

| <b>Ambition: Support high aspirations</b> |   |   |   |                                   |
|---|---|---|---|-----------------------------------|
| <b>Activity No.</b>                       | <b>Objective</b>  | <b>Activity Name</b>  | <b>Activity Milestone</b>   | <b>RAG</b>                        |
| 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.   | Create and implement a Public Relations and Communications plan, in collaboration with Greater Lincolnshire Local Enterprise Partnership (GLLEP), to promote local Apprenticeship opportunities across Lincolnshire.          | GREEN<br>(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.   | Finalise and commence the graduate retention communications plan. Work with local employers to ensure graduate programmes are included on <a href="http://www.grad-lincs.co.uk">www.grad-lincs.co.uk</a> website.             | GREEN<br>(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 the success of Lincolnshire Apprenticeship Awards 2022 via a communications plan, supported by Council, Greater Lincolnshire Local Enterprise Partnership (GLLEP) and Business Lincolnshire communications resources. | GREEN<br>(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 | By the end of September 2022 we will have a co-produced and launched a strategy to support settings who work with children and young people with Social, Emotional and Mental Health Needs (SEMH).                            | GREEN<br>(Progressing as planned) |

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| <b>Activity No.</b>                       | <b>Objective</b>  | <b>Activity Name</b>  | <b>Activity Milestone</b>  | <b>RAG</b>                        |
|   |   | support improvement and delivery in this area.  |  |                                   |
| 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 and settings will be supported to maintain active working relationships with at least one other setting and to explore formal arrangements with other schools or settings.                     | GREEN<br>(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.   | Work to develop UK Shared Prosperity Fund (UKSPF) funding bids to enable continued support delivery post European Regional Development Fund (ERDF) funding.  | GREEN<br>(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. July 2022 | GREEN<br>(Progressing as planned) |

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| 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. | We will deliver a proposed sustainability and environment impact assessment to the Executive for consideration for inclusion in reporting structures to Council and Scrutiny Committees. | GREEN<br>(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.   | Carry out market engagement with anaerobic digestion (AD) providers.   | GREEN<br>(Progressing as planned) |
| A54                                       | Local employers have the skills they need in a diverse and successful environment   | We will make connections between businesses and training providers whenever they need them to support the ongoing development of skills within the workforce.  | Where opportunities arise, we will engage and support the sector on an ongoing basis.  | GREEN<br>(Progressing as planned) |

| <b>Ambition: Enable everyone to enjoy life to the full</b> |  |   |   |                                   |
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| <b>Activity No.</b>  | <b>Objective</b>   | <b>Activity Name</b>  | <b>Activity Milestone</b>   | <b>RAG</b>                        |
| 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. | We will have progressed a number of schemes across the County which includes those for working age adults.  | GREEN<br>(Progressing as planned) |
| 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. This will include the development of two new children homes catering for children with more complex needs and enhancing housing solutions for care leavers.                                   | Construction works at St Francis completed (subject to review and availability of resources end of June 2022. Refurbishment for new Children's home (Robin House) commences July 2022. Ofsted Registered Manager and Statement of Purpose process commences for Robin House June 2022. All successful Residential Care Officer (RCO) candidates commence induction stage July to August 2022. Robin House opens September 2022. Louth Capital appraisal and Executive decision July 2022. | GREEN<br>(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.  | GREEN<br>(Progressing as planned) |

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

| Activity No. | Objective  | Activity Name   | Activity Milestone  | RAG                               |
|--------------|--|---|---|-----------------------------------|
| A51          | Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive | 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.  | Establishment of a Governance board for Start for Life and Family Hubs. Meet with key contacts within the Department for Education and establish reporting systems. Establishment of a core team to ensure the outcomes of the Start for Life and Family Hubs program can be achieved. Complete the sign-up paperwork and engage with key stakeholders.   | GREEN<br>(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 progress the application.   | GREEN<br>(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, 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 2022/23: 1. Award new Carers contract 2. Complete engagement work for substance misuse recommissioning 3. Commence pre-procurement activity for lifestyle services<br>Implement Public Health Priority Work Programme for 2022/23: 1. Pharmaceutical Needs Assessment (PNA) statutory consultation completed 2. Integrated Care Partnership Established<br>Implement Public Health Protection Programme for 2022/23: 1. Develop and embed workstream areas across the health and care system, providing assurance to the Director of Public Health 2. Initiate and develop a workstream covering non-infectious diseases 3. Develop an overarching prospective work plan for Health Protection 4. Produce a health promotion strategy to reduce health inequalities with health protection. | GREEN<br>(Progressing as planned) |

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

| Activity No. | Objective  | Activity Name  | Activity Milestone  | RAG                               |
|--------------|--|--|---|-----------------------------------|
| 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 | Sign off of initial co-production / collaboration work programme. | GREEN<br>(Progressing as planned) |

**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  | Initiate discussion with Informal Executive in advance of Highways Infrastructure Asset Management Strategy being set. Set strategy based on investment scenario and ensure that the budget and strategy align.             | GREEN<br>(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. | As part of the Greater Lincolnshire Groundwater Project we will commence a programme of work with external partners and stakeholders to better understand the opportunities and constraints of groundwater in Lincolnshire. | GREEN<br>(Progressing as planned) |

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| <b>Activity No.</b>                           | <b>Objective</b>   | <b>Activity Name</b>   | <b>Activity Milestone</b>   | <b>RAG</b>                        |
| 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.   | We will notify county members on all planning applications received by the County Council, within their wards. A report quantifying how many responses we receive from county members will be provided. | GREEN<br>(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.           | Add new birdwatching, walking and cycling content on <a href="http://www.visitlincolnshire.com">www.visitlincolnshire.com</a> and use its data to understand our visitors better – Sept 2022.           | GREEN<br>(Progressing as planned) |
| 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 additional business accommodation in Market Deeping. August 2022.   | GREEN<br>(Progressing as planned) |
| 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.                                | 533 new school places will be delivered and available for children. Due to fluctuations in need and over-offering of school places from existing available space the full 695 places are not needed.    | GREEN<br>(Progressing as planned) |
| 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 the end of September 2022 we will have created 229 new Special School places for children and young people who require a higher level of specialist support.   | GREEN<br>(Progressing as planned) |

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| 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) Work with Quartet (Q) Collaboration partners (Lincolnshire Safeguarding Children's Partnership, Lincolnshire Safeguarding Adults Board and Domestic Abuse Partnership) to explore how a 'Place Based Approach' to prevention might be delivered. Establish a new Safer Lincolnshire Partnership (SLP) Core Priority Group (CPG) for Substance Misuse. Make preparations for new Serious Violence Duty to ensure we meet our legal obligations; establish a new CPG. Make preparations for new Protect Duty, to ensure we meet our legal obligations. Re-tender Domestic Abuse Support Service contract. Work with child safeguarding partners to develop and test an online safety curriculum. Commence Domestic Abuse perpetrator programme requirements.<br>2) Paper to Prevent Steering Group (PSG) for partners to agree future funding of Prevent training/ Community Engagement activity as per section 26 of the Counter Terrorism and Security Act 2015. Review joint funding opportunities with partners, particularly the Office of the Police and Crime Commissioner (OPCC). | GREEN<br>(Progressing as planned) |
| 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<br>(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 of improvements to customer processes against the customer digital delivery project plan. Delivery of projects contained within the digital strategy against the agreed project plans. | GREEN<br>(Progressing as planned) |
| A50          | Design our processes and services to meet customers' needs     | We will implement the recommendations of the corporate support services review.   | Publish Customer Service Centre (CSC) Expression of Interest (EOI) to shortlist suppliers. Evaluate CSC EOI and invite shortlisted suppliers to tender for CSC contract.                        | GREEN<br>(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.   | Vision for Greater Lincolnshire report completed. Engage with officials as per government timelines with the development of the devolution ask for Greater Lincolnshire.                        | GREEN<br>(Progressing as planned) |

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| 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 the Visitor Economy Sector Investor Proposition by August 2022.   | GREEN<br>(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<br>(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 4 of strengths-based approaches and behavioural science training with Adult Frailty and Long Term Conditions (AFLTC), Lincolnshire Partnership NHS Foundation Trust, Occupational Therapy and Safeguarding Teams by Sept 22.<br>Complete Technology first roll out with 12 additional operational teams across Learning Disability and AFLTC by Sep 22.<br>Evaluation report with recommendations for sustainability to be completed by Sept 22. | GREEN<br>(Progressing as planned) |

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|  |   |  | We will develop a delivery plan which sets out how we will implement our sustainability strategy.   |                                   |
| 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. | Agreement by the Programme Board to detailed delivery plans for each of the workstreams which make up the delivery of the Business Intelligence Strategy.   | GREEN<br>(Progressing as planned) |
| A52  | Maximise opportunities to work with others and improve service delivery                   | Implementation of the One Council commissioning priorities and outcomes.   | Develop, agree and implement a process for reporting against the Council's key contracts. Establish cross Council working groups to investigate current practice and make recommendations for key commissioning requirements - covering sustainable commissioning and tackling modern slavery. Undertake commissioning benchmarking activity and identify priorities for improvement. | GREEN<br>(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<br>(Progressing as planned) |

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

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|--------------|--|--|---|-----------------------------------|
| 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). | GREEN<br>(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 development against the future ambitions for the transformation of heritage service.   | GREEN<br>(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 and Governance Structure adopted/ approved.   | GREEN<br>(Progressing as planned) |

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| 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. | 1) Stakeholder engagement on Customer Charter.<br>2) Future CSC Decision. | <b>GREEN</b><br>(Progressing as planned) |

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