

# Corporate Plan Success Framework 2022-23

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Support high aspirations					
Success for Lincolnshire means...				We will lead the way with others to...	
PI Number	Performance Indicator Name	2021-22 Q4 Outturn	2022-23 Target	Activity Number	Activity Name
More people leave education with better qualifications and skills (6)				Enhance the skills of our communities to meet the needs of our businesses and the economy (1)	
PI 1	Percentage of schools that are judged good or outstanding <i>(Targeted)</i>	84.1 %	84.3%	A1	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.
PI 2	Percentage of pupils in outstanding or good schools <i>(Targeted)</i>	83.4 %	82.5%	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds (2)	
PI 3	Percentage of pupils achieving grades 5 or above in English and Mathematics GCSEs <i>(Targeted)</i>	50.2%	46.6%	A2	We will develop effective county-wide relationships between the education and business sectors to attract and retain graduates in the county.
PI 4	Percentage of 16-17 year olds not in education, employment or training <i>(Targeted)</i>	2.76%	2.5%	A3	We will increase the number of apprenticeships across priority sectors working with employers and education providers to increase availability and attractiveness.
PI 9	Percentage of pupils reaching the expected standard in reading, writing and maths at key stage 2 <i>(Targeted)</i>	n/a (Not reported)	63%	Promote healthy, inclusive and accessible employment and learning opportunities (1)	
PI 10	Percentage of children with EHCPs in a mainstream setting <i>(Targeted)</i>	59.6% (Reported in Q3)	60%	A4	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.
More people have the skills and attributes for work, enabling them to make a positive contribution to their community (4)				Champion educational excellence so every child/young person has a high quality education to succeed in life (2)	
PI 11	Percentage of people who are unemployed		Contextual	A6	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.
PI 11	Number of people who are unemployed		Contextual	A7	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.
PI 11	Number of disabled people who are unemployed		Contextual	Deliver economic growth to create and sustain vibrant communities (2)	
PI 11	Number of young people aged 20-24 who are unemployed		Contextual	A8	We will support new and existing businesses to thrive, through delivering a strong, flexible and responsive Business Lincolnshire growth hub.
Increased economic productivity, driven by a flexible well-trained workforce (2)				A9	We will support our market towns to thrive, delivering regeneration with our partners.
PI 6	Ratio and business births to deaths		Contextual	Manage the risks to our environment from climate change to protect our natural and built resources for future generations (3)	
PI 7	Percentage of businesses born each year that have survived for 3 years		Contextual	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.
Improved use and protection of our natural and built resources (1)				A11	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.
PI 8	Visitors to heritage attractions		Contextual	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.
More people are in higher-paid and skilled jobs (2)					
PI 5	Percentage of people in employment by occupational skills category		Contextual		
PI 5	Percentage of people employed who are in high skilled jobs		Contextual		
Local employers have the skills they need in a diverse and successful environment (1)					
A54 (new)	We will make connections between businesses and training providers whenever they need them to support the ongoing development of skills within the workforce.	N/A	N/A		

Numbers that are bold, were previously classed as ‘not assigned’ or are new for 2022-23.

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Enable everyone to enjoy life to the full					
Success for Lincolnshire means...				We will lead the way with others to...	
PI Number	PI Name	2021-22 Q4 Outturn	2022-23 Target	Activity Number	Activity Name
Children thrive in their early years and are well prepared to start school (4)				Create accommodation options for greater independence and wellbeing (1)	
PI 12	Percentage of children achieving a good level of development in Early Years <b>(Targeted)</b>	n/a (not reported)	70%	A13	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.
PI 13	Percentage gap in achievement between Lincolnshire pupils eligible for Free School Meals and their non-FSM Eligible peers nationally achieving GLD <b>(Targeted)</b>	n/a (not reported)	18%	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities (1)	
PI 67 (new)	Percentage of eligible 2-year-olds who are in receipt of their Early Years Entitlement <b>(Targeted*)</b>	N/A	80%	A15	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. This will include the development of two new children homes catering for children with more complex needs and enhancing housing solutions for care leavers.
PI 68 (new)	Percentage of 3–4-year-olds who are taking up their universal entitlement <b>(Targeted*)</b>	N/A	93%	Design an accessible and responsive health and care system within local communities, protecting people and promoting wellbeing (1)	
Everyone enjoys a safe and secure home and is protected from harm (3)				A17	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.
PI 14	Rate of children in care (per 10,000) <b>(Targeted)</b>	49.9%	51.9%	Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive (2)	
PI 15	Percentage of children in care living within a family environment <b>(Targeted)</b>	79.7%	80%	A18	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.
PI 60 (new)	Percentage of people who were asked what outcomes they wanted to achieve during a Safeguarding enquiry <b>(Targeted*)</b>	N/A	85%	A51 (new)	Implementing a family hub approach. This is a system-wide model of providing joined-up, high-quality, whole-family support services from pregnancy, through the child’s early years and later childhood, and into early adulthood.
Good-quality, accessible services, including for those in need and their carers, that make a real and lasting difference (2)				Promote and enable better mental health for all (1)	
PI 16	Percentage of facilities rated as good or outstanding by CQC: ASC <b>(Targeted*, better than national avg)</b>	81.5% (Contextual 2021-22)	81.5%	A53 (new)	Working with strategic partners we will develop a Lincolnshire Prevention Concordat for Better Mental Health
PI 25	Percentage of people who remain at home 91 days after discharge <b>(Targeted)</b>	89.5%	85%	Promote the support offer to our communities to enable them to be self-sufficient and thriving (3)	
More people are able to live independently and positively contribute to their local community (2)				A20	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.
PI 17	Percentage of working aged adults living in the community <b>(Targeted*)</b>	79.7% (Contextual 2021-22)	80%	A21	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
PI 18	Percentage of older adults living in the community <b>(Targeted*)</b>	50.6% (Contextual 2021-22)	51%	A22	We will join up and simplify community-based activities via the Communities Strategy
More opportunities for people to choose healthy lives (8)					
PI 19	Personal wellbeing estimates - <i>life satisfaction</i>		Contextual		
PI 19	Personal wellbeing estimates - <i>worthwhile</i>		Contextual		
PI 19	Personal wellbeing estimates - <i>happy</i>		Contextual		
PI 20	% of physically inactive – adults		Contextual		
PI 21 (Name change)	Percentage of physically active children and young people		Contextual		
PI 22	Excess weight – adults		Contextual		

Enable everyone to enjoy life to the full					
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PI Number	PI Name	2021-22 Q4 Outturn	2022-23 Target	Activity Number	Activity Name
PI 23	Excess weight – children		Contextual		
PI 24	% of adults who smoke		Contextual		
Thriving communities, supporting people to enjoy life to the full (1)					
PI 61	Residents perspective on enjoying life including responses to: Lincolnshire is a great place to live (TBC if targeted or not) <i>Not being reported until 2023.</i>	N/A	N/A		
Thriving voluntary community groups that drive collaboration and innovation (2)					
PI 70 (new)	Voluntary and community groups actively supported in Lincolnshire (Targeted*)	N/A	800 Advised/supported 2022-23 Target		
PI 71 (new)	People supported who have accessed volunteer opportunities (Targeted*)	N/A	1400 People 2022-23 Target		

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Create thriving environments							
Success for Lincolnshire means...				We will lead the way with others to...			
PI Number	Performance Indicator Name	2021-22 Q4 Outturn	2022-23 Target	Activity Number	Activity Name		
All communities are benefitting from ‘clean’ economic and social growth (8)				Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel			
PI 26	Lincolnshire County Council's CO <sub>2</sub> emissions <b>(Targeted*)</b>	n/a (not reported)	TBC – developed in 2022/23	A23	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.		
PI 27	CO <sub>2</sub> emissions within Lincolnshire County Council's influence <b>(Targeted*)</b>	3640.42 kt (Reported in Q2. Contextual 2021-22)	TBC – developed in 2022/23	A49 (new)	Long term investment strategy for highways infrastructure		
				Deliver 'clean' growth in the right place and at the right time			
PI 28	Percentage of deaths of those aged 30+ associated with air pollution		Contextual	A25	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.		
PI 36 (new name)	Household waste collected (kg per household) <b>(Targeted*)</b>	N/A	1,000kg per household	A26	We will use our planning responsibilities to increase the benefits, and reduce the disbenefits, of new residential and commercial growth to our communities		
PI 37 (new name)	Recycling Rate (new national formula) <b>(Targeted*)</b>	N/A	50%				
				Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business			
PI 38 (new name)	Recycling at County Council owned Household Waste Recycling Centres <b>(Targeted*)</b>	N/A	75%	A27	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.		
PI 39 (new name)	Household waste to landfill (percentage) <b>(Targeted*)</b>	N/A	5%	A28	We will stimulate economic growth through the development of business premises across the county and through delivering the economic capital programme with our partners.		
				Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment			
PI 40	Percentage of households in an area that experience fuel poverty		Contextual	A29	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.		
Roads and transport infrastructure continue to improve, with better maintenance and connectivity (1)				A30	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."		
PI 29	Percentage of roads where maintenance should be considered- <i>Principal; Non principal &amp; Unclassified roads (Targeted* – align with Strategy)</i>	2% Principal 6% Non principal 27% Unclassified (All Contextual 2021-22)	TBC – developed in 2022/23				
				Provide sufficient, high quality and inclusive education places locally			
PI 69 (new)	Overall Highway Service combined measure		Contextual	A31	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.		
Safer, healthier, connected and resilient communities and businesses, working together to improve our neighbourhoods (3)				A32	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.		
PI 30	Crime count (Crime data)		Contextual	Improve the safety of local communities			
PI 31	Crime count (ASB data)		Contextual	A34 Name change	We will continue to work with partners to enhance community safety, with a particular focus on prevention and early intervention. 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.		
PI 62 (new)	Percentage of identified high and medium risk businesses premises inspected under Fire Safety Order <b>(Targeted*)</b>	N/A	100%				

Create thriving environments					
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PI Number	Performance Indicator Name	2021-22 Q4 Outturn	2022-23 Target	Activity Number	Activity Name
Better digital infrastructure, providing improved connectivity (1)					
PI 32	Percentage of superfast broadband coverage in residential & business premises <i>(Targeted)</i>	95.85%	97%		
More people visit and enjoy Lincolnshire’s leisure, tourism and cultural experiences (3)					
PI 33	Visitor numbers and their economic impact – <i>Day visitor</i>		Contextual		
PI 34	Visitor numbers and their economic impact – <i>Staying visitor: Friends &amp;Family; Non-serviced accommodation; Serviced accommodation</i>		Contextual		
PI 35	Visitor numbers and their economic impact – <i>Economic impact</i>		Contextual		
More businesses are at the forefront of technology, research and development (2)					
PI 41	Percentage of FTE in science & technology roles		Contextual		
PI 42	Number of FTE in science & technology roles		Contextual		
Communities have accessible and high-quality public services (0)					
	<i>A47 provides an update for this Outcome</i>				
Lincolnshire secures more investment for a prosperous future (1)					
A55 (new)	We will provide trained and committed staff to help businesses and government invest in Lincolnshire.	N/A	N/A		

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Provide good value council services							
Success for Lincolnshire means...				We will lead the way with others to...			
PI Number	Performance Indicator Name	2021-22 Q4 Outturn	2022-23 Target	Activity Number	Activity Name		
People’s needs are met in a timely, responsive and efficient way (3)				Design our processes and services to meet customers' needs (2)			
PI 43	Total number of contacts received		Contextual	A35	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.		
PI 43	Percentage of contacts resolved through early resolution <i>(Targeted* but focus on Outcome rather than number)</i>	24% (Contextual 2021-22)	35%	A50 (new)	We will implement the recommendations of the corporate support services review.		
PI 64 (new)	Customers' level of satisfaction. <i>(Targeted*)</i>	N/A	90%	Shout loud and proud for Lincolnshire to achieve our ambitions (4)			
High-quality public services are delivered in a cost effective way (4)				A36	We will target further benefits for the county through working towards a Greater Lincolnshire devolution deal that increases central government investment.		
PI 44	Days lost to sickness absence per FTE <i>(Targeted)</i>	8.01 days per FTE	TBC – developed in 2022/23	A37	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.		
PI 48	Total service expenditure per person		Contextual	A38	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.		
PI 58	Percentage of staff who voluntarily left LCC		Contextual	A39	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.		
PI 65	Residents perspective of the council, including responses to: # People in Lincolnshire have access to good-value council services <i>Not being reported until 2023.</i>	N/A	N/A	Engage, listen and respond to our communities (1)			
Innovative services making best use of technology to meet the needs of our customers (0)				A40	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.		
	A35 & A47 provide updates for this Outcome			Maximise opportunities to work with others and improve service delivery (2)			
Communities have a strong voice and are empowered to make a difference (1)				A41	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.		
PI 66	Residents perspective of the council, including responses to: # Councils in Lincolnshire engage, listen and respond to people <i>Not being reported until 2023.</i>	N/A	N/A	A52 (new)	Implementation of the One Council commissioning priorities and outcomes.		
Understanding our communities and customers (0)				Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce (2)			
	A35 & A47 provide updates for this Outcome			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.		
Effective and efficient partnerships operate across Lincolnshire and are responsive to emerging opportunities (0)				A43	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.		
	A21 provides an update for this Outcome			Continue to innovate and make best use of our assets (2)			

Provide good value council services					
Success for Lincolnshire means...				We will lead the way with others to...	
PI Number	Performance Indicator Name	2021-22 Q4 Outturn	2022-23 Target	Activity Number	Activity Name
Public sector buildings are used flexibly to benefit communities (0)				A44	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.
	A46 provides an update for this Outcome			A45	We will plan and manage our financial resources effectively through refreshing our Medium Term Financial Strategy and through delivering comprehensive reviews of specific areas.
				Get the most out of our shared public estate, to provide more community opportunities, housing, employment and accessible services (1)	
				A46 Name change	Develop and approve a new Land and Property Asset Management Plan, Land and Property Governance Structure and Accommodation Strategy.
				Put our customers first, so we respond with one voice, working effectively across teams (1)	
				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.
				Be there when communities need us most, responding collaboratively to emergencies (0)	
					The Covid activity relating to this objective was reported in 2021/22 and has now become a business as usual activity.

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