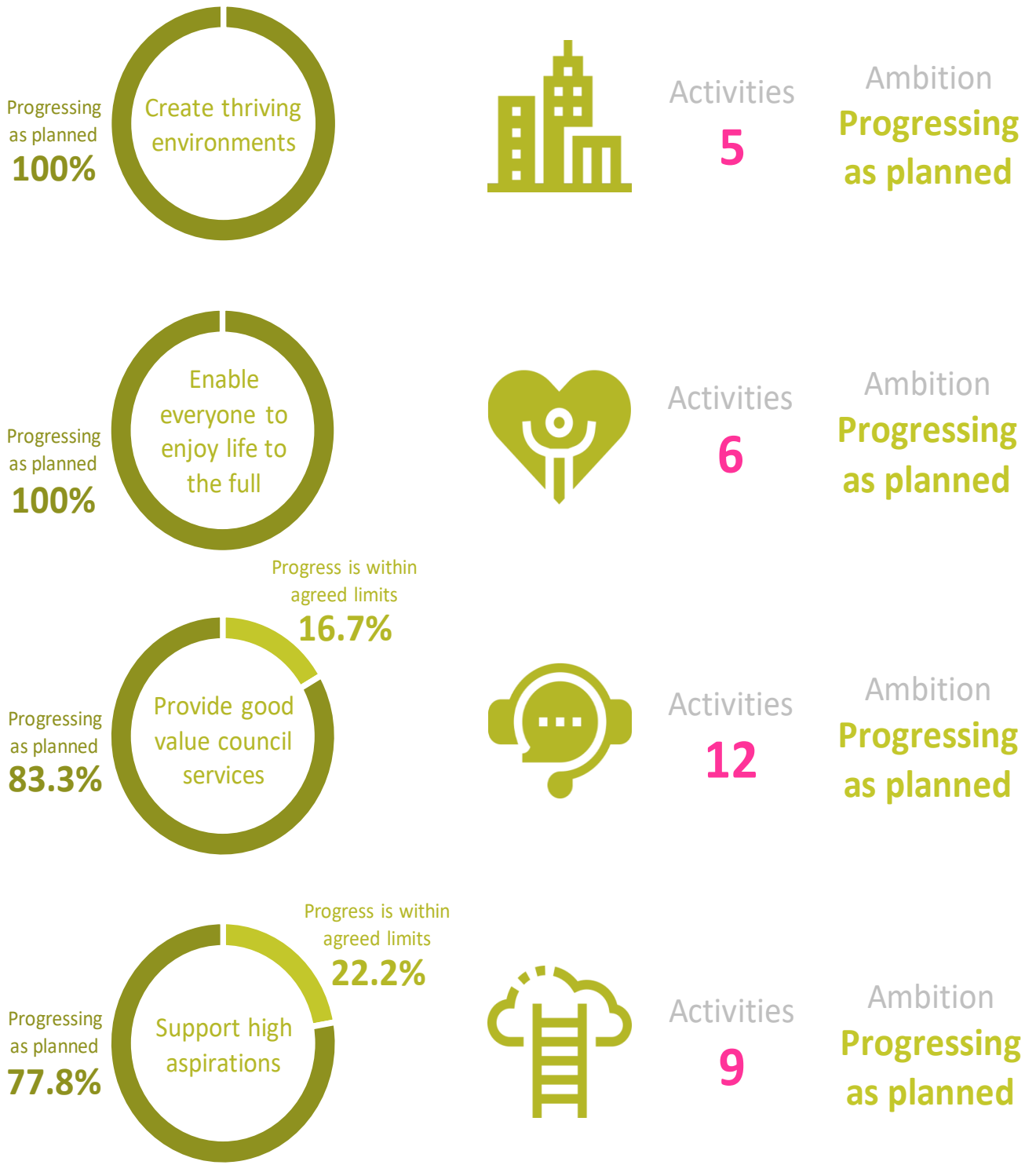
A judgement has been made by the Executive Director on the measures to include in the covering report. All KPIs can be found on the Council's [website](#).

3.0 **Headline performance – Key activities**

3.1 Services have provided key milestones for each activity for 2021/2022. Progress is an objective judgement by the service against the milestones.

3.2 To summarise, of the **32 activities** with milestones due to be reported, **100%** are rated as either **Progress is within agreed limits** or **Progressing as planned**.

28	Progressing as planned	Current milestone achieved and activity overall is expected to be achieved either on time or ahead of timescales.
4	Progress is within agreed limits	A current milestone is slightly behind but the activity overall is still on plan.
0	Not progressing as planned	Activity is currently behind plan and work is being done to try to achieve objective or the objective cannot be achieved.
32	Progressing as planned	Overall performance of activities



3.3 Those key activities that are Amber rated are still progressing within agreed limits however, one of the milestones may have not been achieved but the overall activity is still on track and therefore there is no cause for serious concern at this stage. These are:

3.3.1 Support high aspirations

A10 - 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.

- ***Holding the first Lincolnshire Climate Summit in October 2021 – engagement on the next steps for the Green Masterplan and promoting local actions to tackle climate change. Launch of the Lincolnshire Climate Partnership to encourage zero carbon projects within the county.***

The Climate Summit was successfully delivered, generating great interest and momentum. The launch of the Climate Partnership has been delayed because Government Community Resilience Funding was not forthcoming. Alternative funding sources are now being explored.

A12 - 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 by establishing needs of District Councils through workshops. To complete the roll out of separate paper and card collections in North Kesteven District.***

Workshops have been completed with district council partners and discussions taken place with neighbouring authorities. Paper and card bin roll out now finishing in North Kesteven and discussions taking place with West Lindsey for the next phase in April.

3.3.2 Provide good value Council services

A42 - 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.

- ***Commencing actions against revised workplan in discussion with Corporate Leadership Team (CLT) and the People Strategy Board***

The People Strategy workplan is in place and in discussion with CLT. Some aspects paused until 22/23 to enable actions around staff attraction and retention to take precedence.

A47 - We will transform the way we engage with customers through the implementation of a customer strategy. We will maximise technology solutions in the Customer Service Centre (CSC) 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.

- **Business cases for CSC priority areas to be aligned to Customer and Digital Strategies. Select Customer Advocates and commence training by Dec 2021. Commence engagement for Customer Charter by Dec 2021.**

Work continues to align the customer and digital transformation work across the Council. Recommendations on both were considered by the Corporate Leadership Team on 17th December. The Customer Digital Delivery activities are in the process of being programme planned, with resource options being considered during quarter 4. Once the work programme has been approved, the Customer Digital Delivery activities will increase the range of self-service solutions available to customers, reducing demand on our contact centre and ultimately reducing costs. During quarter 4, work will commence on selecting customer advocates who will as part of their role support the development of the Customer Charter. These are now targeted for completion within quarter 1 2022/23.

4.0 Key Performance Indicators (KPIs)

4.0.1 Further to the reporting in quarter 2 we now have 2 types of KPIs being reported in this report, those where an ambition (target) has been set and those where a judgement around performance has been made (contextual).

4.1 Of those KPIs where an ambition (target) has been set, 8 can be compared with an updated position for quarter 3 progress reporting. Of those, 75% (6) met their ambition (target):-

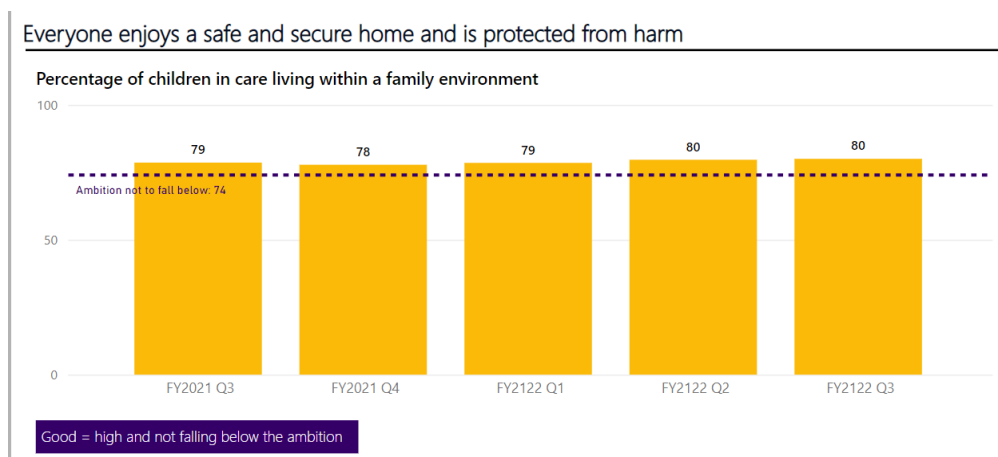
- 1 exceeded the ambition
- 5 achieved the ambition
- 2 did not achieve the ambition

These are set out below under each of the relevant ambitions.

4.2 Exceeding ambition

4.2.1 Enable everyone to enjoy life to the full

PI 15: Percentage of children in care living within a family environment ✓



Performance continues to remain above target and has improved slightly on last quarter (80% in Q3 2021/22 compared to 79.65% in Q2 2021/22). It confirms that, for many children in care, a family placement is deemed the most suitable means of offering care and maintaining children

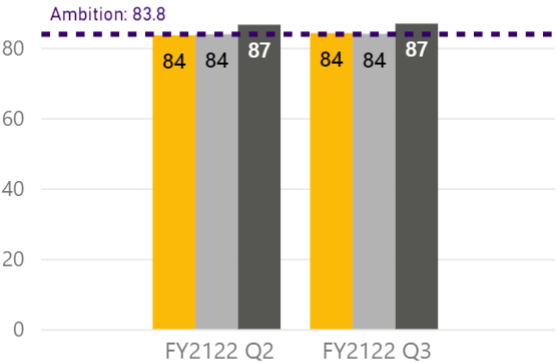
within their family networks. The Council continue to explore enabling children and young people to remain within their family or extended network if they cannot, for whatever reason, live with their parents.

4.3 Achieving ambition

4.3.1 Support High Aspirations

PI 1: Percentage of schools that are judged good or outstanding ✓

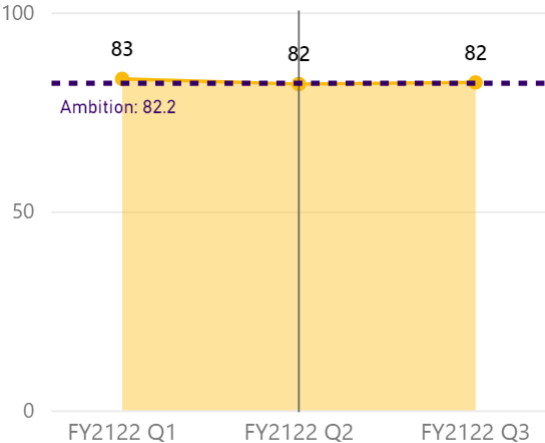
● Lincolnshire ● Stat neighbours ● England



Good = high and achieving the ambition

The proportion of schools judged as good or outstanding has improved this quarter and is now 84.1%. From this period last year, this is a 0.9% increase. This is now above statistical neighbours by 0.2% although remains below national by 2.7%.

PI 2: Percentage of pupils in outstanding or good schools ✓

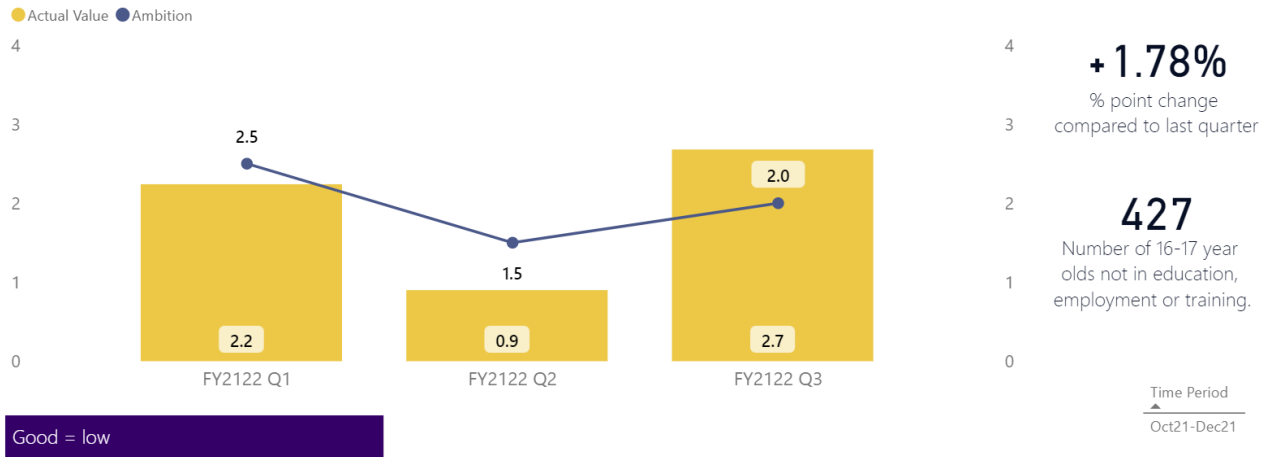


Good = high and achieving the ambition

The proportion of pupils in good or outstanding pupils has improved by 0.4% and meets the target set. This is a positive outcome and demonstrates the improvements schools

have continued to make during the pandemic in addition to dealing with the additional challenges in dealing with Covid 19.

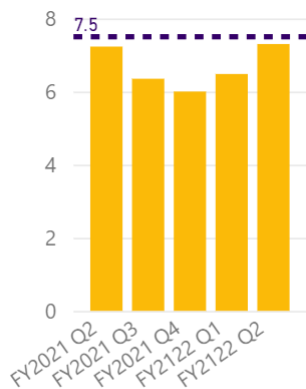
PI 4: Percentage of 16-17 year olds not in education, employment or training ✓



As anticipated through this quarter’s target the percentage of 16-17 year olds not in education employment or training is higher than last quarter but still within the tolerance of the target. Quarter 3 is the start of the new academic year and the situation of many young people has not been resolved or confirmed at this point in time. The work of our trackers continues to be very productive in making contact with young people.

4.3.2 Provide good value council services

PI 44: Days lost to sickness absence per FTE ✓

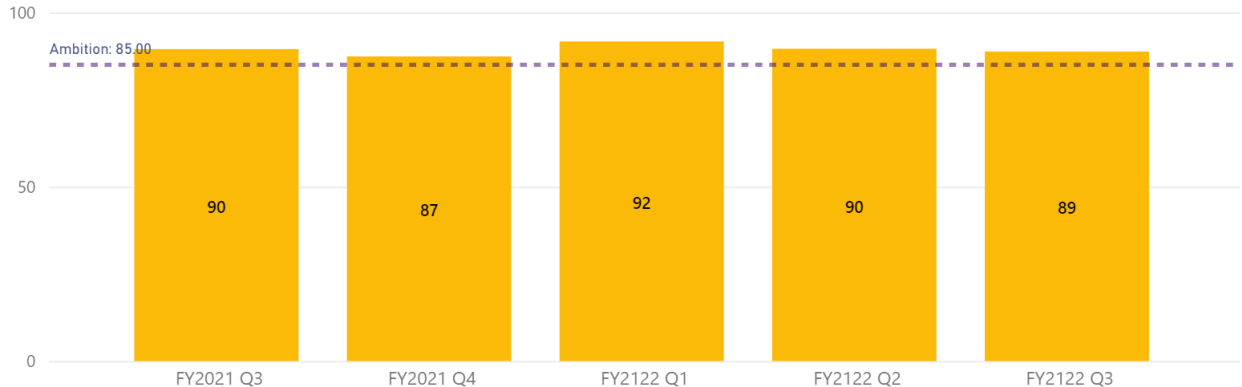


Good = low sickness absence

The sickness days lost per FTE has increased from Q1 (6.48) to Q2 (7.3) (data lags by one quarter). This upward trend is as a result of lower sickness levels in 2020 due to extended periods of homeworking and reduced contact between workers. An increase of COVID-19 absences during the summer months when Cold and Flu is normally less prevalent has impacted the Q2 figures.

4.3.3 Enable everyone to enjoy life to the full

PI 25: Percentage of people who remain at home 91 days after discharge ✓



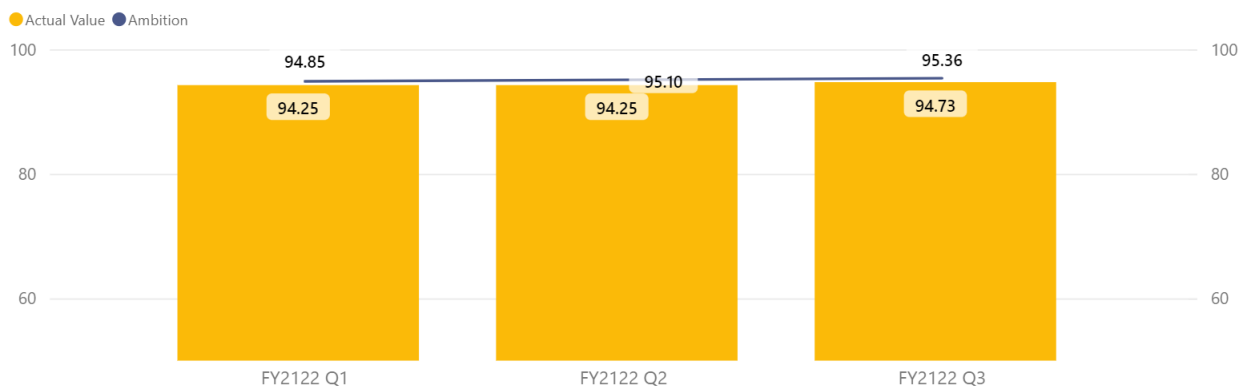
Good = high and achieving the ambition

Discharges from hospital leading to the client being at home 91 days after has achieved its target in quarter 2. 88.8% of people remained at home 91 days after discharge, this equates to 1712 people out of the 1928 people actually discharged. In part this is due to the work of the hospital teams to help clients stay in their own homes longer if that is the best option and the work of the reablement team to offer short and intense support to help clients after they are discharged.

4.4 Not achieving ambition

4.4.1 Create thriving environments

PI 32: Percentage of superfast broadband coverage in residential & business premises ✗



Good = high and achieving the ambition

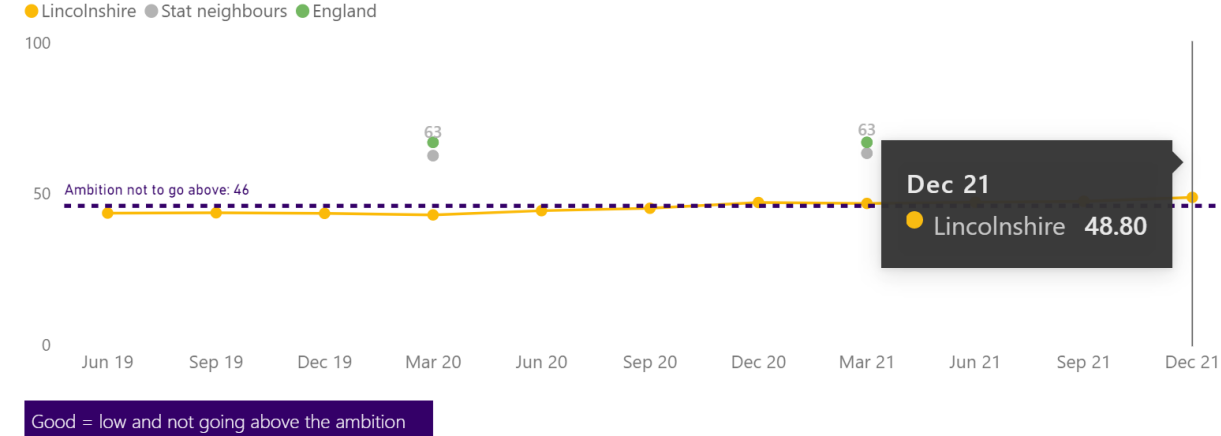
The broadband Superfast target is slightly behind where we projected and there are a number of reasons for this. First and foremost is the continuing growth in premises count seen across the county since the original targets were aspired to as far back as March 2013. At that point, we had a premises count in the county of circa 315K (based upon 2011 Census) which subsequently increased to 343K in 2015. With the continued growth

in premises numbers since then, the numerator/denominator we use is an ever-changing set of numbers. Secondly, we have experienced some equipment delays in the current contract that has adversely affected delivery dates. The worldwide semi-conductor shortage has delayed the availability of radio equipment needed in the work being carried. It is pleasing to note that this has largely been resolved and we now expect to hit 97% Superfast coverage by late July 2022.

At this stage, it is worth mentioning that the current broadband environment in the UK is being driven by a need to deliver much higher speeds than 'Superfast' broadband. Current Government aspirations are that the UK will realise 85% of all premises being able to achieve gigabit levels of download speeds by 2025 and the emphasis by all organisations in the broadband market, is to achieve this target. The current contract we have with Quickline Communications Ltd focusses on the delivery of 'Ultrafast' broadband (download speeds in excess of 100Mb/s) as an absolute minimum in the rural areas being targeted, with gigabit levels of broadband being achieved in many of these areas as we move through 2022. The proposed 'Project Gigabit' being run by BDUK (DCMS) will seek to deliver gigabit capability to most of the rural areas over the coming 4 years. This sits on the back of the current huge investment in full fibre connectivity by private investors that is ongoing in many of the larger urban clusters in the county. Going forward, we fully expect to hit at least 85% gigabit capability by the target date of 2025.

4.4.2 Enable everyone to enjoy life to the full

PI 14: Rate of children in care (per 10 000) ❌



This measure has not achieved the target of 46 per 10,000, moving slightly above the upper target tolerance of 48 per 10,000. The number of Children in Care starters over Quarter 3 2021/22 has increased by around 39% compared to Quarter 2, whilst the number of care leavers has remained reasonably static. The increase in new entrants to care has pushed the Children in Care per 10,000 figure further up over the past quarter. The growth in numbers is partly attributable to the number of unaccompanied asylum seeking children that have arrived as part of the new temporary mandated scheme for all Local Authorities in relation to the National Transfer Scheme. The expectation is that Lincolnshire will take a maximum of 103 children which equates to 0.07% of the general

child population and therefore there continues to be a likely impact of growth going forward.

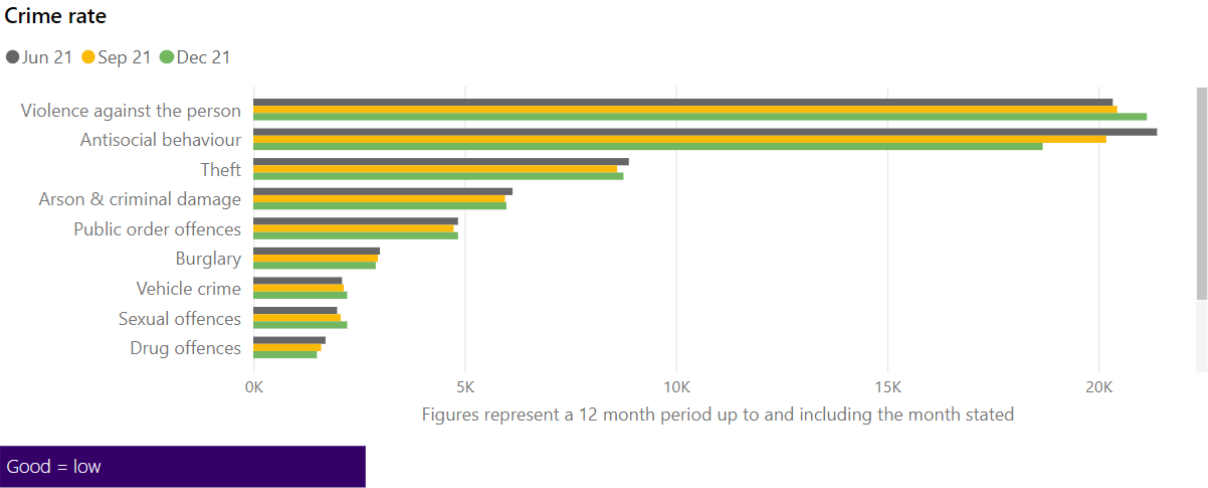
Despite the growth this quarter and the potential for future increase there continues to be an emphasis on prevention from children going into care and exit planning from the care system where it can be achieved. However, despite the increase, the Lincolnshire number of Children in Care per 10,000 remains significantly below the most recent published figures both nationally and by our statistical neighbours (67 per 10,000 and 63.4 per 10,000 respectively as at 31st March 2021).

4.5 Contextual KPIs

These are KPIs which do not have an ambition set but have been given a rating by the Executive Director. This rating therefore does not show on the Council website but instead shows as a contextual measure.

4.5.1 Create Thriving Environments

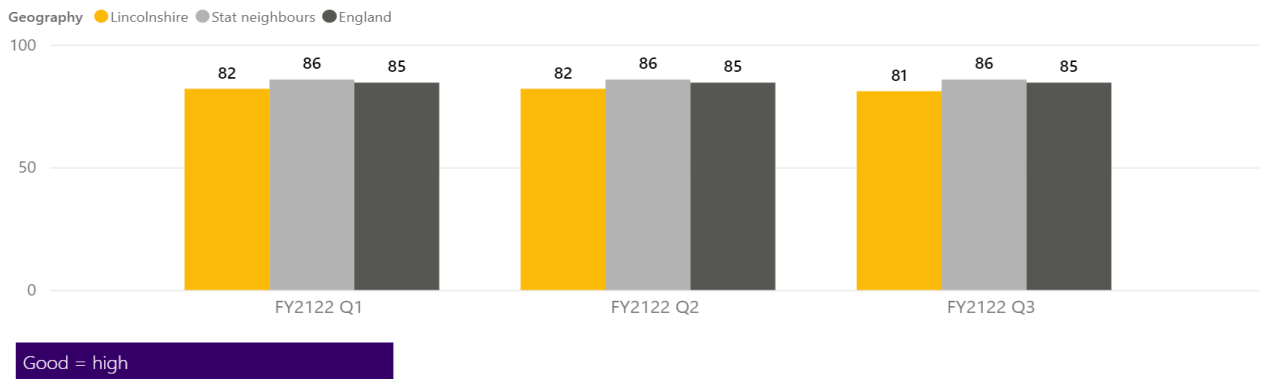
PIs 30 and 31: Crime Rate ✓



Overall crime was down 0.3% in the 12 months to December 2021 compared to the same period in 2020. Antisocial behaviour had decreased 11.21% in the 12 months to December 2021 compared to the same period in 2020. The crime data provided is for the purposes of context setting, and in contribution to building a current picture of Lincolnshire, only. Existing mechanisms are already in place to scrutinise police data. Please note: the data was correct at the time of extraction by Lincolnshire Police and, as such, may differ from other sources of information.

4.5.2 Enable everyone to enjoy life to the full

PI 16: Percentage of facilities rated as good or outstanding by CQC: Adult Social Care ✘



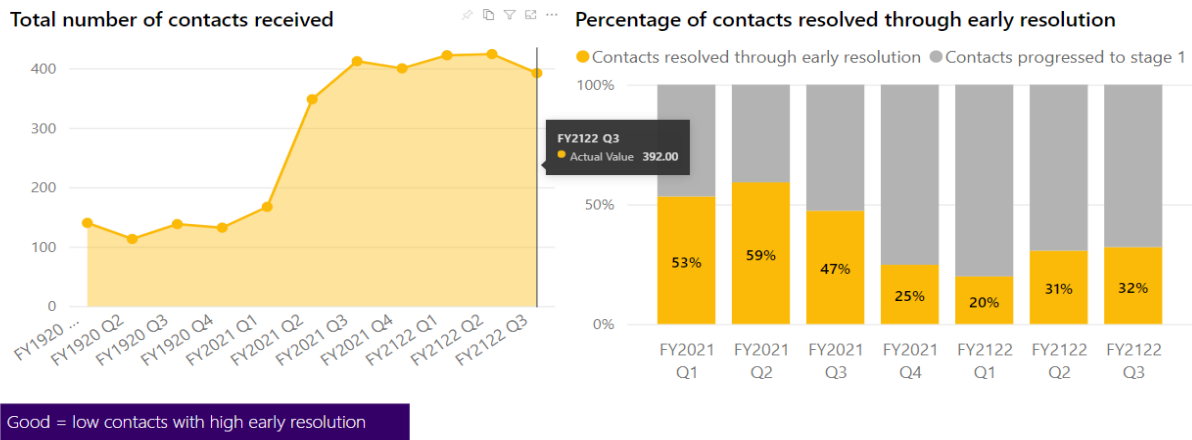
Prior to the pandemic, Lincolnshire had been very effective in reducing the number of homes rated as requires improvement or inadequate. Between February 2017 and February 2020, the number of homes with a poor rating fell from 81 to 46. This was achieved through proactively working across the sector implementing our Maximising Support, Minimising Risk intervention work programme working closely with those homes requiring improvement to meet and sustain the required standards. This work programme had to be put on hold due to the pandemic and all services operating in response mode. However, during this period close monitoring and oversight of high-risk services was maintained via the multi-agency Service Quality Review board to ensure that safety was maintained and quality improved where risks were identified. A partnership working approach was adopted with CQC during the pandemic with increased information sharing and joint decision making around most appropriate interventions with Providers causing concern.

Now in recovery phase, over threshold contract visits have resumed allowing full assessments to be completed to gain a full picture of the quality of services. Where issues are identified, formal improvement plans are being implemented and appropriate multi-agency support being put in place to enable Providers to meet the requirements. In addition, investment is being made for the provision of targeted support for those Providers most in need to mentor service managers in their roles to empower them to improve services and reduce reliance on Council support. The Maximising Support, Minimising Risk intervention work programme has also been reinstated.

Throughout the pandemic the sector has been supported financially via a number of grants to help bolster workforces to uphold service provision through challenging times. Further work is currently underway with the launch of a workforce attraction campaign for homecare, funded by the Council, due to launch imminently to assist in filling the gaps in workforces many Providers are finding challenging to fill.

4.5.3 Provide good value council services

PI 43: Total number of complaints received ❌

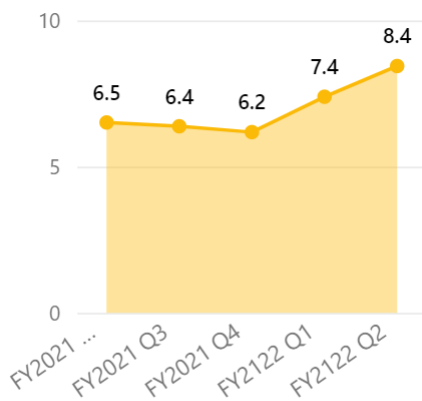


Quarter 3 saw a slight reduction in the total number of contacts being received from individuals expressing dissatisfaction with a total of 392. The percentage able to be resolved through Early Resolution increased slightly to 32%. These figures reflect the current types of contacts being dealt with and whilst we have seen a reduction in complaints in respect of Home to School transport, there have been fluctuating peaks in other areas including Special Educational Needs and Disabilities, Street Parking and Lighting, Waste and Adult Care. Highways remains the highest area for contacts. We continue to monitor trends in volumes and feed these back direct to Directorates.

The percentage of complaints being resolved through early resolution decreased from 53% in FY2021 Q1 although the success rate has increased but remains relatively stable for the last 2 quarters at around 32%. Additional resource has been put into the Customer Relations team with training provided on promoting early resolution alongside service areas for a positive customer outcome.

The trend in number of contacts to the Council increased significantly in 2020/2021 and remain at levels of 400 to 450 per quarter. The percentage of contacts progressing to stage 1 has also increased over this period but over the last 2 quarters has reduced with the numbers now balancing out at around 68%.

PI 58 Percentage of staff who voluntarily left LCC ✖



Good = low turnover

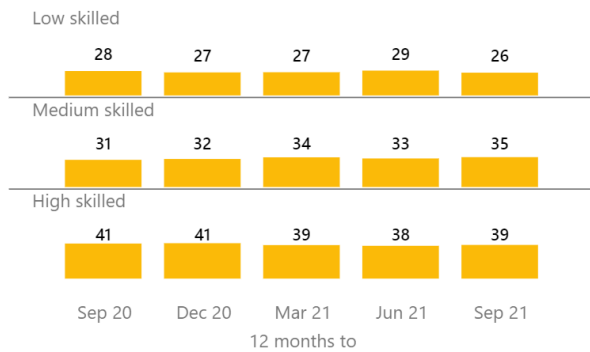
A current workforce risk is the upward trend in turnover. Whilst this is not unexpected, due to the lifting of Covid-19 restrictions, given the national shortages in supply for key roles, the issue is more pressing. The implementation of the People Strategy Work Plan has a specific focus on Attraction and Retention (A&R). In Autumn 2021, an A&R framework was co-produced with services and launched in January 2022. This provides short, medium and long term interventions that offer variety for Directorates, as well as an opportunity for corporate transformation so that there are positive effects on time to hire.

In addition to the recent employee survey results, a culture and leadership 'stocktake' will be undertaken in the Spring 2022 involving a large number of employees from LCC to get underneath the areas for development to make the authority an 'employer of choice'.

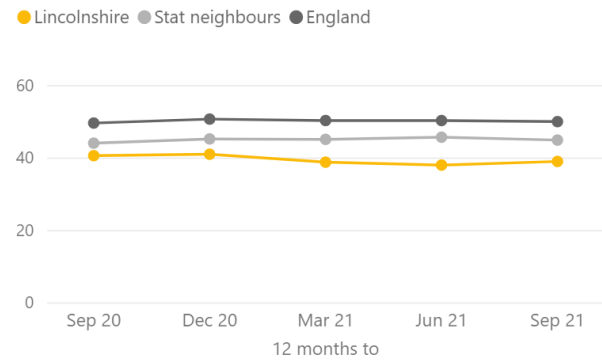
4.5.4 Support High Aspirations

PI 5: Percentage of people in employment by occupational skills category and Percentage of people employed who are in high skilled jobs ✖

Percentage of people in employment by occupational skills category



Percentage of people employed who are in high skilled jobs

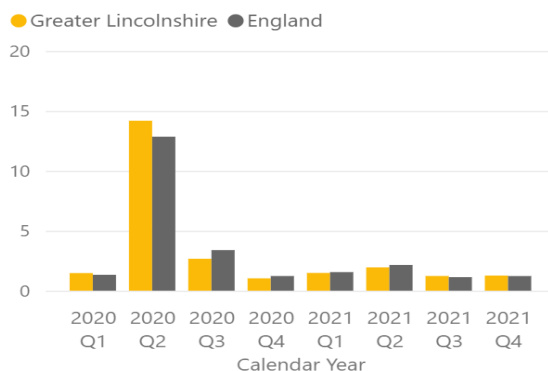


Good = larger proportion of people in higher skilled jobs

Note that there are higher fluctuations in the Lincolnshire data due to sample size. In Q3, 38.9% of the working population in Lincolnshire were classed as in 'high skill' occupations (SOC 1-3). This is slightly higher than Q2, where 37.9% of the working population were in this bracket. In England, 49.9% of the working population were classed as in 'high skill' occupations. The discrepancy between Lincolnshire and National proportions is largely down to the sectoral makeup of Lincolnshire, which is slowly transitioning to through progress in relatively traditional sectors which make up a large proportion of the workforce, such as food production and manufacturing.

This is recognised by LCC, who are working in partnership with Greater Lincolnshire LEP Employment and Skills Advisory Panel (ESAP), a panel which brings together employers, skills providers and local stakeholders to better understand and resolve skills mismatches across Lincolnshire. The ESAP has recently produced a Local Skills Report for the Department for Education (more information [here](#)) that sets out the local strengths, needs and local priorities across the area.

PI 6: Ratio of business births to deaths ✓

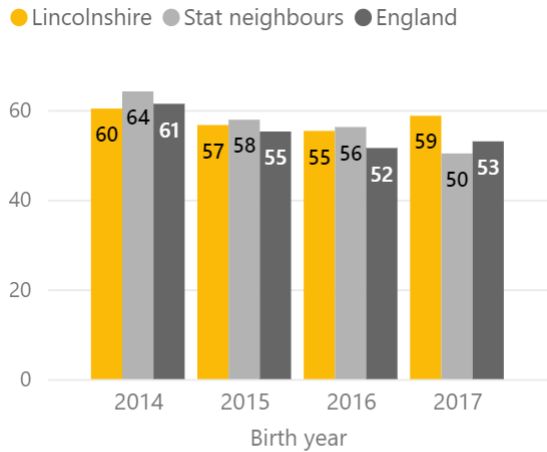


Good = being in line with the national average

In Q4 2021 (calendar year) there were 1.26 business starts for every business cessation. In total in 2021 there were 2,094 more business starts than business cessations in

Lincolnshire. This indicates a healthy creation of businesses and increasing net change in businesses. During 2021 there was a more consistent pattern, following a volatile 2020 cause predominantly by Covid-19.

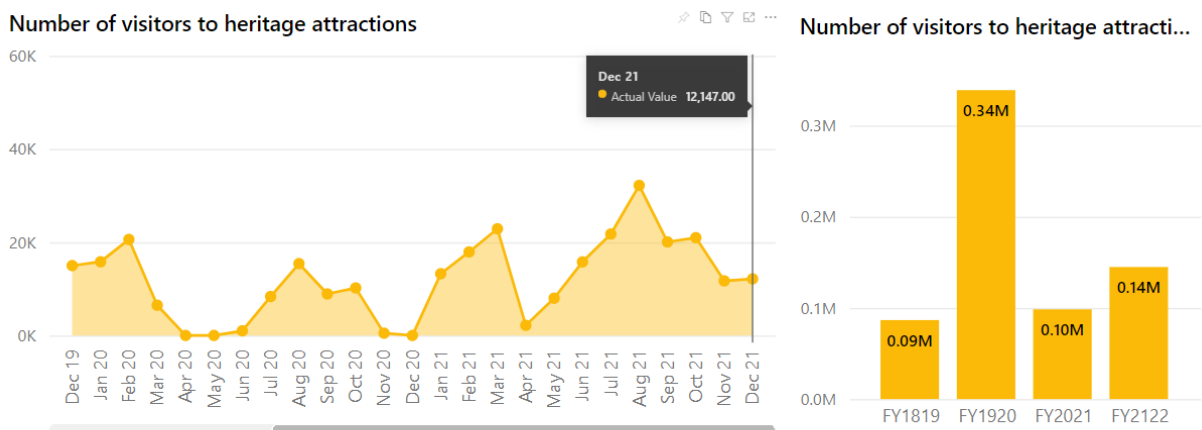
PI 7: Percentage of businesses born each year that have survived for 3 years ✓



Good = being in line with the national average

58.7% of businesses started in 2017 were still operating in 2020 in Lincolnshire. This is a slight improvement on 3 year survival rates for 2018 and 2019. It also puts the 3 year survival rate above the national average for the period (53% in England) and also above the regional average (54.9% in the East Midlands). This indicates that Lincolnshire has a relatively resilient business base. However, it should also be noted that business churn is important for thriving economies.

PI 8: Visitors to heritage attractions ✓



Good = high

Despite operating on a reduced capacity, we are reporting above average visitors for the region and nationally with 44,853 for Q3. This is almost twice as many visitors reported in Q1 when we first began reopening sites, suggesting an increase in visitor confidence in

choosing to engage with our heritage sites. Q3 also saw an additional 87,168 free grounds visits to Lincoln Castle.

The monthly breakdown of visitors to heritage sites has been gradually increasing since reopening in May as the service continues its covid recovery, and by December 2021 levels were similar to pre-covid levels for December 2019. It is expected that planned events at our heritage sites for 22/23 will increase our visitors further, including Gaia, the Queen's Platinum Jubilee, and the return of Steampunk.

4.6 Further development of targets for KPIs

4.6.1 Further to the agreement at the last meeting the Corporate Leadership Team are proposing that ambitions are set for the following KPIs in readiness for reporting in 2022/23.

4.6.2 Create thriving environments

All communities are benefitting from 'clean' economic and social growth

- PI 26 Lincolnshire County Council's CO₂ emissions
- PI 27 CO₂ emissions within Lincolnshire County Council's influence
- PI 36 Waste & recycling by destination – *Landfill*
- PI 37 Waste & recycling by destination – *Energy recovery*
- PI 38 Waste & recycling by destination – *Recycling*
- PI 39 Percentage of waste being recycled or the energy is being recovered

Roads and transport infrastructure continue to improve, with better maintenance and connectivity

- PI 29 Percentage of roads where maintenance should be considered- Principal; Non principal & Unclassified roads

4.6.3 Enable everyone to enjoy life to the full

Good-quality, accessible services, including for those in need and their carers, that make a real and lasting difference

- PI 16 Percentage of facilities rated as good or outstanding by CQC: Adult Social Care

More people are able to live independently and positively contribute to their local community

- PI 17 Percentage of working aged adults living in the community
- PI 18 Percentage of older adults living in the community

Everyone enjoys a safe and secure home and is protected from harm

- Measure relating to making adult safeguarding personal (develop measure and set an ambition).

4.6.4 Provide good value council services

People's needs are met in a timely, responsive and efficient way

- Customers' level of satisfaction (develop measure and set an ambition).
- PI 43 Percentage of complaints resolved through early resolution

4.6.5 Support high aspirations

No additional KPIs to have an ambition set.

4.6.6 In advance of quarter 1 reporting we will bring a complete version of the Corporate Plan Success Framework for 2022/23 to a future Executive meeting for approval. This will detail the ambitions that have been set for those KPIs outlined above, along with the proposed Activities for 2022/23 reporting.

4.7 Changes made to KPIs in quarter 3 reporting from that reported in quarter 2 include:

- PI 14 Children in Care - has changed from a number to a rate per 10,000 population in order to assist in more meaningful comparisons with similar authorities or the national average.
- PI 11 Unemployment - was reported with an ambition when in fact no ambition had been set and is therefore a contextual measure.

4.8 Further information for each of the KPIs reported is published on the [website](#).

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

The report presents performance against the ambitions and objectives set out in the Corporate Plan, many of which relate to people with a protected characteristic including young people, older people and people with a disability. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to make sure equality considerations are taken into account and an equality impact analysis completed.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

The report presents performance against the ambitions and objectives set out in the Corporate Plan many of which relate directly to achievement of health and wellbeing objectives.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The Report presents performance against the outcomes and measures set out in the Corporate Plan some of which relate to crime and disorder issues.

3. Conclusion

This report presents an overview of performance against the Corporate Plan as at 31st December 2021 There is positive performance overall across all 4 corporate ambitions with both activities and KPIs performing well.

4. Legal Comments

The Executive is responsible for ensuring that the Executive functions are discharged in accordance with the Budget and Policy Framework of which the Corporate Plan is a part. This report will assist the Executive in discharging this function.

The Executive has power to amend the way in which performance is reported by setting ambition against contextual measures as set out in recommendation 2.

The recommendations are therefore lawful and within the remit of the Executive.

5. Resource Comments

Acceptance of the recommendation in this report has no direct financial consequences for the Council.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

The Overview and Scrutiny Management Board (OSMB) is due to consider this report on 24th February 2022. Any comments of the Board will be reported to the Executive.

d) Risks and Impact Analysis

Any changes to services, policies and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

7. Appendices

These are listed below and attached at the back of the report

Appendix A	Full list of Quarter 3 Corporate Plan Activities
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8. Background Papers

The following Background Papers within section 100D of the Local Government Act 1972 were used in the preparation of this Report:

Document title	Where the document can be viewed
Council report: Corporate Plan 11 December 2019	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=5661&Ver=4
Executive report: Corporate Plan Performance Framework 6 October 2020	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=5522&Ver=4

Executive report: Performance Reporting Against the Corporate Plan Performance Framework 2021-2022 - Quarter 2	https://lincolnshire.moderngov.co.uk/documents/s43570/Corporate Plan Success Framework - 2021-22.pdf
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This report was written by Caroline Jackson, who can be contacted on caroline.jackson@lincolnshire.gov.uk.