

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.	Develop the Multiply Numeracy Programme and undertake phase 1 rollout across Lincolnshire, Sept 2022 to March 2023, working with community groups, local employers and training providers.	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.	Review effectiveness of the Lincolnshire Graduate retention plan by March 2023. Explore different data sources to provide a benchmark for sector analysis.	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.	In collaboration with the Greater Lincolnshire Local Enterprise Partnership (GLLEP), plan a wider National Apprenticeship Week series of sector-based activities, feeding into local employer needs and delivered in schools to help increase attractiveness and interest.	GREEN (Progressing as planned)
A6	Champion educational excellence so every child/young person has a high quality education to succeed in life	We will help schools to be skilled at supporting children with special education needs and disabilities (SEND) in mainstream settings, through developing and delivering strategies and where an education, health and care plan is required, undertaking this assessment in a timely and creative way. Our SEND High	By the end of March 2023 we will have launched and embedded the new Autism and Learning Difficulties (ALD) Service and the new Behaviour Outreach Support Service (BOSS). We will have six months data to begin to consider the impact of the new services in assisting mainstream schools to meet the needs of young people with autism and/or distressed behaviours.	GREEN (Progressing as planned)

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Activity No.	Objective	Activity Name	Activity Milestone	RAG
		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.	The strategy for school improvement will be revised to reflect the importance of collaborative working in line with LCC objectives and the expectation that all schools will have increased or maintained their partnership working with the support of LCC Education Team.	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.	Evaluate and review the business support services delivered by the Business Lincolnshire Growth Hub by March 2023. Devise a delivery plan for 2023/24.	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 demonstrate declining carbon emissions for both Lincolnshire County Council and the local economy across the year - setting out a carbon emission baseline and progress towards meeting the 2050 zero carbon targets. This will involve improved reporting on both direct and indirect carbon dioxide emissions. We will demonstrate progress against a targeted increase in tree canopy across the county - we will work with land owners and other public sector bodies to develop tree planting sites across the county. We will develop a tree strategy for the	GREEN (Progressing as planned)

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			county including a policy on trees along the highways and will continue to monitor the extent of ash die back disease across the county and the associated risks and costs.	
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.	The number of Section 19 investigations instigated following severe flooding in 2019 & 2020 will be concluded and recommendations published.	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.	Commence procurement exercise to secure anaerobic digestion (AD) food waste capacity.	GREEN (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 (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A15	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities	We will continue to improve how we support children in care and care leavers to thrive through the delivery of the children in care transformation programme.	Robin House to be completed and handed over to service March 2023. Ofsted change of purpose for Robin House registration visit April 2023, Robin House opening April 2023 and first placement. Commence recruitment for Louth home and name of the new home confirmed.	GREEN (Progressing as planned)
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.	Complete all local needs assessments to determine Family Hub sites	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 commence implementation of the agreed prevention approach.	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. Award new contracts for sexual health and substance misuse services Implement Public Health Priority Work Programme for 2022/23: 1. Joint Strategic Needs Assessment republished 2. Greater Lincolnshire Public Health Pilot Evaluation report and recommendations published	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			Implement Public Health Protection Programme for 2022/23: 1. Implement a health promotion strategy to reduce health inequalities 2. Develop plans to support resilience across the Integrated Care System (ICS)	

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	Ensure that the Strategy is clearly communicated and briefed. Pursue additional funding opportunities and ensure the long-term needs of the service are communicated with stakeholders. Implement Strategy and report against the objectives set.	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.	As part of the development of the Greater Lincolnshire Groundwater Project we will have commenced Community Engagement activities and began to refine existing modelling data to better understand the effects of groundwater in Lincolnshire.	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.	Prepare policies for an updated Lincolnshire Minerals and Waste Local Plan.	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 the Greater Lincolnshire Business Tourism pilot work and plan phase 2 activity.	GREEN (Progressing as planned)

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A32	Provide sufficient, high quality and inclusive education places locally	We will create more than 500 new special school places by 2024 as part of delivering the Building Communities of Specialist Support Strategy. We will work towards making 300 of those places available by September 2022.	By the end of April 2023 we will have created 274 new Special School places for children and young people who require a higher level of specialist support.	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) Evidence impact and outcomes of Public Protection department activities through performance reporting and evaluations. Complete review of DA perpetrator provision ready for commissioning of perpetrator interventions for county. Introduce Online Safety Curriculum for primary school pupils. Work to transition to new Domestic Abuse Support Service provision. 2) Review joint funding opportunities with partners, particularly the Office of the Police and Crime Commissioner (OPCC).	GREEN (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 (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 (Progressing as planned)
A50	Design our processes and services to meet customers' needs	We will implement the recommendations of the corporate support services review	Dialogue with Customer Service Centre (CSC) suppliers undertaken and final amendments to tenders received. Tenders for Information Management & Technology (IMT) Service Towers received and evaluation commenced.	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.	Engage with officials as per government timelines with the development of the devolution ask for Greater Lincolnshire.	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.	Refine the Greater Lincolnshire Investment Plan and agree the delivery plan for 2023.	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 Strengths-Based Approach roll out with Carers Services. We will continue to implement our delivery plan which sets out how we will sustain progress.	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	Agreement to a new operating model for the corporate performance team which will enable the team to be fit for purpose for the effective delivery of a business intelligence function for the next 3-5 years. To have a fully functioning data store which is the	GREEN (Progressing as planned)

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		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.	central repository for the Council's key data sources, enabling the effective delivery of Business Intelligence from a single data source.	
A52	Maximise opportunities to work with others and improve service delivery	Implementation of the One Council commissioning priorities and outcomes.	Produce the Council's first draft statement to tackle modern slavery and human trafficking. Supplement the Council's sustainable commissioning statement with a practice guide and measures to enable a consistent, appropriate and proportionate approach across the Council to achieving our sustainable commissioning outcomes. Work across the Council to embed the roles and responsibilities outlined in our commissioning framework.	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).	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
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)
A45	Continue to innovate and make best use of our assets	We will plan and manage our financial resources effectively through refreshing our Medium Term Financial Strategy and through delivering comprehensive reviews of specific areas.	Medium Term Financial Strategy approved by council agreeing the strategy to manage the council's resources including service reviews and a savings strategy.	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.	Draft Land and Property Strategy and Accommodation Strategy agreed.	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. Recommendation for future management of customer insight data. 2. Pilot customer service training package. 	GREEN (Progressing as planned)