

<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 Local Enterprise Partnership (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.	Undertake the Employment & Skills Work Programme Year 1 activity review by December 2022 and devise an action plan for Year 2.	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.	Raise awareness of the opportunities for graduates via web and social media channels by July 2022.	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.	Working with Greater Lincolnshire Local Enterprise Partnership (GLLEP) and Lincolnshire Public Sector Compact Group, plan and organise Lincolnshire Apprenticeship Awards 2023. Work with local employers to encourage nominations and participation in order to increase awareness.	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	By the end of December 2022 we will have completed a review of Alternative Provision in Lincolnshire to ensure that there is sufficient and effective support available to assist schools to sustain young people's placements in mainstream education.	GREEN (Progressing as planned)

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		required, undertaking this assessment in a timely and creative way. Our SEND High Needs transformation programme will 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 by Lincolnshire County Council (LCC) Education to develop and expand their formal partnerships with other schools and settings so that all schools and settings are supported to maintain robust collaborative working 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.	Commence delivery of actions within the Internationalisation Strategy Action Plan.	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.	We will review and audit the Green Masterplan – Action Plan, in line with new Environment Act 2021 requirements and other Governmental targets (e.g. interim climate emissions targets). This will involve updating the Green Masterplan - Action Plan to include natural environment and transport related targets.	AMBER (Progress is within agreed limits)

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Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p><b>Narrative:</b> <i>The quality of data on greenhouse gas emissions from the Council's own activities has been improved and a new annual reporting format has been established. An action plan to improve data on indirect (Scope 3) emissions has been developed. In addition, the level of data on emissions from the wider economy in Lincolnshire has been extended to cover more sectors, including agriculture.</i></p> <p><i>The Sustainability Team has used the requirements of the Environment Act 2021 and the various targets coming out of the Act to develop a new action plan for the ongoing implementation of the Green Masterplan.</i></p>	
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 commence Development Fund Programme schemes within Q3 – We will report on the number of schemes commenced with respect to the package prepared in Q1.	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.	Seek Corporate/ Executive approval for developing expansion of waste infrastructure. Also secure funding for Waste Capital Budget to deliver changes and expansion to waste facilities.	GREEN (Progressing as planned)

<b>Ambition: Enable everyone to enjoy life to the full</b>				
<b>Activity No.</b>	<b>Objective</b>	<b>Activity Name</b>	<b>Activity Milestone</b>	<b>RAG</b>
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.	Refurbishment of Robin House to commence November 2022. Ofsted Registered Manager for Robin House to be concluded December 2022. New Louth home works to commence on site November 2022.	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 set in place arrangements to commence implementation.	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, 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. Mobilise Carers contract 2. Tender sexual health and substance misuse services 3. Options appraisal completed for the future of Digital Care and Support Service.  Implement Public Health Priority Work Programme for 2022/23: 1. Pharmaceutical Needs Assessment (PNA) published by 1 October 2022	GREEN (Progressing as planned)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			2. Director of Public Health (DPH) Annual Report completed 3. Implement the Know Your Numbers (Blood Pressure) programme of work.  Implement Public Health Protection Programme for 2022/23: 1. Implement the winter covid booster programme 2. Commence the flu vaccination programme 3. Roll out education settings-based support programme for health protection 4. Testing winter preparedness plan.	
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.	Completion of grant reviews.	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 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. September 2022</p> <p><b>Narrative:</b> <i>The pace of commercial and residential developments in Lincolnshire is affected by the high cost and limited availability of utility connections, notably power and waste water. This problem becomes worse in rural locations. Our research study into what the detailed power provision is like in each part of the county is on track to conclude in late spring 2023, an interim version of the report will be taken to Environment and Economy scrutiny committee on 28 February 2023.</i></p> <p><i>Officers have already started to build a stronger relationship with Lincolnshire's electricity providers - Northern Power Grid and National Grid; which means that a shared action plan to tackle these problems will be able to be delivered quickly after the final version of our research study has been published.</i></p>	AMBER (Progress is within agreed limits)
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	Finalise Highways Infrastructure Asset Management Strategy for approval by the Executive. Develop programmes of work aligned to this Strategy for the Strategy lifecycle.	GREEN (Progressing as planned)

<b>Ambition: Create thriving environments</b>				
<b>Activity No.</b>	<b>Objective</b>	<b>Activity Name</b>	<b>Activity Milestone</b>	<b>RAG</b>
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 engage with partners to advise and develop the proposals for a proposed new Lincolnshire Reservoir as part of the formal planning process.	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.	That the council establishes a strategic approach to requesting, co-ordinating, and monitoring Developer Contributions.	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.	Commission and commence delivery of Green Tourism business support programme across Lincolnshire.	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) Agree a Safer Lincolnshire Partnership (SLP) Substance Misuse Delivery Plan. Agree a SLP Serious Violence Strategy and Delivery Plan. 2) Implement restructure of Community Safety Service. Review joint funding opportunities with partners, particularly the Office of the Police and Crime Commissioner (OPCC).	GREEN (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>
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.	<p>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.</p> <p><b>Narrative:</b> <i>Good progress continues to be made on projects that support the delivery of the customer strategy and the digital strategy.</i></p> <p><i>The customer strategy implementation is on plan. Work has now concluded on reviewing school transport, with a range of opportunities for improvements being identified. A review is now taking place of the school admission processes. This will see further recommendations be made and where appropriate, a greater level of integration between admissions and transport processes.</i></p> <p><i>Work to replace the council's telephony solution is progressing well with high level design work now being complete, and an agreed plan being in place that will see both our contact centres and back-office telephony move to the new Anywhere 365 system later in 2023.</i></p> <p><i>The digital strategy sees a number of projects progressing. This includes the process optimisation and automation project which is progressing well.</i></p>	<p>AMBER (Progress is within agreed limits)</p>

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Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p><i>Work is nearing completion on the mapping of the adult social care pathway, with a detailed findings report being produced. Work has also started to modernise the way that bookings for training courses within fire and rescue are managed.</i></p> <p><i>The virtual meetings workstream is progressing well and is expecting to deliver savings from April 2023 through the introduction of new working practices to reduce travel expenses within adult services.</i></p> <p><i>The productivity and collaboration workstream has delivered a detailed review of our Microsoft 365 implementation and identified both good practice and opportunities for improvement. The opportunities will now be evaluated in more detail, with appropriate projects being commissioned. The activity is rated as Amber due to delays experienced within the digital strategy projects, particularly in relation to collaboration and productivity, and the optimisation of processes.</i></p>	
A50	Design our processes and services to meet customers' needs	We will implement the recommendations of the corporate support services review.	<p>Tenders for Customer Service Centre (CSC) received and evaluated.</p> <p>Invite suppliers to tender for Information Management &amp; Technology (IMT) Service Towers.</p>	GREEN (Progressing as planned)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Engage with officials as per government timelines with the development of the devolution ask for Greater Lincolnshire.	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.	Review and update the Team Lincolnshire inward investment website by October 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)

<b>Ambition: Provide good-value council services</b>				
<b>Activity No.</b>	<b>Objective</b>	<b>Activity Name</b>	<b>Activity Milestone</b>	<b>RAG</b>
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.	<p>Integrated Delivery Team complete roll out Phase 5 of the Strengths-Based Approaches and behavioural science training to teams across Adult Frailty and Long Term Conditions (AFLTC) Teams, Lincolnshire Partnership NHS Foundation Trust, Occupational Therapy, Safeguarding, Hospital and Learning Disability teams by October 2022.</p> <p>Complete Technology first roll out with remaining operational teams across Learning Disability and AFLTC by October 22.</p> <p>We will continue to implement our delivery plan which sets out how we will sustain progress.</p> <p>Integrated Delivery Team to begin Strengths-Based Approach roll out with Carers Services.</p>	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.	<p>Successful transition of corporate performance reporting to a new tool set enabling the workforce to have more flexible access to business intelligence.</p> <p>Production of a workforce development plan to enable staff to have the knowledge and skills they need to effectively utilise the business intelligence they have to improve the services they deliver.</p>	GREEN (Progressing as planned)
A52	Maximise opportunities to work with others and improve service delivery	Implementation of the One Council commissioning priorities and outcomes.	<p>Commence work to embed the Council's commissioning framework in practice.</p> <p>Finalise the Council's sustainable commissioning statement.</p>	GREEN (Progressing as planned)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			Investigate and identify collaborative commissioning opportunities. Implement a collaborative learning programme covering the Council's commissioning priorities.	
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).	GREEN (Progressing as planned)
A44	Continue to innovate and make best use of our assets	We will protect and enhance our heritage assets and we will maximise the use of our sites for customers, through delivering proposals for the iconic investment in The Collection Museum and Gallery and other heritage sites.	Progress of cultural development against the future ambitions for the transformation of heritage service.	GREEN (Progressing as planned)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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 Governance Structure in place and Service Asset Management Plans completed by services.	GREEN (Progressing as planned)
A47	Put our customers first, so we respond with one voice, working effectively across teams	We will transform the way we engage with customers through the implementation of a customer strategy. We will maximise technology solutions in the Customer Service Centre (CSC) to enable customers to do more online, including paying for services. In year 2 our emerging digital strategy will enable us to be innovative so our customers can access us through multiple channels.	1. Approve and communicate Customer Charter. 2. Develop training on customer service best practise linked to Customer Charter.	GREEN (Progressing as planned)