

Ambition: Support high aspirations

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Raise awareness of the opportunities for graduates via web and social media channels by March 2022.	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.	Officers will have developed LTP documents following the consultation period. The documents will move through the democratic process of scrutiny, executive, and be approved at Full Council.	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 commence implementation of the strategy and plan.	GREEN (Progressing as planned)
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 and disabilities (SEND) 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 evaluate the implementation of the Inclusion Toolkit and consider its impact on the number of requests for statutory assessments.	GREEN (Progressing as planned)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	A robust programme of projects and resource development for school improvement, based on identified priorities, will be underway. This will be facilitated, signposted and supported by Locality Leads and delivered by our strategic sector partners and monitored by the Lincolnshire Learning Partnership Board.	GREEN (Progressing as planned)
A8	Deliver economic growth to create and sustain vibrant communities	We will support new and existing businesses to thrive, through delivering a strong, flexible and responsive Business Lincolnshire growth hub.	1) Continue to review and develop the business support services delivered by the Business Lincolnshire Growth Hub by March 2022. 2) Undertake a gap analysis and identify future business support needs by March 2022. 3) Work to develop future external funding bids to enhance current delivery – ongoing.	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 full feasibility study and options appraisal for converting some publicly-owned buildings in town centres, particularly on high streets, into multi-use facilities to increase footfall. March 2022. Support relevant District Council partners to deliver 2021/22 Towns Funds targets. March 2022.	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.	Tree planting projects – delivery of the Treescapes funding – successfully bid for £169k to fund initial tree planting projects around the county. Developing a Lincolnshire Forest Partnership with the Woodland Trust and district councils. Tree Strategy development – to outline how the county can increase the amount of tree cover and reach the tree planting objectives. Further work on Active Travel – procurement of new round of the Bikeability scheme and update to the Lincoln Hire Bike project. Work on	GREEN (Progressing as planned)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			Low Traffic Neighbourhoods around the county.	
A11	Manage the risks to our environment from climate change to protect our natural and built resources for future generations	We will respond to our communities in a joined up way and we will proactively coordinate with partners to develop and deliver the flood risk action plan.	We will undertake the delivery of flood risk alleviation schemes in line with the development fund for drainage investigation and flood repairs.	GREEN (Progressing as planned)
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.	To identify requirements of the Environment Bill and establish consequence for the Lincolnshire Waste Partnership. To plan how the requirements will be achieved. Engage with commercial markets to establish what can be delivered. To plan the roll out of separate paper and card collections in West Lindsey District Council.	GREEN (Progressing as planned)

**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.	Final verification of revenue funding from DLT Land to be gifted by District Council to Barnardos Final architect drawings to be completed after final site survey and verification of plot suitability. Building to commence by end of Q4 or start of Q1 2022.	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.	Commence tender process for first home by February 22. Progress RIBA (Royal Institute of British Architects) stage 3 for 2nd Children's home.	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 present a new draft prevention strategy covering all relevant safeguarding boards to Corporate Leadership Team and the Public Protection Board for endorsement.	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 full. Implement plans in respect of key activities required to deliver an updated health visiting delivery model.	A 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 developed a specification for the integrated assessment and care management function	GREEN (Progressing as planned)
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,	Implement Public Health Information Programme for 2021/22. Review & plan Public Health Information Programme for 2022/23.	GREEN (Progressing as planned)

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		which also provide quality information so people are better informed. Our development of our ICS will continue and develop this approach.	Implement Public Health Commissioning Programme for 2021/22. Review & plan Public Health Commissioning Programme for 2022/23. Implement Public Health Priority Work Programme for 2021/22. Review & plan Public Health Priority Work Programme for 2022/23. Implement Public Health Protection Programme for 2021/22. Review & plan Public Health Protection Programme for 2022/23.	
A22	Promote the support offer to our communities to enable them to be self-sufficient and thriving	We will join up and simplify community-based activities via the Communities Strategy.	Implementation of the community strategy action plan.	GREEN (Progressing as planned)

### Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A23	Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable	We will improve utility infrastructure in order to enhance growth through exploring and implementing plans to maximise the development of energy, water and sewage, and digital infrastructure.	Deliver interim report on Key Lines of Enquiry (KLOEs) for Energy Option Analysis Study. March 2022 <b>Narrative:</b> <i>Although we ran an open and transparent procurement we had no suitable submissions from businesses who could carry out this work for us. In line with council rules we contacted other businesses directly and we have now found a supplier. They will start work shortly, but the time that the procurement exercise took meant that the start date was delayed and therefore the end date will be delayed too.</i>	RED (Not progressing as planned)
A25	Deliver 'clean' growth in the right place and at the right time	We will maximise the use and provision of our water as a valuable resource by working with our partners and researching to better understand how we balance over and under supply. Once we have solutions, we will develop an action plan.	We will undertake regular engagement and input into the water resource planning process for the supply and demand of water in the East of England to seek potential solutions and opportunities to the County's needs and requirements.	GREEN (Progressing as planned)
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.	LCC will review of its Lincolnshire Minerals and Waste Local Plan. The next objective is to consult on an Issues and Options for the Plan with the target for this being 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.	Creation and implementation of Green Tourism Toolkit – January 2022.	GREEN (Progressing as planned)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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 Cluster Hub Building on South Lincolnshire Food Enterprise Zone (SL FEZ). March 2022 <b>Narrative:</b> <i>The project is now scheduled to be formally handed over to LCC on 04.07.2022. Whilst there have been delays due to construction supply chain volatility and, to a lesser extent, labour illness / availability due to Covid-19 the project has nonetheless been completed in a short time frame and is part of the wider South Lincolnshire Food Enterprise Zone which LCC, with funding from the Local Enterprise Partnership and a partnership agreement with South Holland District Council, has led. We have already sold more plots at the Food Enterprise Zone than expected, and are in negotiations with innovative food businesses for others, so that this part of Lincolnshire remains a focus for the country's food manufacturing sector.</i>	AMBER (Progress is within agreed limits)
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.	Begin the refresh process for the Strategic Infrastructure Delivery Plan (SIDP). Support partners internally and externally to produce good quality business cases so that Lincolnshire can identify good bids that will support this objective.	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."	Begin the refresh process for the Strategic Infrastructure Delivery Plan (SIDP). Support partners internally and externally to produce good quality business cases so that Lincolnshire can identify good bids that will support this objective. Support the housing group working with Homes England to look at sites that need support to come forward.	GREEN (Progressing as planned)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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 April 2022, 172 new places will be available in Lincolnshire Special Schools.	GREEN (Progressing as planned)
A33	Provide sufficient, high quality and inclusive education places locally	We will ensure eligible children aged 2, 3, and 4 years old are able to access their early years entitlement place in high quality inclusive provision, through reviewing and refreshing the actions of Lincolnshire's childcare delivery plan.	Summary of Activity.	GREEN (Progressing as planned)
A34	Improve the safety of local communities	We will continue to work with partners to enhance community safety. Over the next year we will focus on achieving this through reducing the impact of fraud, and through strengthening how we support those affected by domestic abuse or perpetrating abuse. We will improve the effectiveness and efficiency of service delivery through building a sustainable financial and operating model for the Public Protection Function, pooling budgets and undertaking joint commissioning activity.	By March 2022 we will have completed the Safer Lincolnshire Partnership (SLP) health check and agreed any revisions to the SLP structure for implementation in April 2022 including joint finance. The strategic assessment will have been presented and new priorities identified both for the SLP and any joint priorities in collaboration with Lincolnshire Safeguarding Adults Board (LSAB), Lincolnshire Safeguarding Children's Board (LSCP) and Lincolnshire Domestic Abuse Partnership (LDAP). Work to close down existing work plans will be complete. Work on the recommissioning of Domestic Abuse services in March 2023 will be on track with a needs assessment complete and new service design underway. <b>Narrative:</b> <i>The SLP health check has been completed with seven recommendations to take forward. A number have already been completed. Following the move of Public Protection from Resources to Adult Care and Community Wellbeing there will be a new</i>	AMBER (Progress is within agreed limits)



Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p><i>financial review and structure review that will be completed by September 2022.</i></p> <p><i>The strategic needs assessment is complete and 4 new priorities have been set for the SLP within Crime and Disorder (fraud), ASH (Neighbour ASB), Substance Misuse, Reducing Re-Offending (women and those in transition between child to adult). The Q Collaboration Group (QCG) have also set the joint strategic objective as place based problem solving approach to the East Coast region and work continue on this to build a delivery plan. All pre April 2022 work plans have been completed.</i></p> <p><i>The re-commissioning for new DA outreach service continues within predicted timescales. The needs assessment is complete and new service design agreed. The decision-making process for approving finance to meet the total cost of delivery is on track.</i></p>	

**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	<p>Delivery against the customer strategy action plan.</p> <p><b>Narrative:</b> <i>The delivery of the strategy is on plan. The optimisation and automation project is progressing well with the first areas of analysis nearing completion. This will be reported at the end of May, with opportunities for digital enhancements being commissioned thereafter.</i></p> <p><i>The productivity and collaboration project is now within the initiation phase, with proposals developing</i></p>	AMBER (Progress is within agreed limits)

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		community strategy.	<i>well. The customer digital delivery project is progressing in accordance with its project plan. This is currently evaluating options for highways services and registration services. Proposals will be presented at the end of May for developments to start in June.</i>	
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.	Upskill staff to improve business case development: Complete Green Book training and begin to share best practice/build capacity internally and externally to strengthen the quality/deliverability of Lincolnshire bids for external funding - particularly around UK Shared Prosperity Fund (UKSPF) and future Strategic Infrastructure Delivery Plan call.	GREEN (Progressing as planned)
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.	The Greater Lincolnshire Investment Plan continues to be delivered and monitored on a monthly basis against objectives & KPIs.	GREEN (Progressing as planned)

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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.	Evaluation of measures by 31.03.22	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 agree and implement roll out of strengths based approaches and behavioural science training to 12 teams in Adult Frailty and Long Term Conditions Teams, LPFT, Hospital, Safeguarding and Learning Disability teams by March 2022. Evaluation report outlining impact and recommendations to be completed by March 22.	GREEN (Progressing as planned)
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 continue with the implementation of the business intelligence strategy delivery plan including the response to the staff skills audit. We will identify a small number of areas for focus insight work in order to test our approach to using business intelligence (including finance, staffing and service level data) to identify the future demand for services and the likely outcomes for our customers.	GREEN (Progressing as planned)

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Evaluation of people strategy outcomes and formal launch of culture and leadership diagnostic by 31.03.22	GREEN (Progressing as planned)
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.	Review and evaluate the initiatives as part of the People Strategy Work Plan. <b>Narrative:</b> <i>Given the significant challenges of workforce supply across all sectors of the UK, recruitment and retention in Lincolnshire County Council is difficult. The attraction and retention framework gives services within the Council a number of short, medium and long term initiatives to assist in stabilising and developing the workforce.</i>	AMBER (Progress is within agreed limits)
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)
A45	Continue to innovate and make best use of our assets	We will plan and manage our financial resources effectively through refreshing our Medium Term Financial Strategy and through delivering comprehensive reviews of specific areas.	The Medium Term Financial Strategy will be refreshed and approved by council as a strategy to set out our approach to effective financial resource management supporting the councils financial resilience and sustainability.	GREEN (Progressing as planned)

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 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. Commence engagement for Customer Charter by Feb 2022. Select Customer Advocates and commence training by April 2022.	GREEN (Progressing as planned)

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