

**Ambition: Support high aspirations**

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.	Create and implement a PR and Communication plan, in collaboration with Greater Lincolnshire Local Enterprise Partnership (GLLEP), to promote post-16 county wide provision via the 2aspire and GLLEP websites - November 2021.	GREEN (Progressing as planned)
A3	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds	We will increase the number of apprenticeships across priority sectors working with employers and education providers to increase availability and attractiveness.	Set up a task and finish group with training providers, universities and the business community to devise a Lincolnshire Graduate retention plan December 2021.	GREEN (Progressing as planned)
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 boards.	Local Transport Plan Consultation (including modal strategies) to have been completed Q3 21/22.	GREEN (Progressing as planned)
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 review the Strategic Market Support Service specification to align with the strategy and plan.	GREEN (Progressing as planned)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A6	Champion educational excellence so 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 launch a new Inclusion Toolkit to support education settings in meeting the needs of children and young people with Special Educational Needs and Disabilities (SEND).	GREEN (Progressing as planned)
A7	Champion educational excellence so 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.	We will have delivered support, monitoring and challenge to all maintained schools through the work of our Locality Lead Team.	GREEN (Progressing as planned)
A9	Deliver economic growth to create and sustain vibrant communities	We will support our market towns to thrive, delivering regeneration with our partners.	Deliver Huttoft Boat Shed Cafe. December 2021	GREEN (Progressing as planned)
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.	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. <b>Explanation:</b> The Climate Summit was successfully delivered, generating great interest and momentum. The launch of the Climate Partnership	AMBER (Progress is within agreed limits)

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			has been delayed because Government Community Resilience Funding was not forthcoming. Alternative funding sources are now being explored.	
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 by establishing needs of District Councils through workshops. To complete the roll out of separate paper and card collections in North Kesteven District. <b>Explanation:</b> 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.	AMBER (Progress is within agreed limits)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Sites to be gifted in principle. Viability of land to be verified and site surveys to be completed.  Architect drawing to be agreed and considered by portfolio holder, Children Services Directors team and in consultation with young people and Care Leavers.	GREEN (Progressing as planned)

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 transformation programme.	RIBA (Royal Institute of British Architects) Stage 3 report to be finalised in October for first Children's Home. Business case and Capital Appraisal Scheme report to be presented to the Executive Councillor in November 21. Progression to RIBA Stage 4 subject to Capital Appraisal Scheme decision. Valuing Care approach evaluation of Edge of Care pilot October 21. Early Help formal Launch November 21.	GREEN (Progressing as planned)
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 complex needs.	We will have agreed the need to expand the prevention strategy to cover the other relevant Safeguarding Boards in Lincolnshire.	GREEN (Progressing as planned)
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. Progress plans in respect of key activities in regard to updated guidance on the health visiting delivery model.	GREEN (Progressing as planned)
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 agreed high level operating principles for the complex case pooled budget.	GREEN (Progressing as planned)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Implement Public Health Information Programme for 2021/22. Implement Public Health Commissioning Programme for 2021/22. Implement Public Health Priority Work Programme for 2021/22. Implement Public Health Protection Programme for 2021/22.	GREEN (Progressing as planned)

### Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	That the council establishes a strategic approach to requesting, co-ordinating, and monitoring Developer Contributions by April 2022.	GREEN (Progressing as planned)
A27	Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business	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.	1. Skills, Business Development, employment and recruitment toolkits will be produced to support the VE sector by November 2021 2. Complete content on <a href="http://www.visitlincolnshire.com">www.visitlincolnshire.com</a> and use its data to understand our visitors better – December 2021.	GREEN (Progressing as planned)
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.	Local Transport Plan consultation will enable communities and stakeholders to comment of growth and connectivity. Use the county Infrastructure Group to further develop the Infrastructure Prospectus based on feedback from partners.	GREEN (Progressing as planned)
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."	Local Transport Plan consultation will enable communities and stakeholders to comment of growth and connectivity. Use the county Infrastructure Group to further develop the Infrastructure Prospectus based on feedback from partners.	GREEN (Progressing as planned)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Capital paper to the Executive to agree the procurement of new school places.	GREEN (Progressing as planned)

**Ambition: Provide good-value council services**

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Delivery against the customer strategy action plan	GREEN (Progressing as planned)
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.	GREEN (Progressing as planned)
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 Infrastructure Prospectus in partnership with the Infrastructure Group and following the feedback from Leader's and Chief Executive's meeting. Consult on the Local Transport Plan. Respond to government committee calls for information. Establish a UKSPF working group create an intelligence repository to support the evidence base for bids. Engage in the review of key strategic plans and documents to ensure project prioritisation aligns with need and funding opportunities Q3 ongoing.	GREEN (Progressing as planned)



Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Team Lincolnshire inward investment website will be developed by October 2021.	GREEN (Progressing as planned)
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.	The development and implementation of short, medium and long term actions in conjunction with attraction and retention priorities.	GREEN (Progressing as planned)
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.	Integrated Delivery Team to support a Technology Enabled Care (TEC) Service pilot, a focus on enhanced performance monitoring and a complete roll out of the strengths-based approaches and behavioural science training to 6 teams across Adult Frailty and Long-Term Conditions Teams, Lincolnshire Partnership Foundation Trust (LPFT), Safeguarding teams, Hospital and Learning Disability teams by October 21. Begin strengths-based approaches and	GREEN (Progressing as planned)

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			behavioural science training with a further 6 teams by November 21. Evaluation report outlining impact and recommendations to be completed by November 2021.	
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.	We will develop a delivery plan which sets out how we will implement our business intelligence strategy. We will undertake a staff skills audit to better understand the skills we need to develop to improve the use of data and intelligence across the organisation. .	GREEN (Progressing as planned)
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.	Commencing actions against revised workplan in discussion with Corporate Leadership Team (CLT) and the People Strategy Board. <b>Explanation:</b> The People Strategy workplan is in place and in discussion with CLT some aspects paused until 22/23 to enable actions around attraction and retention to take precedence.	AMBER (Progress is within agreed limits)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A43	Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce	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.	Agree and launch a number of interventions at People Strategy Board and provide short, medium and long term options to Corporate Leadership Team (CLT).	GREEN (Progressing as planned)
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 (Progressing as planned)
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 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 <b>Explanation:</b> 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	AMBER (Progress is within agreed limits)

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			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.	
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	GREEN (Progressing as planned)