

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A1	Enhance the skills of our communities to meet the needs of our businesses and the economy	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing and implementing an updated skills plan, taking a lead role in the LEP review and future delivery model. We will support and encourage initiatives to recruit and retain older adults, to keep people in employment for longer.	Working alongside learning partners, Public Sector Compact Group and the Greater Lincolnshire Local Enterprise Partnership (GLLEP), we will devise and hold the Lincolnshire Apprenticeship Champion Awards for 2022.	GREEN (Progressing as planned)
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.	Continue to work with university partners to update, promote and enhance countywide www.grad-lincs.co.uk website.	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.	Promote apprenticeship opportunities via National Apprenticeship week working in collaboration with Greater Lincolnshire Local Enterprise Partnership (GLLEP) (Career Hub), Apprenticeship Ambassadors and East Midlands Apprenticeship Ambassador Network.	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.	Full Council adopted the fifth Local Transport Plan in February. A number of workstreams are being actively followed as part of the plan: EV charging, freight and access to stations.	GREEN (Progressing as planned)

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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 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.	By 30th June 2022 the pathway for Emotionally Based School Avoidance (EBSA) will be evaluated to consider the impact of the pathway of support for young people with EBSA. This will include an evaluation of how many young people have been supported to remain in their mainstream school.	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.	All schools will be supported to maintain at least one active partnership or collaboration between schools and settings within the education sector.	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.	Working with partners to host the Greater Lincolnshire Manufacturing Conference by May 2022. Launch the new 'Next Level' Scale Up programme for high growth businesses by June 2022.	GREEN (Progressing as planned)
A10	Manage the risks to our environment from climate change to protect our natural and built resources	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	We will implement the Louth Active Travel Experimental Scheme and begin to undertake evaluation of the impacts. We will develop a forward plan of Active Travel and Low Traffic Neighbourhood	GREEN (Progressing as planned)

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Activity No.	Objective	Activity Name	Activity Milestone	RAG
	for future generations	Lincolnshire and beyond. We will define our 10 year climate change plan with the new executive.	schemes in line with upcoming governmental grants.	
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 prepare a package of flood investigation and drainage improvement schemes as part of the Development Fund Programme for communities across Lincolnshire. We will publish a Joint Action Plan (the Common Works Programme) as part of the Lincolnshire Flood Risk & Water Management Strategy in collaboration with other risk management authorities.	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.	We will develop a delivery plan for Waste infrastructure required to service separate food waste collections. Narrative: <i>A plan is still being developed but the timeline and funding detail as a result of the Environment Act have still not been released by government. Market engagement continues and a capital bid business case is being developed.</i>	AMBER (Progress is within agreed limits)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A13	Create accommodation options for greater independence and wellbeing	We will work with our districts and other partners in implementing the housing for independence strategy, to increase accommodation options for those wanting Extra Care, those with learning disabilities, mental illness or autism. We will also collaborate to deliver easy access to equipment / adaptations to homes that enable greater independence.	<p>We intend to make further progress in 2022-23 in relation to Extra Care accommodation for older people and supported housing for working age adults.</p> <p>Narrative: <i>De Wint Court in Lincoln City has now opened and a further set of schemes will be presented to Members for a number of new schemes later this calendar year - notably for working age adults. Overall good progress is being made.</i> <i>The reason why this metric is amber at present is because of the pace of development across a range of sites is slower than desired. This is often as a result of the need to engage with multiple partners and the necessary level of pooled funding.</i></p>	AMBER (Progress is within agreed limits)
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.	Construction for the new short break home to commence at St Francis site April 2022. Ofsted stage 1 registration Process to commence April 2022. Recruitment to Residential Care Officer (RCO) 1,2 and 3 posts to commence 2022. Public consultation for the Louth new build March 2022-April 2022. Valuing Care eLearning for Partners launch May 2022.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A17	Design an accessible and responsive health and care system within local communities, protecting people and promoting wellbeing	We will continue to deliver our maximising independence programme across adult care, focused on developing strengths and innovating support including assistive technology and digital support, tracking impact monthly through forward trajectories.	We expect to further develop the Directorate digital road-map and strengthen capacity in the lead unit to further expand the use of technology to support people to maximise their independence. This will also be a key development within the Integrated Care System (ICS) programme as part of the Integration White Paper. Narrative: <i>Further investment as a result of a successful government grant application is underway as is an initiative with Lincoln University for a Centre of Digital Excellence in health and social care.</i>	AMBER (Progress is within agreed limits)
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.	GREEN (Progressing as planned)
A53	Promote and enable better mental health for all	Working with strategic partners we will develop a Lincolnshire Prevention Alliance for Better Mental Health	We will seek agreement to the prevention alliance via the Mental Health, Learning Disabilities and Autism Group. Narrative: <i>An agreed vision and objectives statement has been developed alongside a governance chart. These are due to be presented at Better Lives Lincolnshire Executive Team (BLLET) for final sign off and will form part of a wider re-set of Integrated Care System (ICS) infrastructure.</i>	AMBER (Progress is within agreed limits)
A20	Promote the support offer to our communities to enable them to be self-	We will support people to make healthy choices across all aspects of their lives, through continuing to commission and	Implement Public Health Commissioning Programme for 2022/23: 1. Complete Carers tender 2. Complete engagement work for sexual health recommissioning.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
	sufficient and thriving	deliver effective preventative services, which also provide quality information so people are better informed. Our development of our ICS will continue and develop this approach.	<p>Implement Public Health Priority Work Programme for 2022/23: 1. Health Needs Assessment completed on Gambling 2. Violence Reduction Health Needs Assessment and Evidence Review Completed 3. Health Needs Assessment completed on Oral Health.</p> <p>Implement Public Health Protection Programme for 2022/23: 1. Re-establish proactive assurance care home visits and plan visits for the forthcoming year 2. Re-establish Health Protection training programme 3. Respond as needed to reactive visits for both Covid outbreaks and care home visits 4. Develop a screening and immunisation improvement plan alongside the wider Health & Social Care system.</p>	
A21	Promote the support offer to our communities to enable them to be self-sufficient and thriving	We will now work with partners to roll out our new ICS, setting clear priorities for the next 3 years to improve health and wellbeing across Lincolnshire	<p>The Integrated Care System (ICS) governance arrangements will have been reviewed as part of developing the relationship between the Health and Wellbeing Board and the Integrated Care Partnership.</p> <p>Narrative: <i>The Integrated Care Board came into existence (replacing the Clinical Commissioning Group) earlier in July. Elected Member representation has been agreed. The Primary Care Network is progressing a local service delivery framework.</i></p>	AMBER (Progress is within agreed limits)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A49	Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel	Long term investment strategy for highways infrastructure	Analyse condition data on all key Highway Asset groups and set out investment scenario options to inform future funding position. Link investment modelling to asset condition and highlight potential future budget pressures based on known asset constraints.	GREEN (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 commence development on a Full Business Case linked to the delivery of the Greater Lincolnshire Groundwater Project.	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.	A quarterly report will be produced detailing the number of planning applications received by the highway and lead local flood authority, and the number of responses issued within the statutory 21 day timeframe.	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.	Review Year 1 of the Tourism Commission Action Plan and set work plan for Year 2 by 31 May 2022.	GREEN (Progressing as planned)

Ambition: Create thriving environments				
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). June 2022	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.	Planning for Infrastructure growth will continue to happen at a Greater Lincolnshire level, through the Local Enterprise Partnership (LEP) and through County Deal activity. The Infrastructure Group will refresh the infrastructure plan for 2022 to enable future growth and the delivery of high aspirations. Team Lincolnshire will continue to drive investment.	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."	The County's infrastructure group will refresh the infrastructure work for Greater Lincolnshire and Rutland, and will be used by partners and importantly is a key element of County Deal conversations.	GREEN (Progressing as planned)
A34	Improve the safety of local communities	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.	1) Continue to embed revised Safer Lincolnshire Partnership (SLP) structure. Paper to the SLP Strategy Board for partners to agree future funding of SLP. Opportunities for combined commissioning and funding arrangements to be introduced as a standing SLP agenda item. Commence work on the development of an SLP data dashboard. Continue preparations for the recommissioning of the county's Domestic Abuse Support Service. 2) Implement Community Safety Budget plans for	AMBER (Progress is within agreed limits)

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p>2022/23 as agreed, including management of DA Act Grant spend as per Part 4 of the Domestic Abuse Act 2021.</p> <p>Develop plans to restructure the Community Safety Service to achieve greater efficiencies and effectiveness.</p> <p>Review joint funding opportunities with partners, particularly the Office of the Police and Crime Commissioner (OPCC).</p> <p>Narrative: <i>In relation to future finances of the SLP at the latest strategic group it was agreed that a small working group of key individuals would meet to discuss and agree a way forward - this is with the support of Lincolnshire County Council (LCC) finance colleagues in adult social care and community wellbeing who have started to plan the medium term financial requirements for community safety.</i></p> <p><i>The SLP data dash board continues to be under construction with the first one completed at a Draft stage for the reducing reoffending Core Priority Group - The team will continue to develop the remaining data dash boards once additional resources have been identified.</i></p> <p><i>The Domestic Abuse support services recommissioning timeline remains on track with the paper going to scrutiny committee on the 19th July.</i></p> <p><i>Restructure plans remain on track for the Safer</i></p>	

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p><i>Communities team within Public Protection - HR have provided a timeline of activities to meet a start date of the 01/10/2022. The restructure will see 3 old posts disestablished and 3 new posts created as a cost neutral option.</i></p> <p><i>Greater visibility around funding opportunities has been established within the SLP Strategic Group and the Core priority Groups within the 4 strands of strategic requirement.</i></p>	
A55	Lincolnshire secures more investment for a prosperous future	We will provide trained and committed staff to help businesses and government invest in Lincolnshire.	Where opportunities arise, we will engage and support the sector on an ongoing basis	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.	Develop proposals for the productivity and collaboration workstream. Gain sign off for the first phase of the optimisation and automation workstream. Commence work on the customer digital delivery project.	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.	Commence work on the development of a vision for Greater Lincolnshire. Engage with officials as per government timelines with the development of the devolution ask for Greater Lincolnshire.	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.	The adoption of the 5th Local Transport Plan has provided an opportunity to promote the Council at a national and regional level - we have been invited to Department for Transport roundtable to discuss the work that has been done in Lincolnshire as Local Transport Plans increase in national significance.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

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.	Research and development of a Defence sector investor proposition by June 2022.	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.	Reporting on Directorates and Corporate Functions of the particular aspects of the Attraction & Retention Framework that they have implemented.	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 complete phase 3 of strengths-based approaches and behavioural science training to teams including Hospital Discharge and Community Teams, by June 2022 start phase 4 of the strengths-based approach roll out with Adult Frailty and Long Term Conditions (AFLTC), Lincolnshire Partnership NHS Foundation Trust, Occupational Therapy and Safeguarding Teams. Complete Technology first roll out with 15 additional operational teams across Learning Disability and AFLTC by June 22. Evaluation report with recommendations including for prime performance and agree scope of next phase of prime performance roll out to teams by June 22.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Creation of a Business Intelligence (BI) Programme Board to oversee implementation of the BI Strategy. First Community of Practice event which brings together Business Intelligence professionals to share good practice and for joint professional development opportunities.	GREEN (Progressing as planned)
A52	Maximise opportunities to work with others and improve service delivery	Implementation of the One Council commissioning priorities and outcomes.	Establish the One Council Commissioning Hub by April 2022. Ratify governance and reporting arrangements by the end of May 2022. Draft the One Council Commissioning Hub delivery plan by the end of May and secure approval by the end of July 2022. Confirm future key reporting milestones in August 2022.	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.	Reporting on progress of the outcomes of the Year 2 People Strategy (2021-2024) Workplan	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.	Reporting on Directorates and Corporate Functions of the particular aspects of the Attraction & Retention Framework that they have implemented (link with A39). Narrative: <i>The attraction and retention framework has been in place since January 2022 and is being used by services.</i>	AMBER (Progress is within agreed limits)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p><i>A corporate aspect of the framework includes action on reducing time to hire and with the high business as usual (BAU) volumes on recruitment this has slowed progress. An additional temporary resource is being invested from transformation monies which will assist this work.</i></p>	
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 development against the future ambitions for the transformation of heritage service.	GREEN (Progressing as planned)
A46	Get the most out of our shared public estate, to provide more community opportunities, housing, employment and accessible services	Develop and approve a new Land and Property Asset Management Plan, Land and Property Governance Structure and Accommodation Strategy.	Land and Property Asset management Plan consultation with Assistant Director and Corporate Leadership Team.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

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.	<ol style="list-style-type: none"> 1. Commence Customer Digital Delivery Project. 2. Customer Advocates trained in User Research skills. 3. Develop future CSC Key Performance Indicators and specification. 	GREEN (Progressing as planned)

The below Activity had a Red RAG in 2021-22 Quarter 4, so an update as at Quarter 1 is provided below.

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 travel	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.	<p>Deliver interim report on Key Lines of Enquiry (KLOEs) for Energy Option Analysis Study. March 2022</p> <p>Narrative as at Q1: <i>Following delays in the procurement process due to receiving no suitable submissions from businesses who could carry out this work for us, a suitable supplier was eventually found and commenced the work in June 2022. The supplier is making good progress and the interim report is anticipated by December 2022.</i></p>	RED (Not progressing as planned)