



**Open Report on behalf of Andrew Crookham Executive Director – Resources**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>24 August 2023</b>
Subject:	<b>Corporate Plan Success Framework 2023-24 - Quarter 1</b>

**Summary:**

This report invites the Overview and Scrutiny Management Board (OSMB) to consider a report on the 2023-24 Corporate Plan performance for Quarter 1 (Appendix 1), which will be presented to the Executive on 5<sup>th</sup> September 2023. The views of the Board will be reported as part of its consideration of this item.

This report also sets out the performance of the service level performance indicator for 2023-24 Quarter 1 that is within the remit of OSMB.

Full service level reporting to all scrutiny committees can be found here: [Corporate plan – Performance data - Lincolnshire County Council](#).

**Actions required:**

The Overview and Scrutiny Management Board is invited to: -

- (1) Consider the attached report and to determine whether the Board supports the recommendation(s) to the Executive as set out in the report.
- (2) Agree any additional comments to be passed on to the Executive in relation to this item.
- (3) Review and comment on the performance information that is within the remit of the Board and highlight any recommendations or further actions for consideration.

**1. Background**

The Corporate Plan was approved by the County Council on 11 December 2019 and the Executive approved the initial Corporate Plan Success Framework (CPSF) 2020-21 on 6 October 2020, with subsequent reviews and developments made thereafter.

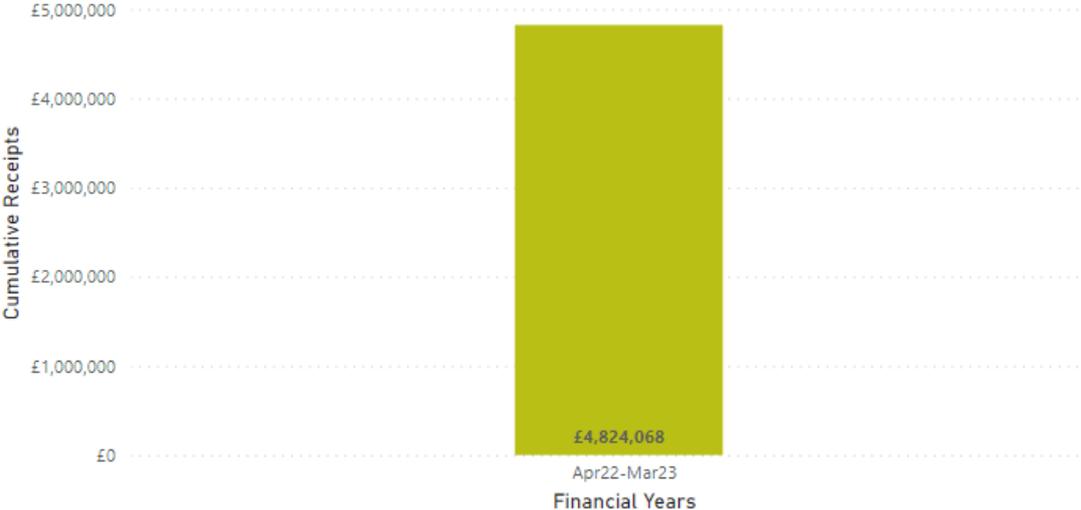
The Corporate Plan has been refreshed for 2023-24 and was approved by the County Council on 19<sup>th</sup> May 2023. In order to align to the refreshed Corporate Plan, with effect from Quarter 1 2023-24, all performance is reported against the revised CPSF.

The Framework contains performance indicators and key activities against which performance and progress will be reported in order to demonstrate whether the Council is achieving the four ambitions for Lincolnshire as set out in the [Corporate Plan](#).

1.1 The accompanying appendix details the report to the Executive (Appendix 1).

1.2 Service level performance indicator within the remit of Overview Scrutiny and Management Board is reported as Contextual (no target).

**PI 95 Capital Receipts**



Progression of this Performance Indicator is through property disposal towards a biennial set capital receipts target (2022-2024). The total receipts completed for 2022-23 are £4,824,068. A further £5,491,000 of offers have been accepted by LCC and these receipts are with Legal Services and are due for completion within the measured period (2022-2024), bringing the total current forecast to £10,315,068. Additional receipts that would bring the receipt total above £14m are being progressed by Corporate Property and Kier Estates but it cannot be confirmed at this time that this will be reached by the end of the financial year (2023-24).

**2. Conclusion**

Following consideration of the attached report to the Executive, OSMB is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to the Executive. Comments from OSMB will be reported to the Executive.

Members of OSMB are also invited to review and comment on the performance information that is within the remit of the Board and highlight any recommendations or further actions for consideration.

**3. Consultation**

**a) Risks and Impact Analysis**

Any changes to services, policies and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix 1	Report on Performance reporting against the Corporate Plan Success Framework 2023-24 – Quarter 1, to be presented to the Executive at its meeting on 5 <sup>th</sup> September 2023.

**5. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Caroline Jackson, Head of Corporate Performance, who can be contacted by email at [caroline.jackson@lincolnshire.gov.uk](mailto:caroline.jackson@lincolnshire.gov.uk).

**Open Report on behalf of Andrew Crookham, Executive Director - Resources**

Report to:	<b>Executive</b>
Date:	<b>5 September 2023</b>
Subject:	<b>Corporate Plan Success Framework 2023-24 - Quarter 1</b>
Decision Reference:	<b>I029356</b>
Key decision?	<b>No</b>

**Summary:**

This report presents an overview of performance against the Corporate Plan as at 30<sup>th</sup> June 2023. Detailed information on performance can be viewed on the Council's [website](#).

**Recommendation:**

That performance for Quarter 1 2023-24 as at 30<sup>th</sup> June 2023 be considered and noted.

**Alternatives Considered:**

No alternatives have been considered to recommendation 1 as it reflects factual information presented for noting and consideration.

**Reasons for Recommendation:**

To provide the Executive with information about how the Council is performing against the Corporate Plan.

## 1. Background

1.1 The County Council's Corporate Plan (CP) 2020-2030 sets out our priorities for local residents and communities. The CP has been refreshed in order to recognise that additional or different actions are required during the life of the Plan to build on progress and to keep the Plan relevant to changing context and challenges. This refresh was agreed at the full Council meeting on the 19<sup>th</sup> May 2023 and reflects:

- Progress on delivering the plan since 2019.
- Changes in the Council's operating environments including local priorities, funding and changes in national policy.
- Changing lifestyles, needs and public service recovery from the coronavirus Pandemic.
- Further actions needed to deliver on the Council's ambitions for Lincolnshire's Residents.

1.2 The Corporate Leadership Team (CLT) and Assistant Directors (ADs) have developed the Corporate Plan Success Framework (CPSF) which identifies the developmental activities and Key Performance Indicators (KPIs) that will be undertaken in order to achieve the four ambitions outlined in the CP. This framework has been revised to align with the refreshed plan and was agreed by the Executive on the 4<sup>th</sup> July 2023.

1.3 The **four ambitions** for the Council are:

- Support high aspirations
- Enable everyone to enjoy life to the full
- Create thriving environments
- Provide good value council services

1.4 All of the four ambitions are 'progressing as planned'. This is based on both the key activities and KPIs.

1.5 This report provides the Executive with highlights of performance of the revised CPSF. The full range of performance is hosted on the Council's [website](#).

## 2.0 Performance Reporting

2.1 For **Activities**, this includes those which are:-

- **Amber: "Progress is within agreed limits"** a current milestone is slightly behind but the Activity overall is still on plan.
- **Red: "Not progressing as planned"** the Activity is currently behind plan and work is being done to try to achieve the Objective or the Objective cannot be achieved.

Details of all activities reported in quarter 1, including those rated as **Green: "Progressing as planned"** are available in **Appendix A** and on the Council's [website](#).

- 2.2 For **KPIs**, this report includes those where an ambition (target) has been set against the KPI and the **ambition** has either-
- Exceeded (performed better than target and tolerance levels set)
  - Been achieved (within the ambition and tolerance levels set)
  - Not been achieved (outside of ambition and tolerance levels set)
- 2.3 The CPSF includes contextual KPIs, where an ambition has not been set. These are RAG rated by Executive Directors and consideration is given to whether they are:-
- Ahead of comparators such as similar authorities or national.
  - Not where we would expect to be in relation to previous year's data, similar authorities or national comparators.

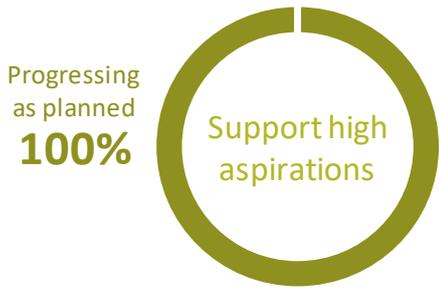
Where it is felt appropriate to raise it with the Executive, they are included in the narrative of this report.

All KPIs can be found on the Council's [website](#).

### 3.0 **Headline performance – Key activities**

- 3.1 Services have provided key milestones for each activity for 2023-24. Progress is an objective judgement by the service against the milestones.
- 3.2 To summarise, of the **38 activities** with milestones due to be reported in quarter 1, **100%** are rated as **Progressing as planned**.

<b>38</b>	<b>Progressing as planned</b>	Current milestone achieved and activity overall is expected to be achieved either on time or ahead of timescales.
<b>0</b>	<b>Progress is within agreed limits</b>	A current milestone is slightly behind but the activity overall is still on plan.
<b>0</b>	<b>Not progressing as planned</b>	Activity is currently behind plan and work is being done to try to achieve the objective or the objective cannot be achieved.
<b>38</b>		<b>Overall performance of activities</b>



Activities  
**6**

Ambition  
**Progressing as planned**



Activities  
**12**

Ambition  
**Progressing as planned**



Activities  
**9**

Ambition  
**Progressing as planned**



Activities  
**11**

Ambition  
**Progressing as planned**

**3.3** There are no key activities that are rated Red or Amber (**Not progressing as planned** or **Progress is within agreed limits**) this quarter.

#### **4.0 Key Performance Indicators (KPIs)**

**4.1** Of those KPIs where an ambition (target) has been set, 23 can be compared with an updated position for quarter 1 reporting. It is important to recognise that the last 12 months have been extremely challenging and it is therefore very positive to see 78% of KPIs exceeding or achieving the ambition that was set:-

- **3 exceeded the ambition**
  - **PI 39** Household waste to landfill ☆
  - **PI 64** Customers' level of satisfaction ☆
  - **PI 93** Percentage of ultrafast broadband coverage in residential & business premises ☆
  
- **15 achieved the ambition**
  - **PI 4** Percentage of 16-17 year olds not in education, employment or training ✓
  - **PI 14** Rate of children in care (per 10,000) ✓
  - **PI 16** Percentage of social care providers in Lincolnshire with a CQC inspection rating of 'good' or 'outstanding' ✓
  - **PI 17** The percentage of adults aged 18 to 64 in receipt of an adult care service who are receiving these in the community. ✓
  - **PI 18** The percentage of adults aged 65 and over in receipt of an adult care service who are receiving these in the community. ✓
  - **PI 25** For adults discharged from hospital, the percentage who remain at home 91 days after discharge. ✓
  - **PI 36** Household waste collected ✓
  - **PI 43** Percentage of contacts resolved through early resolution ✓
  - **PI 44** Days lost to sickness absence per FTE ✓
  - **PI 72** Safeguarding cases supported by an advocate (where appropriate) ✓
  - **PI 73** Concluded safeguarding enquiries where the desired outcomes were achieved ✓
  - **PI 74** Number of people accessing learning & skills ✓
  - **PI 79** Proportion of Adults with a learning disability in paid employment ✓
  - **PI 80** Proportion of Adults with a learning disability in paid employment and volunteering ✓
  - **PI 82** Number of businesses supported ✓
  
- **5 did not achieve the ambition**
  - **PI 15** Percentage of children in care living within a family environment ✗
  - **PI 37** Recycling Rate (new national formula) ✗
  - **PI 38** Recycling at County Council owned Household Waste Recycling Centres ✗
  - **PI 76** Carers supported in the last 12 months ✗
  - **PI 78** Carers who have received a review of their needs ✗

## 4.2 Exceeded ambition

### 4.2.1 Support high aspirations

None in Quarter 1

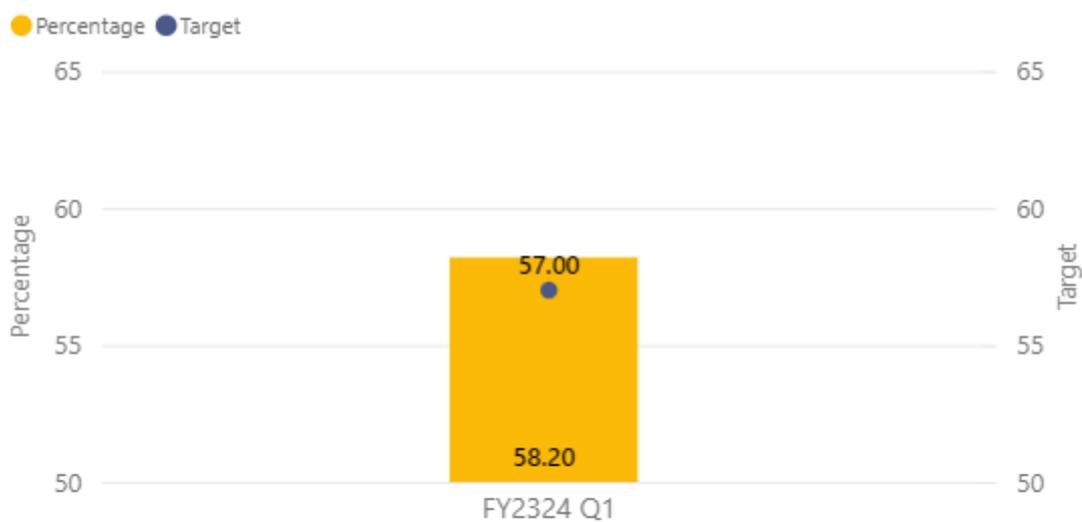
### 4.2.2 Enable everyone to enjoy life to the full

None in Quarter 1

### 4.2.3 Create thriving environments

A summary of all Waste PIs is in section 4.5

## PI 93 Percentage of ultrafast broadband coverage in residential & business premises ☆

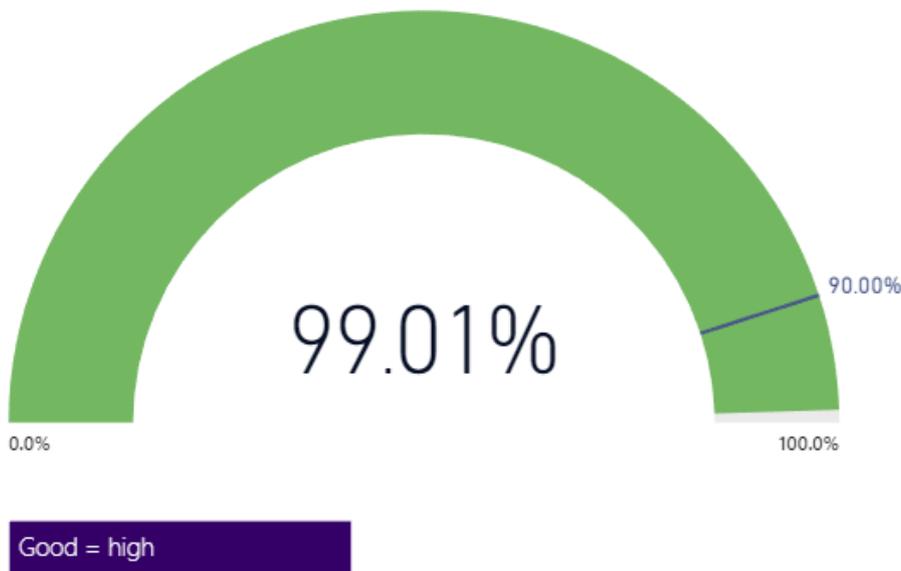


Good = high and achieving the ambition

Ultrafast broadband continues to be deployed successfully across the county as a result of both commercially driven deployments and the ongoing LCC contract with Quickline Communications. At this point in time, the numbers of premises upgraded is within annual target range.

#### 4.2.4 Provide good value council services

##### PI 64 Customers' level of satisfaction ☆



The Quarter 1 results continue the achievement of the PI observed in its first full year of Corporate reporting.

There was a slightly reduced quantity of surveys offered which was agreed as part of the Customer Service Centre's work in supporting the transfer to the Council's new telephony system. Despite this the result remains statistically significant with confidence in the score.

The result is particularly strong given the support that the Customer Service Centre provided to the telephony project throughout the quarter.

#### 4.3 Achieved ambition

##### 4.3.1 Support high aspirations

##### PI 4 Percentage of 16-17 year olds not in education, employment or training ✓



The Quarter 1 performance (2.34) is the last recorded position for this academic year and as expected the number of 16 and 17 year olds not in education, employment or training is on target.

**PI 74 Number of people accessing learning & skills ✓**



The number of adults accessing Learning and Skills at the end of Quarter 1 was 2,263 compared to the target of 2,372, meaning that performance is on plan.

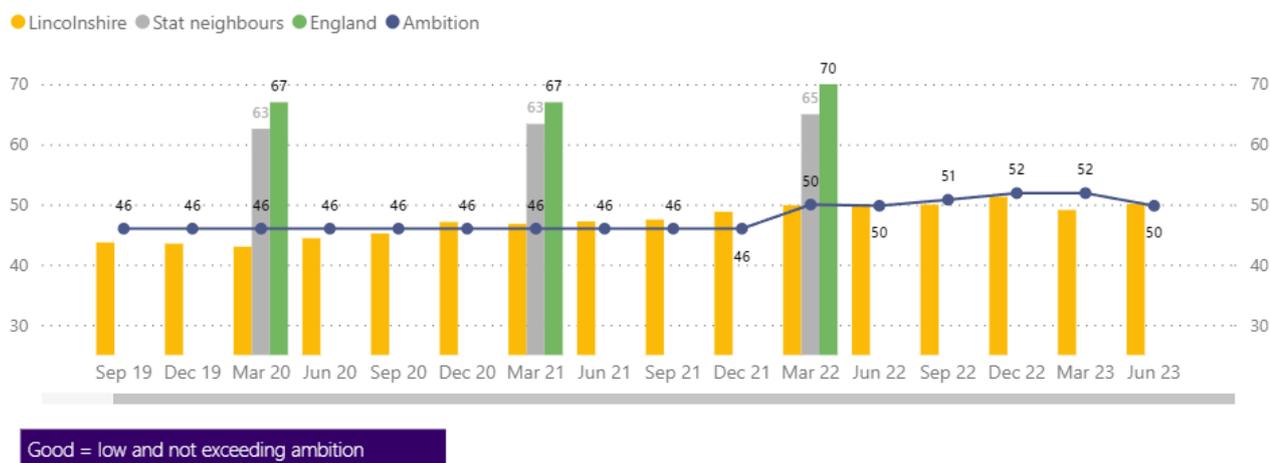
Amongst these learners were 313 that attended Multiply programmes designed to increase levels of numeracy across the County; 125 that were studying a range of qualification programmes and a further 1,825 that were engaged on adult skills courses, including family learning programmes. With a continued focus on widening participation and supporting employability, 48% of learners attended courses designed to provide skills for work readiness, with 25% attending courses relating to the health and care sectors and a further 15% to digitisation.

Provision is planned, delivered and aimed at targeted learners with the effect that 53% of learners were unemployed, 45% of learners had no, or low level of qualifications, 44% were male learners, and 35% of learners had a learning difficulty or disability. Focusing on 'filling the gaps' in areas of

deprivation across the County, 21% of all learners lived in Lincoln, 19% in West Lindsey, 16% in South Kesteven and 13% in East Lindsey.

### 4.3.2 Enable everyone to enjoy life to the full

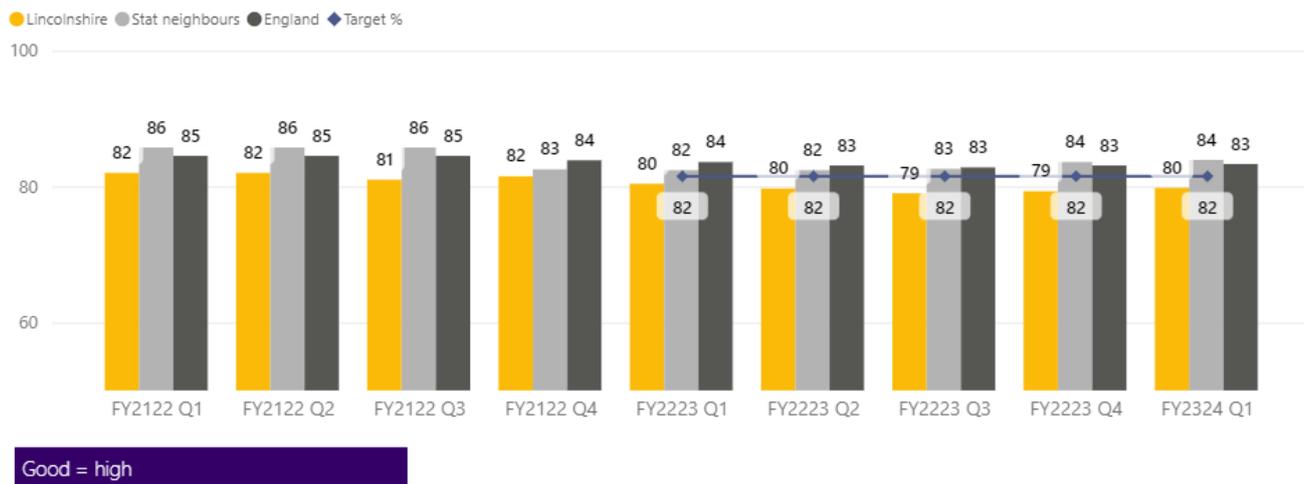
#### PI 14 Rate of children in care (per 10,000) ✓



At 50.1% this measure is just over the target (49.8%) but is within tolerance and has therefore achieved this quarter. This target has been revised upward in comparison to recent years to take into account the effects of the National Transfer Scheme and the number of children in care per 10,000 remains at a relatively high level compared to recent years. The recent growth in numbers is attributable to the Council’s safeguarding responsibilities and is partly attributable to the number of unaccompanied asylum-seeking children that have arrived as part of the new temporary mandated National Transfer Scheme. The expectation is that Lincolnshire will take a maximum of 144 children which equates to 0.1% of the general child population and therefore there continues to be a likely impact of growth going forward.

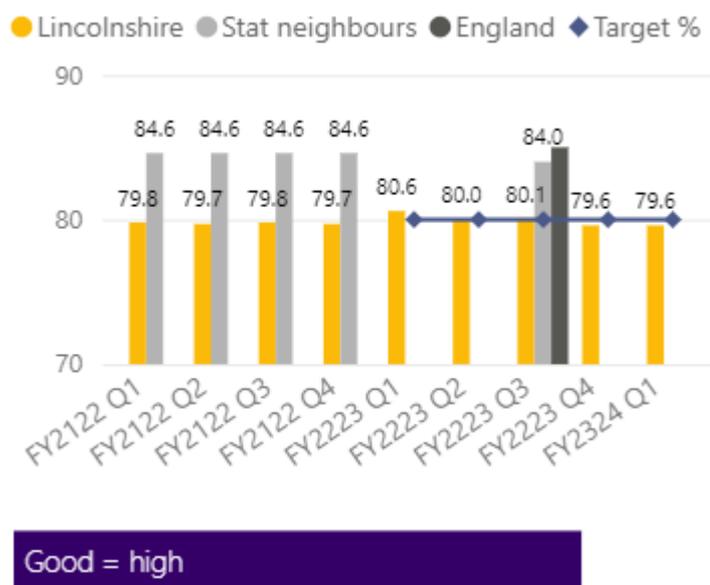
Despite the recent growth and the potential for future increase there continues to be an emphasis on prevention from children coming into care and exit planning from the care system where it can be achieved. However, even with the increase, the Lincolnshire number of Children in Care (CiC) per 10,000 remains significantly below the most recent published figures both nationally and by our statistical neighbours (70 per 10,000 and 65 per 10,000 respectively as of 31st March 2022).

#### PI 16 Percentage of social care providers in Lincolnshire with a CQC inspection rating of ‘good’ or ‘outstanding’ ✓



In Quarter 1 at 79.8% the percentage of social care providers in Lincolnshire with a CQC rating of good or outstanding is slightly higher than in Quarter 4 2023 (79.3%) and remains within the target tolerance. The number of registrations has decreased by 1 from the previous quarter and we have seen an increase by 1 for the number with a good or outstanding rating. Performance across our CIPFA group has increased to 83.9% compared to 83.6% last quarter and England has increased to 83.3% from 83.1%.

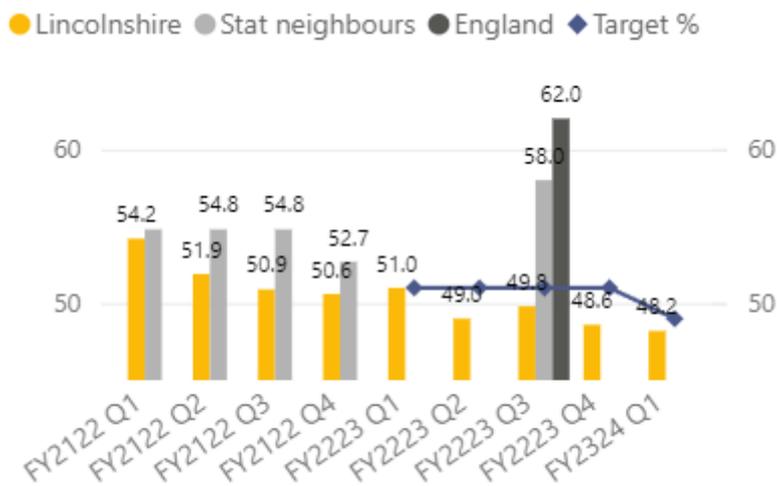
**PI 17 The percentage of adults aged 18 to 64 in receipt of an adult care service who are receiving these in the community ✓**



The level of performance (79.6) is in line with the previous quarter (79.6) and the target has been achieved. Further improvement against this measure is largely dependent upon the development of additional community-based accommodation options suitable for a diverse range of needs. Whilst

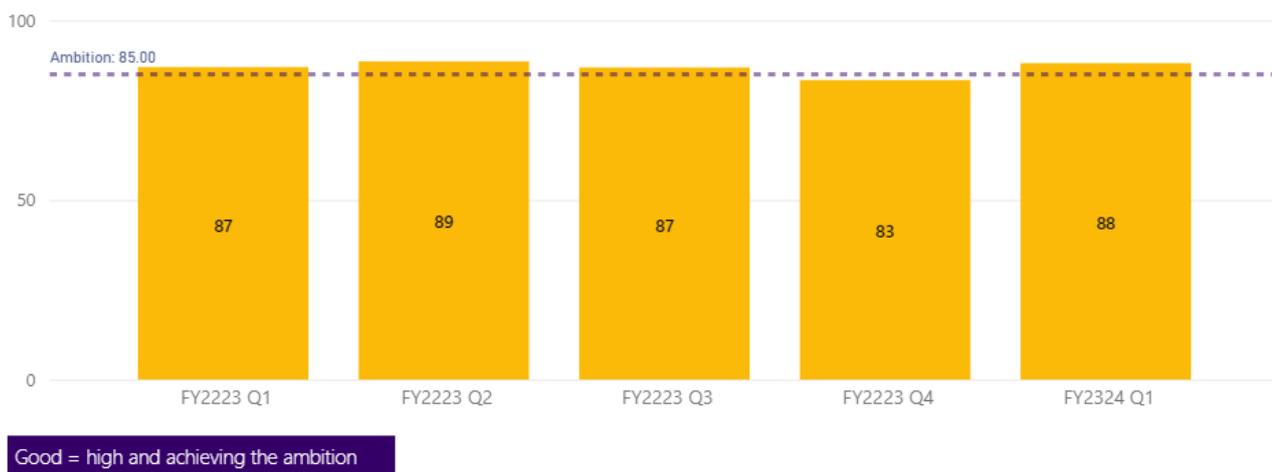
there is a significant investment in Extra Care housing for older people it is also important that a similar programme of investment is progressed for working age adults. This will help to maximise people’s independence and reduce reliance on residential and nursing care.

**PI 18 The percentage of adults aged 65 and over in receipt of an adult care service who are receiving these in the community ✓**



The level of performance (48.2) is consistent with the previous quarter (48.6). The proportion of older adults living in the community is impacted on by the large proportion of adults aged 85+ with physical support needs who need residential or nursing care.

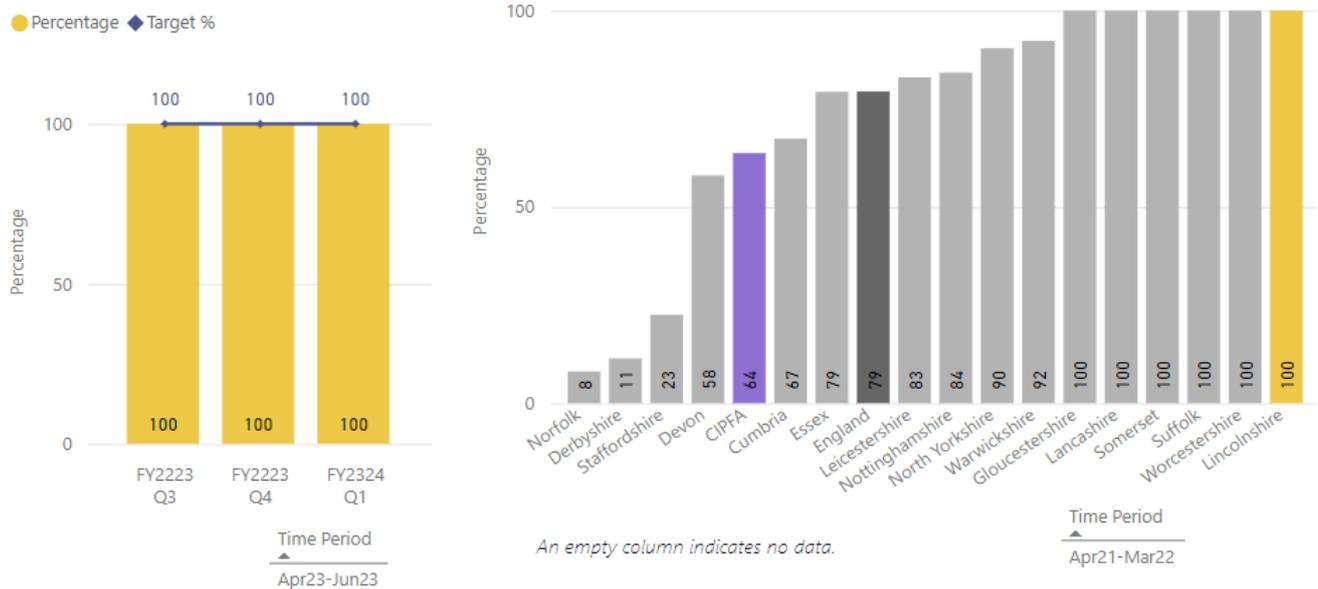
**PI 25 For adults discharged from hospital, the percentage who remain at home 91 days after discharge ✓**



The target has been achieved which is positive, evidencing that people have received an appropriate assessment of their needs to ensure they remain at home following discharge from hospital. Of the 1,341 discharges that are at home after 91 days, 264 of these are at home receiving

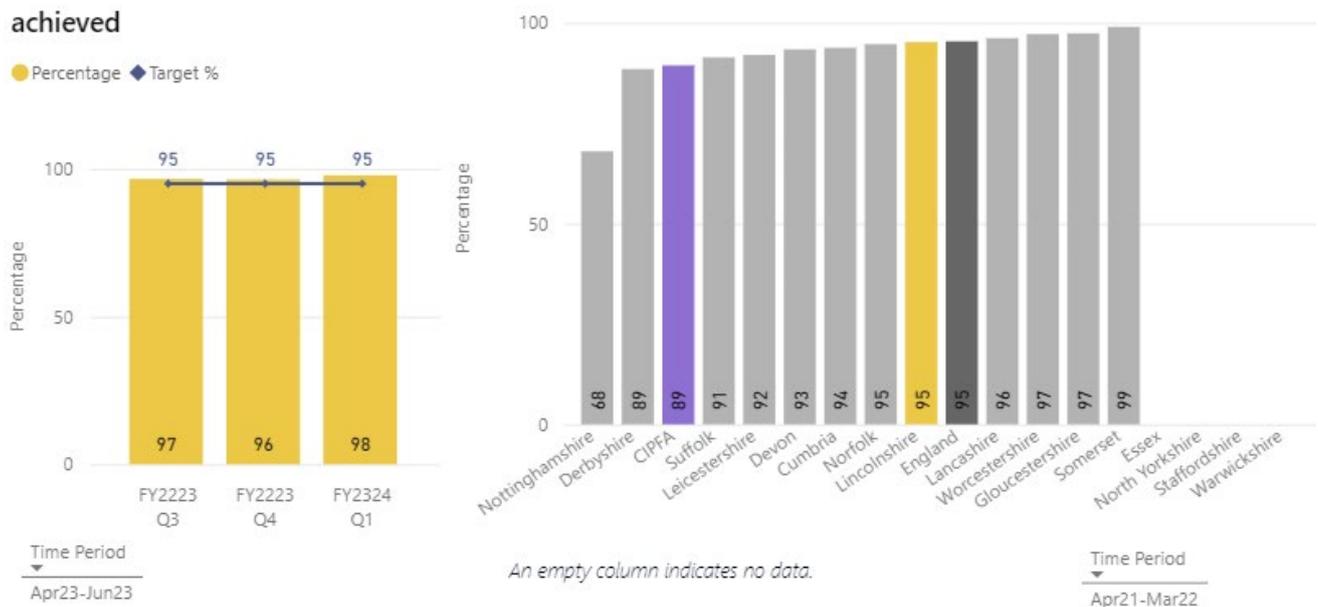
a long-term support service (e.g. home care). Of the 181 clients not at home on the 91st day, 105 of these are now in Long Term residential care.

**PI 72 Safeguarding cases supported by an advocate (where appropriate) ✓**



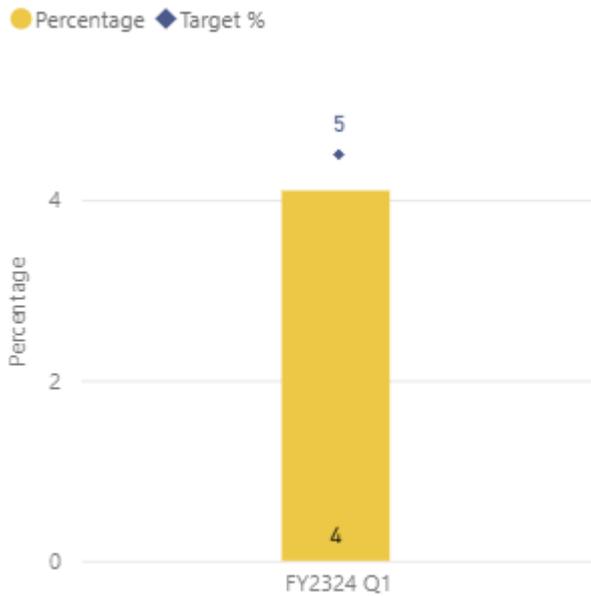
This measure is consistently met and demonstrates that individuals are provided with the necessary support to share their views and wishes.

**PI 73 Concluded safeguarding enquiries where the desired outcomes were achieved ✓**



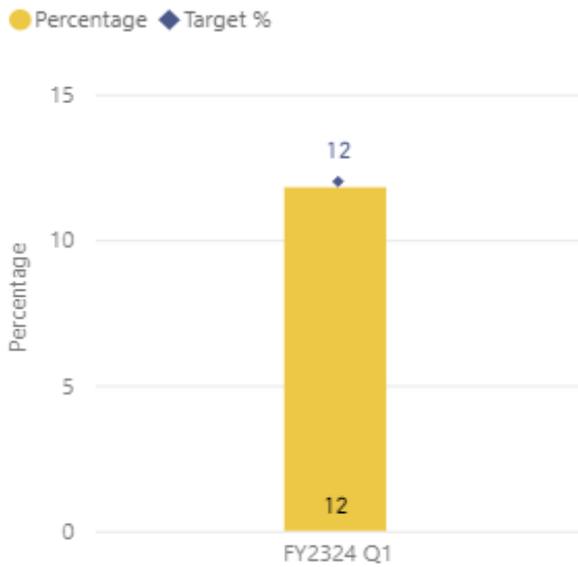
This target has been met. Understanding what being safe means to the individual and working with them to attain this supports independence, choice and control, helping to build resilience which can prevent further risk.

**PI 79 Proportion of Adults with a learning disability in paid employment** ✓



The figure for Quarter 1 is 4.1% which is within the target tolerance. There is a lot of work undertaken to support clients with a learning disability to find work but this is challenging due to the complex needs of many of our clients and the work opportunities available in Lincolnshire. A lot of work takes place with the Maximum independence team and the new Job coaches that have been set up to assist clients to explore the employment world. We expect the number accessing employment to increase over the year.

**PI 80 Proportion of Adults with a learning disability in paid employment and volunteering ✓**

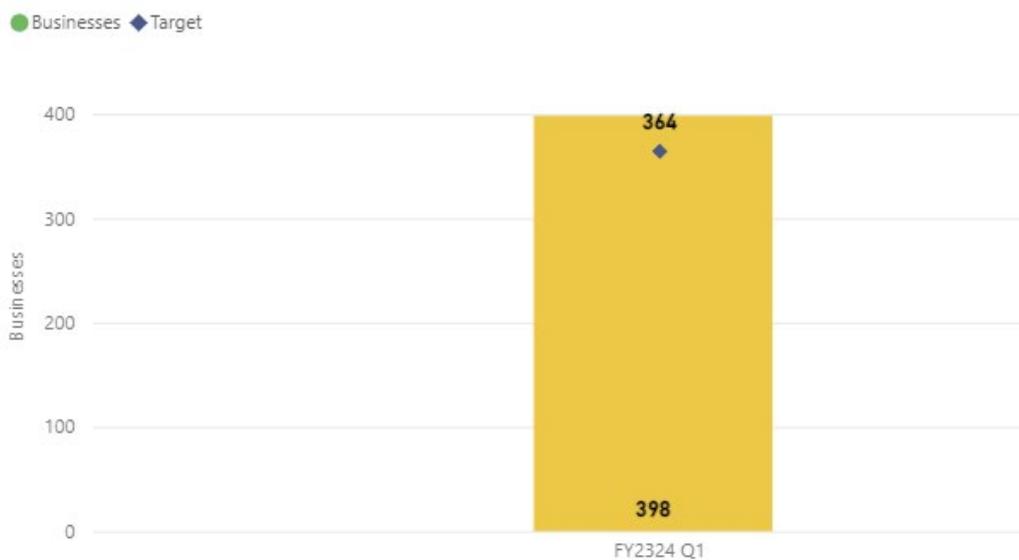


The figure for Quarter 1 is 11.8% which is within the target tolerance and reflects the work of the learning disability team to support clients to find volunteering opportunities.

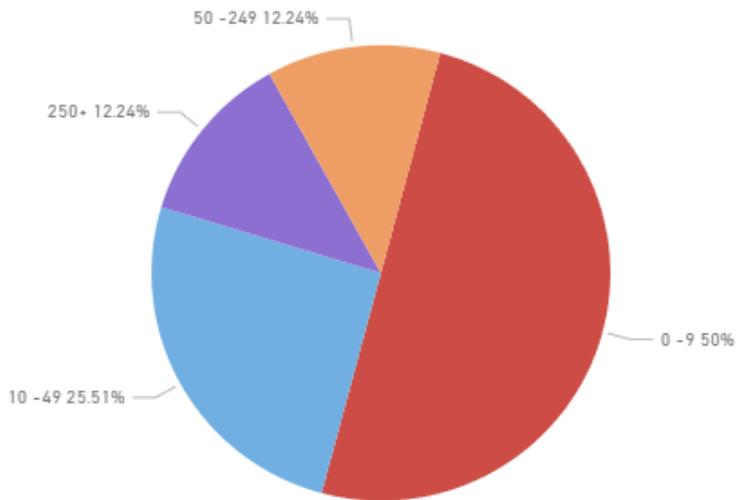
**4.3.3 Create thriving environments**

A summary of all Waste PIs is in section 4.5

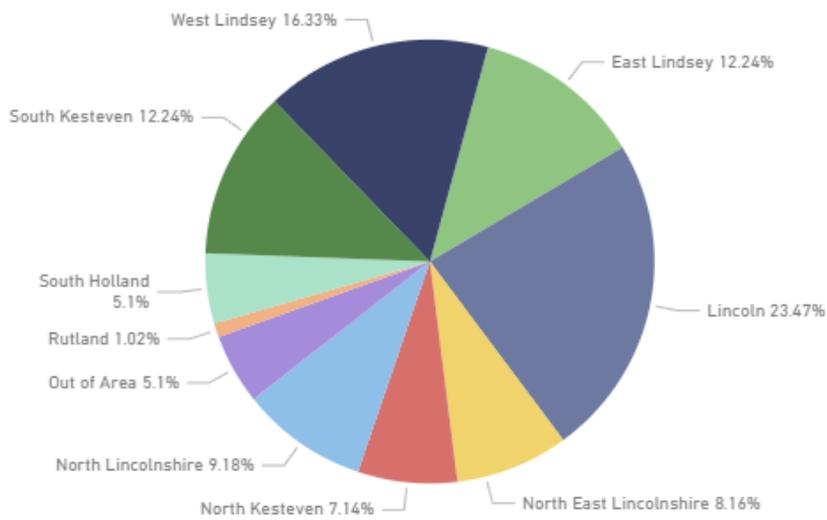
**PI 82 Number of businesses supported ✓**



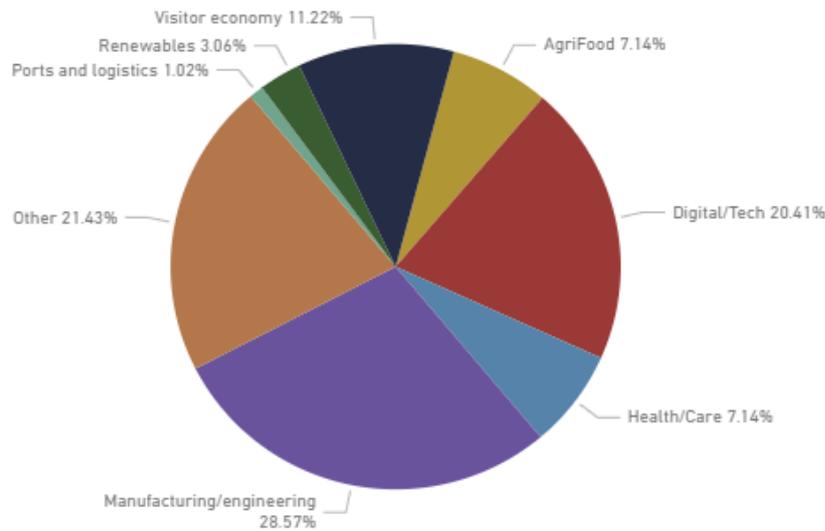
### Businesses Assisted by Priority Size



### Businesses Assisted by Location



## Businesses Assisted by Priority Sectors



Performance for Quarter 1 has seen 398 Businesses Supported – above the target of 364.

The Business Lincolnshire Growth Hub has supported 207 businesses in Quarter 1 with a further 39 grants being paid from the final stage of European Regional Development Fund programme.

The Growth Hub's programme for high growth businesses, 'Next Level' Scale Up programme continues to be well received during Quarter 1 as have the Manufacturing Transformation and Supply Chain Support programmes. As Quarter 1 saw the European funded, £7.2m, Business Lincolnshire Sustainability Business Growth 2 programme finish, work is now being undertaken to embed the replacement support programme the Business Lincolnshire Shared Service, funded through contributions of UK Shared Prosperity Fund (UKSPF) from the opted in Local Authorities. This service offers generalist and specialist advisory services as well as a range of programmes such as Start Up Support, support aimed at the Retail Leisure and Hospitality industries as well as Social Economy, Manufacturing and Carbon Reduction. This is supported by an online, on demand workshop programme and a tailored communication campaign.

Through the Inward Investment team offer which includes Team Lincolnshire (TL), inward investment enquiry handling and the account management of foreign owned businesses, our services have supported 187 businesses during Quarter 1. Support has included attendance and investor networking at the UK Food Valley Brunch at the Lincolnshire Show.

The Economic Infrastructure Business Accommodation Portfolio consists of leasehold units in six business centres, 48 industrial workshops and eight miscellaneous premises across 24 estates in 18 towns. The overarching aim of the service is to provide suitable premises and tenancies to support new and young small and medium businesses and enhance economic growth and job creation across Lincolnshire.

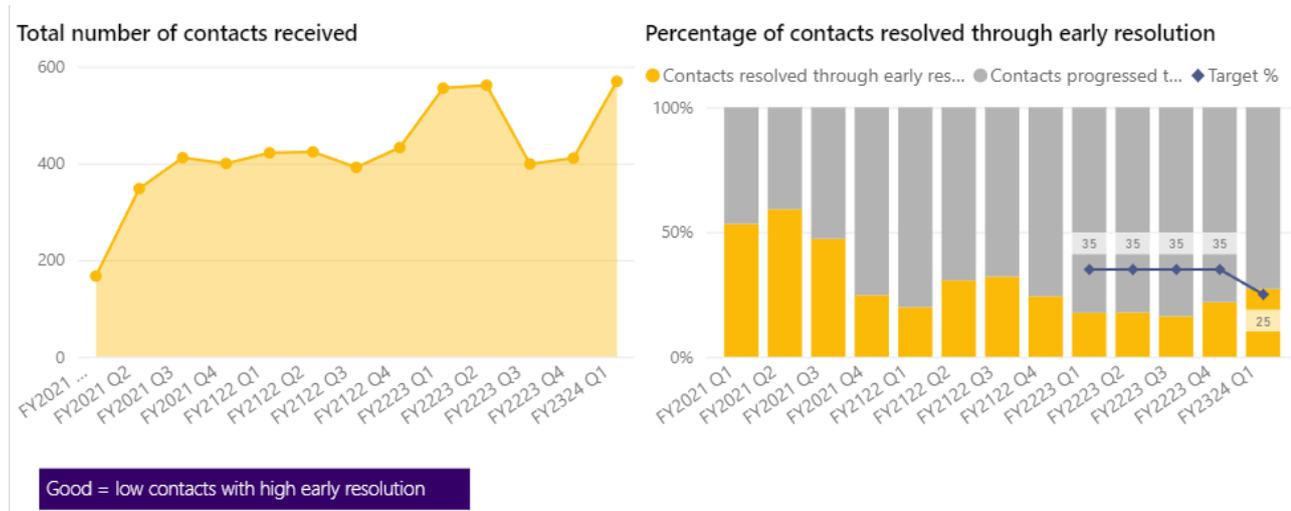
The Economic Infrastructure Portfolio team enhances that service level to its tenants, continuing to support them by nurturing through effective relationships and physical and financial support. The

team also refers businesses to enable them access to advice, support, and potential upskilling from Business Lincolnshire to assist them and help them to grow.

Throughout Quarter 1, 143 small business tenants continued to receive accommodation support alongside 5 new public sector tenants. As a result of enhanced relationship management 4 new lettings were added to the Portfolio in Quarter 1.

### 4.3.4 Provide good value council services

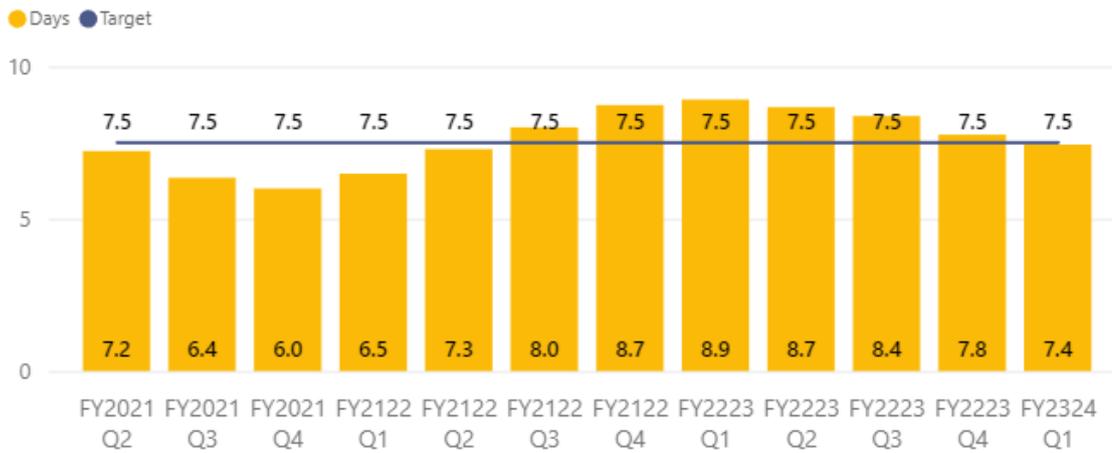
#### PI 43 Percentage of contacts resolved through early resolution ✓



There were 570 contacts in Quarter 1, which is an overall increase of 39% in comparison to the previous quarter (411 contacts).

This quarter has seen a 5% increase in the number of cases resolved informally through early resolution with a 27% informal resolution rate, achieving the target. There have been increases in the number of contacts expressing dissatisfaction across all services areas. The significant numbers remain in areas such as Highways, which accounts for 49% of all contacts received. However, this area also remains the service which delivers the highest level of informal resolution with 87 cases resolved in early resolution. The first quarter has also seen an increase in the number of repeat complainants. Whilst we acknowledge that these individuals have a history of making numerous complaints it would be inappropriate of the Local Authority to dismiss these without review. These individuals account for 12 cases accounting for 2% of all complaints investigated.

**PI 44 Days lost to sickness absence per FTE ✓**



Good = low sickness absence

Sickness absence has continued to reduce during 2022/23. Quarter 1 2023/24 has seen a reduction to its lowest level for over 12 months and below the Council’s target of 7.5 days per FTE.

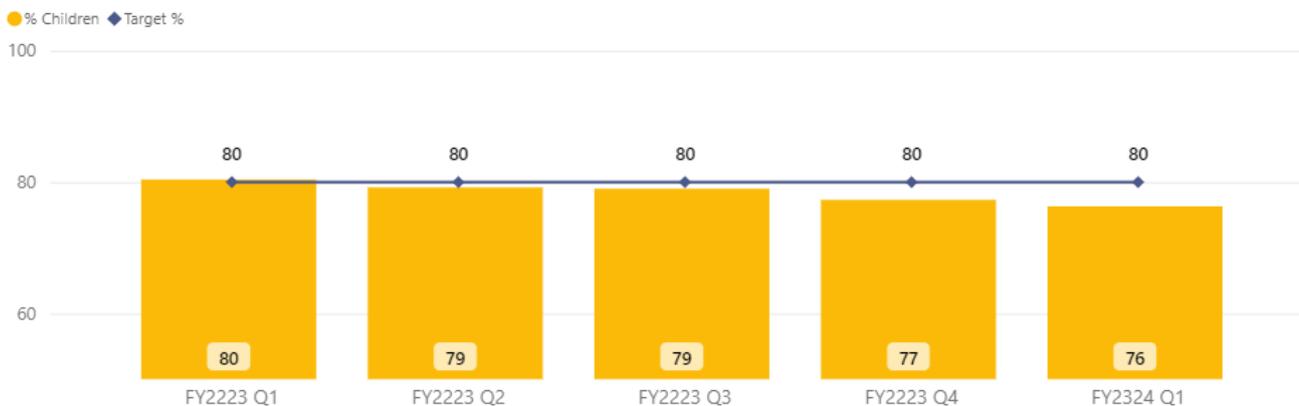
**4.4 Did not achieve ambition**

**4.4.1 Support high aspirations**

None in Quarter 1

**4.4.2 Enable everyone to enjoy life to the full**

**PI 15 Percentage of children in care living within a family environment ✗**



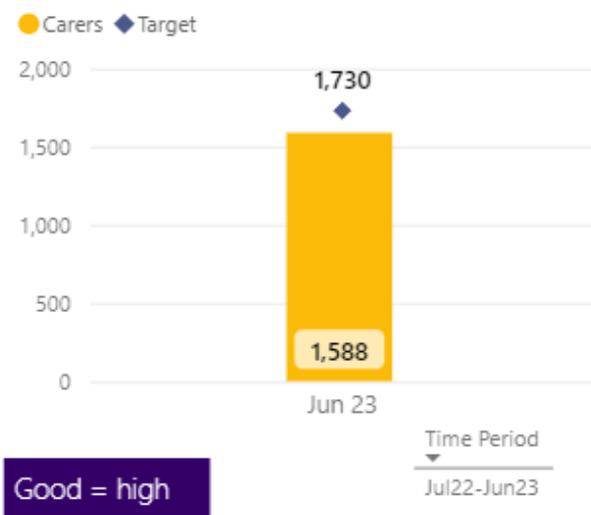
Good = high and not falling below the ambition

The current target for 2023-24 is 80%. At 76.3% this is performing just below the target range (77% - 82%). This measure has previously been within the target tolerance, but as the children in care

cohort changes constantly, the figure does vary between quarters, and it is yet to be seen as to whether this is a temporary dip or part of a longer-term trend. To illustrate how the figure can vary over quite short periods of time, at the start of June the figure stood at 77.4%, within the target range, whereas by the end of the month the figure had dropped to 76.3%, slightly below. Family placements are a continued focus for the Council as for many children in care, a family placement is deemed the most suitable means of offering care and maintaining children within their family networks. The Council continue to explore enabling children and young people to remain within their family or extended network if they cannot, for whatever reason, live with their parents.

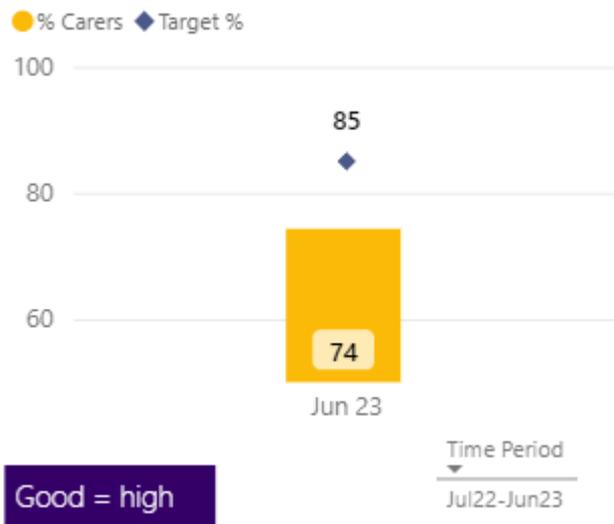
We are aware of the increased number of age assessments of Unaccompanied Asylum Seeking Children (UASC) which result in a non-family placement which will be affecting this measure. This is likely to continue to increase.

**PI 76 Carers supported in the last 12 months \***



While the target has not been met, 12,067 carers were supported over the last 12 months. This number breaks down to 9,561 Adult carers of adults and 2,506 Young Carers. We can be confident that the carers that we are reporting are receiving substantive support and we expect the numbers to increase over time. Of the 9,561 adult carers supported; 819 received a Direct Payment, 8,239 were offered Info & Advice and 503 no direct support (respite provided to carer for adult).

**PI 78 Carers who have received a review of their needs ✖**



This quarters outcome of 74.3% (604 out of 813 carers who required a personal budget review received one) is slightly lower than the previous quarter. The introduction of a New Lincolnshire Carers service has seen a number of improvements and one provider is now responsible for completing assessments and reviews. Close monitoring of performance will continue though it is expected that in subsequent quarters performance will begin to meet the expected levels. A remedial plan is in place should this not prove to be the case.

**4.4.3 Create thriving environments**

A summary of all Waste PIs is in section 4.5

**4.4.4 Provide good value council services**

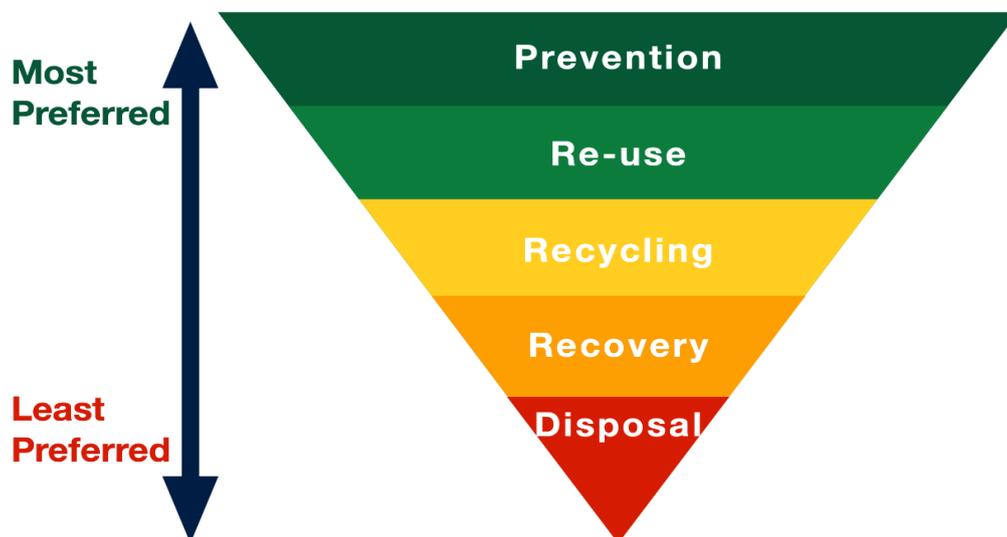
None in Quarter 1

**4.5 Waste PIs**

In order to assist the understanding of the different types of waste disposal, we have included the following.

### 4.5.1 Glossary of terms of the waste hierarchy

All local authorities and businesses have a legal responsibility to apply the “waste hierarchy” in dealing with waste. The waste hierarchy is a simple ranking system used for the different waste management options according to which is the best for the environment. The most preferred option is to prevent waste, and the least preferred choice is disposal in landfill sites.



#### **Prevention**

Reducing the amount of waste which is produced in the first place is the highest priority as it helps sustain raw materials for longer which is a major objective of a Circular Economy. This can be achieved by using less material in design and manufacture and keeping products for longer. We have a KPI for the amount of “Household Waste Collected” in kilograms per household which has an annual target of 1000kg/HH. This can be affected by economic factors as people produce less waste if they spend less money but overall and is difficult to influence. However, it does show the trends in how much waste we produce.

#### **Re-use**

Preparing materials for re-use in their original form is the second best approach to dealing with waste. This can be achieved by checking, cleaning, repairing and refurbishing items. Using charity shops is a good method of reusing. In Lincolnshire we are planning to introduce a re-use process at Household Waste Recycling Centres whereby residents can present materials which is then passed onto other residents without having to recycle or incinerate.

#### **Recycling**

Recycling involves processing materials that would otherwise be sent to landfills and turning them into new products. It's the third step of the waste management hierarchy because of the extra energy and resources that go into creating a new product. We measure recycling rates for all material which is presented at Household Waste Recycling Centres where it is delivered by the public. We also measure the overall recycling rate which includes all materials including wheely bins at the kerbside and recycling centres.

**Recovery**

When further recycling is not practical or possible, waste can be treated through such processes as incineration or anaerobic digestion which recover energy. In Lincolnshire we operate an Energy from Waste facility which turned 57% of our waste into energy in 2020/21 which was sold as electricity to the National Grid. Material for recovery is normally collected in the black bin at each household or can be collected at recycling centres.

**Disposal**

When all else fails, materials that cannot be reused, recycled or recovered for energy will be landfilled. This is an unsustainable method of waste management because waste that sits in landfills can continue to have a damaging environmental impact as such sites continuously release large amounts of damaging carbon into the atmosphere. In 2020/21 we sent 3% of our waste to landfill and such material includes hazardous waste which cannot be treated and certain inert materials such as soil and rubble. Landfills can also leak chemicals and toxic liquids that can contaminate the soil and groundwater.

### 4.5.2 Waste Performance as at Quarter 1

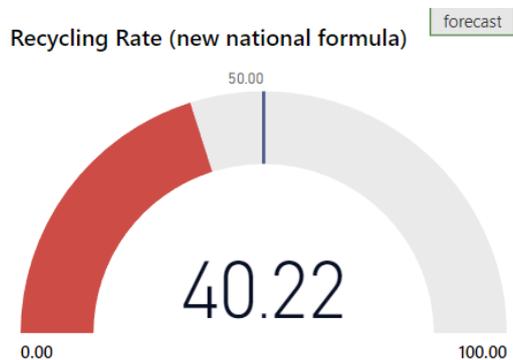
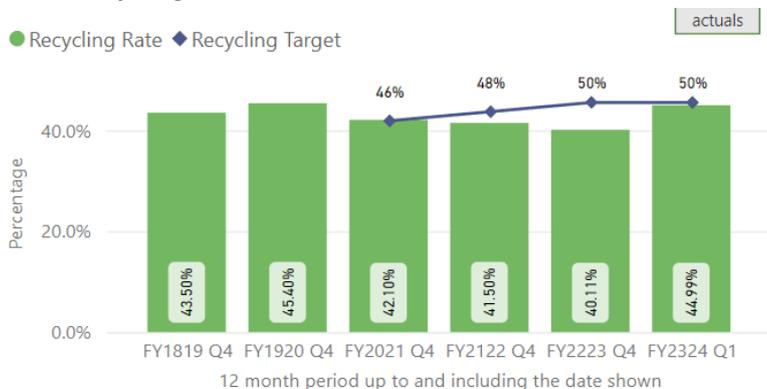
#### PI 36 Household waste collected ✓

● kg per household ◆ kg Target



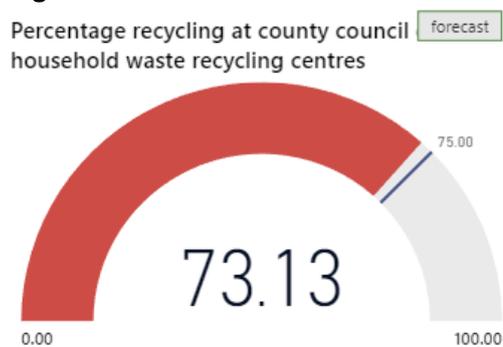
#### PI 37 Recycling Rate (new national formula) ✗

● Recycling Rate ◆ Recycling Target



#### PI 38 Recycling at County Council owned Household Waste Recycling Centres ✗

● Recycling Rate ◆ Recycling Target

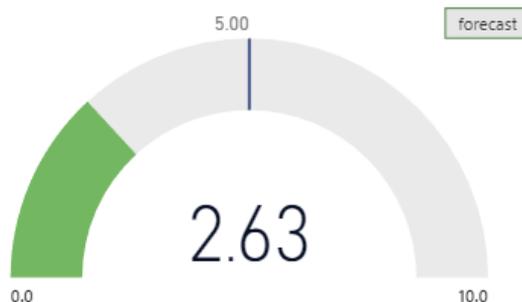


#### PI 39 Household waste to landfill ☆

Percentage of household waste to landfill



Percentage of household waste to landfill



### 4.5.3 Summary of Quarter 1 Waste performance

Residents are still producing less material than the target quantity which is the highest priority in terms of the Waste Hierarchy the number of kg's of waste collected per household is performing well. The overall recycling rate is increasing but is still below the target. There is a decline in recycling rates nationally and the reasons behind this are not fully understood. National rates are reported very differently now than they were a number of years ago. However, in the context of the Waste Hierarchy a lower recycling rate is not necessarily a bad thing if less waste is being produced, which is the situation we are experiencing.

Recycling at Council HWRC is still below target but this may be a reflection of less waste being produced as explained above. We are exploring how other HWRC have developed their re-use facilities and who are seeing positive impacts on the amount of waste that is then recycled or sent to landfill.

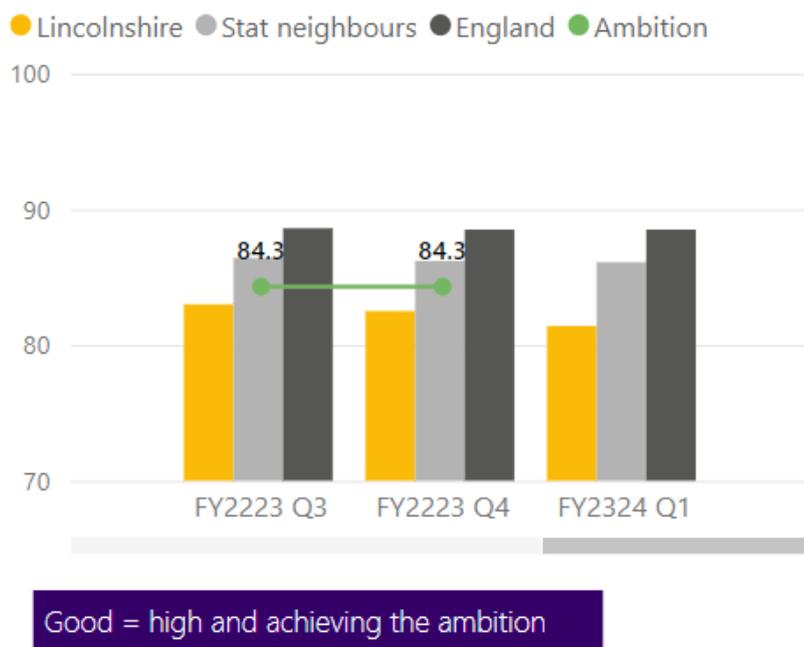
Household waste to landfill is well below the target as we continue to send less material to landfill which is excellent news. We have sourced extra capacity for this type of waste so we should keep well below the 5% target for the full year.

### 4.6 Contextual KPIs

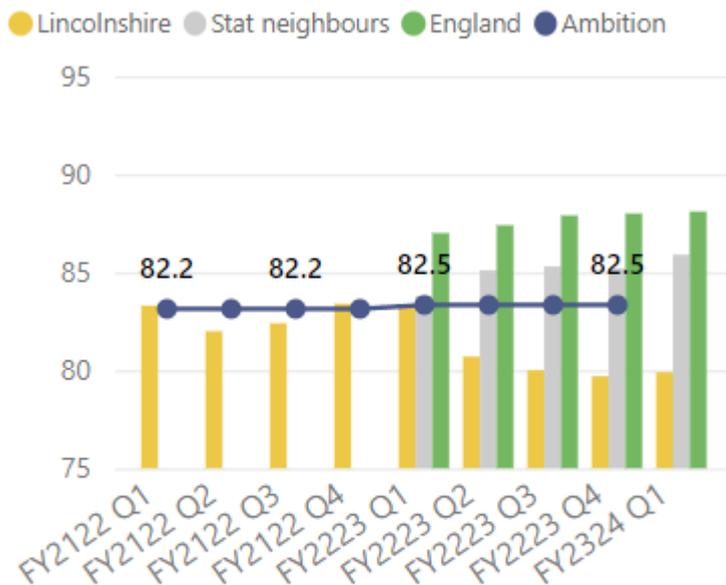
These are KPIs which do not have an ambition set but a RAG rating has been agreed by the Executive Director. This rating therefore does not show on the Council website but instead shows as a contextual measure.

All contextual KPIs have been RAG rated green with the exception of those detailed below:-

#### PI 1 Percentage of schools that are judged good or outstanding ●



## PI 2 Percentage of pupils in outstanding or good schools ●



Good = high and achieving the ambition

The performance of schools continues to be an area for focus for the council. While the percentage of pupils in good and outstanding schools has increased slightly this quarter, five primary schools were rated less than good. The council's responsibilities and powers regarding school improvement have changed significantly following the increasingly centralised and academised approach. The service has developed a coordinated Education Strategic Plan with sector partners which brings all stakeholders together to focus on improvement.

### 4.7 Performance Indicators (PIs) that cannot be reported in Quarter 1

#### 4.7.1 PI 5 Percentage of people in employment by occupational skills category / Percentage of people employed who are in high skilled jobs

Due to a delay in the release of ONS Data, this PI cannot be reported in quarter 1. However, intelligence gathered in the previous quarter suggests there is unlikely to be a large shift in distribution of occupations in employment between quarter 4 2022 and quarter 1 2023.

Job posting analytics indicate that there are a higher proportion of jobs than the national average being advertised in elementary, process and plant operative, skilled trades and care occupations in Lincolnshire.

Conversely, there were lower than average levels of professional, technical and administrative roles than the national average in Lincolnshire. However, the data also shows that the highest growth in occupations in Lincolnshire is in professional and technical roles, indicating a slow-moving but positive trajectory towards higher skilled roles.

#### 4.7.2 PI 11 Percentage of people who are unemployed

ONS official unemployment data is delayed for quarter 1 2023, due for release on 18th August.

However, analysis of the latest claimant count data for Lincolnshire suggests that unemployment will continue to track significantly below the national average in quarter 1 2023. Currently 3% of the working age population were claiming out of work benefits but seeking work as of June 2023 (13,800 people). This is below the national average of 3.7%.

The low levels of unemployment but high economic inactivity are creating tight labour market conditions in Lincolnshire. Businesses are reporting that competition is high for good quality employees and it is pushing up wages within the private sector. This is good news for employees, as wage levels have risen quicker in Lincolnshire than nationally in the past year. However, it has caused many businesses challenges in fulfilling their contracts and operate at capacity as they cannot obtain (or in many cases retain) staff, or viably compete with others as the labour pool is small and job demand is high.

## 2. Legal Issues:

### Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

The report presents performance against the ambitions and objectives set out in the Corporate Plan, many of which relate to people with a protected characteristic including young people, older people and people with a disability. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to make sure equality considerations are taken into account and an equality impact analysis completed.

#### Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

The report presents performance against the ambitions and objectives set out in the Corporate Plan many of which relate directly to achievement of health and wellbeing objectives.

#### Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The Report presents performance against the outcomes and measures set out in the Corporate Plan some of which relate to crime and disorder issues.

### **3. Conclusion**

This report presents an overview of performance against the Corporate Plan as at 30 June 2023. There is positive performance overall across all 4 corporate ambitions with both activities and KPIs performing well.

#### **4. Legal Comments**

The Executive is responsible for ensuring that the Executive functions are discharged in accordance with the Budget and Policy Framework of which the Corporate Plan is a part. This report will assist the Executive in discharging this function.

The recommendations are therefore lawful and within the remit of the Executive.

#### **5. Resource Comments**

Acceptance of the recommendation in this report has no direct financial consequences for the Council.

#### **6. Consultation**

##### **a) Has Local Member Been Consulted?**

N/A

##### **b) Has Executive Councillor Been Consulted?**

N/A

##### **c) Scrutiny Comments**

The Overview and Scrutiny Management Board (OSMB) is due to consider this report on 24<sup>th</sup> August 2023. Any comments of the Board will be reported to the Executive.

##### **d) Risks and Impact Analysis**

Any changes to services, policies and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

#### **7. Appendices**

These are listed below and attached at the back of the report

Appendix A	Full list of 2023-24 Quarter 1 Corporate Plan Activities
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## 8. Background Papers

The following Background Papers within section 100D of the Local Government Act 1972 were used in the preparation of this Report:

Document title	Where the document can be viewed
Council report: Corporate Plan 11 December 2019	<a href="https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&amp;MId=5661&amp;Ver=4">https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&amp;MId=5661&amp;Ver=4</a>
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2022-2023 - Quarter 3 7 March 2023	<a href="#">Agenda for Executive on Tuesday, 7th March, 2023, 10.30 am (moderngov.co.uk)</a>
Council report: Refresh of the Corporate Plan 19 May 2023	<a href="#">Agenda for Council on Friday, 19th May, 2023, 10.30 am (moderngov.co.uk)</a>
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2022-2023 - Quarter 4 4 July 2023	<a href="#">Agenda for Executive on Tuesday, 4th July, 2023, 10.00 am (moderngov.co.uk)</a>
Executive report: Revised Corporate Plan Success Framework 2023-24 – Appendix B	<a href="#">Agenda for Executive on Tuesday, 4th July, 2023, 10.00 am (moderngov.co.uk)</a>

This report was written by Caroline Jackson, Head of Corporate Performance, who can be contacted by email at [caroline.jackson@lincolnshire.gov.uk](mailto:caroline.jackson@lincolnshire.gov.uk).

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A6	Champion educational excellence across Lincolnshire [7]	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.	To develop a learning offer which all school staff can access to enhance their specialist knowledge of SEND and contribute to a culture of inclusion which is embedded in all aspects of school life. Tier 1 of the SEND Alliance Workforce Development Strategy will be launched by the end of June 2023.	GREEN (Progressing as planned)
A7	Champion educational excellence across Lincolnshire [7]	We will continue to support schools to work effectively with a wide range of services and establish robust collaborative arrangements, in order to maximise expertise, and improve opportunities for all children - enhancing our Education Improvement Strategy within the Sector-led self-improving system of maintained schools and trusts.	The majority of schools engage positively with education team officers and secure efficient provision for pupils.	GREEN (Progressing as planned)
A1	Enhance the skills of our communities to meet the needs of our businesses and the economy [8]	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing and implementing an updated skills plan.	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 2023.  We will roll out Year 2 of the Multiply Programme, (April 23 to March 2024) working with Community groups, local employers and training providers.	GREEN (Progressing as planned)

<b>Ambition: Support high aspirations</b>				
<b>Activity No.</b>	<b>Objective</b>	<b>Activity Name</b>	<b>Activity Milestone</b>	<b>RAG</b>
			We will use National Numeracy Day on 17th May to launch the Multiply programme and take advantage of opportunities through the Lincolnshire Show to raise awareness of courses on offer	
A56	Have high aspirations for our county, promoting Greater Lincolnshire on the national stage and secure greater devolution of powers [11]	We will work with officials to secure a devolution deal for Greater Lincolnshire.	We will work with officials to negotiate and agree the content of a devolution deal for Greater Lincolnshire against timelines set out by government.	GREEN (Progressing as planned)
A63	Promote thriving voluntary community groups that enable active lifestyles, drive collaboration and community innovation [13]	Work proactively with our strategic partners and commissioned services to create an environment across the county in which voluntary community groups are sustainable and able to thrive in line with the Stronger Communities – Lincolnshire Community Strategy.	Identify the partners and commissioned services that can contribute to this objective.	GREEN (Progressing as planned)
A34	Enhance the safety of local communities by working collaboratively with the police and ambulance services, sharing buildings and response arrangements [14]	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.	All Safer Lincolnshire Partnership (SLP) Core Priority groups have an up to date delivery plan for 2023 - 2025. The SLP have secured additional partnership funding to enhance its analytical capacity and capability. Commencement of a project to create a community safety analytical hub has commenced. The production of a community in partnership strategy and delivery plan. Completion of the shared access points to teams for partners for the SLP/Lincolnshire Domestic Abuse Partnership (LDAP) and share learning with Lincolnshire Safeguarding Adults Board	GREEN (Progressing as planned)

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			(LSAB)/Lincolnshire Safeguarding Children Partnership (LSCP). Completion of Business Intelligence (BI) Dashboard for project delivery oversight within the SLP/LDAP for all partners to access.	

<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>
A18	Deliver good quality children's centres, which are at the heart of our communities supporting families, so their children thrive [7]	We will support families in their parenting role through continuing to deliver the healthy child programme, also evaluating the benefits of the Family Hub model with a specific focus on prevention and early intervention specifically around parental and infant mental health, breastfeeding and an enhanced antenatal offer.	We will develop a workforce and service plan which focuses on the delivery of the Healthy Child Programme and Family Hub models, specifically around integrated and collaborative approaches to service delivery. Resulting in a revised service delivery model for 0-19 services, whilst ensuring early intervention and prevention. Digital capability will result in blended delivery options aimed at meeting all children's needs whilst highlighting those who are most vulnerable. Integrated pathways will ensure families can navigate services with ease.	GREEN (Progressing as planned)
A51	Deliver good quality children's centres, which are at the heart of our communities supporting families, so their children thrive [7]	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.	We will develop a delivery plan and progression timeline which sets out how we will implement the Family Hub's (FH) programme across the County, building on our already extensive early years and early help offer through our 48 Children's Centres and our current locality delivery model. We will consider the delivery of some of the core elements of this programme through utilising our existing early years workforce which will also ensure sustainability of these evidence-based programmes. We will launch our first FH in June.	GREEN (Progressing as planned)
A15	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities [8]	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	Ofsted registration for Robin House and the home will officially open, with the first two children placed. Recruitment for the Manager and Assistant Manager positions for Riverhead House. Celebrate the official opening of Strut House.	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>
		catering for children with more complex needs and enhancing housing solutions for care leavers.		
A13	Create further accommodation options for greater independence and wellbeing [9]	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.	In partnership with LACE Housing and West Lindsey District Council, a start on site for the Prebend Lane scheme will be achieved. This development will comprise of 62 one-bedroom extra care apartments for older people within Welton. Furthermore, the planning application for The Hoplands scheme in Sleaford will be submitted. This development in partnership with North Kesteven District Council will comprise of 40 extra care apartments and 12 one-bedroom apartments for Working Aged Adults with learning disabilities, physical disabilities, and mental illness.	GREEN (Progressing as planned)
A58	Enhance support for carers [10]	We will support unpaid carers to maintain their caring role by providing access to good quality information, advice and guidance using strength-based conversations which consider whole family needs.	All staff to access Strengths Based Approaches (SBA) training.	GREEN (Progressing as planned)
A59	Enhance support for carers [10]	We will provide information through a variety of channels, including digital options, to fit around the needs of busy carers.	Identify a Digital lead for carers.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A60	Enhance support for carers [10]	We will ensure that carers who have an eligible need have access to personalised carers budgets to help them achieve their identified outcomes following assessment.	Gather baseline data to assess current position.	GREEN (Progressing as planned)
A61	Enhance support for carers [10]	We will proactively support unpaid carers to maintain or access employment, working with employers in local government, health and other sectors.	Establish a Lincolnshire group to collectively share best practise and avoid duplication of efforts supporting working carers in Lincolnshire.	GREEN (Progressing as planned)
A20	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	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.	<p>Implement Public Health Commissioning Programme for 2023/24</p> <ol style="list-style-type: none"> <li>1. Sexual Health and Substance Misuse recommissioning - Finalise specifications and make representations to governance boards in preparation to tender new services.</li> <li>2. Wellbeing Service recommissioning - Undertake pre-procurement activity such as literature review, benchmarking, engagement and service review.</li> </ol> <p>Implement Public Health Priority Work Programme for 2023/24</p> <ol style="list-style-type: none"> <li>1. Provide an update on the development of the Lincolnshire Dental Strategy which has prevention as one of the four themes.</li> </ol> <p>Implement Public Health Protection Programme for 2023/24</p>	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<ol style="list-style-type: none"> <li>1. Review the Infection, Prevention and Control (IPC) programme for 2022/23 for care homes and develop a plan for the current year to ensure IPC assurance across the system is provided.</li> <li>2. Agree a system plan for improving childhood immunisations and vaccinations and linking with key leads from across the health and care system.</li> <li>3. Respond as needed to reactive visits for both infectious disease outbreaks, reactive care home visits and other high-risk settings (i.e. asylum and dispersal accommodation).</li> </ol>	
A21	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	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.	Lincolnshire Intermediate Care Layer The business case for the future model will be presented at Better Lives Lincolnshire Leadership Team (BLLLT) for approval. BLLLT will identify a nominated senior lead representative from each relevant organisation to hold responsibility for driving forward delivery of the vision at pace. A Lincolnshire Intermediate Care (LINC-IC) Board will be established, chaired by Afsaneh Sabouri, which will convene monthly to provide strategic steer and oversee progress.	GREEN (Progressing as planned)
A40	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	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.	We will continue to implement our delivery plan which sets out how we will sustain progress. The Integrated delivery team to complete phase 6 of strengths-based approaches, behavioural science and Technology Enabled Care training to teams, focusing on re-visiting a minimum of 8 teams to ensure that the approach has been sustained by June 2023. Additional training to new starters across, Adult Care and	GREEN (Progressing as planned)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p>Community Wellbeing, Lincolnshire Partnership Foundation Trust, Serco and Carers First as part of induction will be delivered.</p> <p>Developments to the current recording tools and workflows to support Strengths-based practice including the review of the resource allocation system to be developed and tested. Evaluation of progress against ambition to be completed.</p>	
A53	<p>Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]</p>	<p>Working with strategic partners, we will support the delivery of Lincolnshire’s Mental Health, Learning Disability and Autism Alliance priorities. This includes joint ownership of the <a href="#">Prevention Concordat for Better Mental Health</a> Action Plan, which takes a prevention-focused approach to mental health and wellbeing.</p>	<p>Provide public health advice to the system regarding public mental health, dementia, learning disabilities and autism.</p> <p>Monitor and report on progress in relation Mental Health, Learning Disability and Autism (MHLDA) priority on Suicide Prevention.</p> <p>Develop a plan on a page for delivery of the Prevention Concordat for Better Mental Health.</p>	<p>GREEN (Progressing as planned)</p>

<b>Ambition: Create thriving environments</b>				
<b>Activity No.</b>	<b>Objective</b>	<b>Activity Name</b>	<b>Activity Milestone</b>	<b>RAG</b>
A8	Thriving businesses creating high skilled jobs and investing in technology [4]	We will support new and existing businesses to thrive, through delivering a strong, flexible and responsive Business Lincolnshire growth hub.	Implement a smooth transition as European funded programmes close down and UK Shared Prosperity Funded (UKSPF) programmes commence.	GREEN (Progressing as planned)
A4	Champion strategic road and rail improvements to improve local and regional travel and support economic growth [8]	We will produce local 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.	We will complete the engagement and data capture for the Stamford Transport Strategy.	GREEN (Progressing as planned)
A49	Champion strategic road and rail improvements to improve local and regional travel and support economic growth [8]	Long term investment strategy for highways infrastructure.	Continue to update and collate a list of aspirational projects for the county to submit for funding bids as and when they are announced. This includes ensuring the supportive data is relevant. Continue to input in to the Devolution works which could result in funding for investment in the highway infrastructure network.	GREEN (Progressing as planned)
A27	Promote Lincolnshire as a destination of choice and deliver the recommendations of the Greater Lincolnshire Tourism Plan [10]	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 2 of the Tourism Commission work and plan year 3. Relaunch new walking area on the <a href="http://www.visitlincolnshire.com">www.visitlincolnshire.com</a> website and new Experiences area. Ensure that all digital information on <a href="https://business.visitlincolnshire.com">https://business.visitlincolnshire.com</a> (BVLS) is correct. Place the new England Coast Path toolkit on BVLS.	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	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	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.	Through the Greater Lincolnshire Groundwater Project we will commence community engagement across the wider Bourne area concerning the location and condition of known groundwater bore holes in the area.	GREEN (Progressing as planned)
A26	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will use our planning responsibilities to influence new residential and commercial growth so that it contributes to the community in which it is located.	We will work in partnership with all stakeholders, and will seek views of elected ward members, to ensure that development impact is mitigated, and provides community benefit where necessary.	GREEN (Progressing as planned)
A30	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will prepare and manage an action plan arising from the strategic infrastructure delivery framework.	The Strategic Infrastructure Delivery Framework has now been agreed and final copies shared with partners and stakeholders. Partners are to agree the first priority topic to be addressed via the Infrastructure Group meeting in May.	GREEN (Progressing as planned)
A56	Seek devolution from the Government to unlock infrastructure investment needed to support local growth [13]	We will work with officials to secure a devolution deal for Greater Lincolnshire.	We will work with officials to negotiate and agree the content of a devolution deal for Greater Lincolnshire against timelines set out by government.	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>
A12	Manage local risks to our environment to protect our communities' natural and built resources for future generations [15]	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.	Continue to engage with the market to establish preferred procurement route.	GREEN (Progressing as planned)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A35	Implement our digital blueprint and customer services strategy to transform how we engage with communities and enable residents to pay for and access more services online [6]	Focus is on the first phase of the digital programme of work by encouraging greater use of online systems and greater take up of virtual engagement, by our customers. Opportunities for digitalisation or automation will be identified where appropriate following process review and optimisation.	Confirmation of approach and approval of pilot area for virtual meetings with our customers. Support the evaluation of options and procurement for digital technology to support the implementation of the customer strategy. Begin the review of the digital implementation plan.	GREEN (Progressing as planned)
A47	Implement our digital blueprint and customer services strategy to transform how we engage with communities and enable residents to pay for and access more services online [6]	We will continue to transform the way we engage with customers through the implementation of our customer strategy. We will maximise technology solutions in the Customer Service Centre (CSC) to enable customers to do more online, including paying for services. Through our digital strategy we will be able to be more innovative so our customers can access us through multiple channels.	<ol style="list-style-type: none"> <li>1. Launch Customer Experience training package on our internal training portal.</li> <li>2. Approval to implement Artificial Intelligence (AI) technology bot to support call reduction.</li> <li>3. Assess final bids for future CSC decision.</li> </ol>	GREEN (Progressing as planned)
A44	Ensure that public sector buildings and our shared public estate can be used flexibly to benefit communities as new ways of working and lifestyles develop post pandemic [7]	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.	Finalise specification for permanent gallery refresh, the largest element of the project.	GREEN (Progressing as planned)

Ambition: Provide good-value council services				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A38	Work in partnership across the public sector in Greater Lincolnshire to exploit opportunities to join up services where they can improve outcomes for residents [8]	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.	Promote Greater Lincolnshire on the UK's Real Estate Investment and Infrastructure Forum (UKREIIF) national investment platform. Greater Lincolnshire investment opportunities to be uploaded on to the Midlands Engine Investment platform launched at UKREIIF	GREEN (Progressing as planned)
A39	Work in partnership across the public sector in Greater Lincolnshire to exploit opportunities to join up services where they can improve outcomes for residents [8]	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 implementation of the Attraction & Retention Framework (link with A43).	GREEN (Progressing as planned)
A50	Review our contracted services and recommission them to be fit for the future [9]	We will implement the recommendations of the corporate support services review.	Evaluate Final Tenders for the Customer Service Centre (CSC)	GREEN (Progressing as planned)
A52	Review our contracted services and recommission them to be fit for the future [9]	Implementation of the One Council commissioning priorities and outcomes.	Draft and submit an oversight report on the performance of, and risks associated with, the Councils key contracts.	GREEN (Progressing as planned)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			Continue working across the Council to embed the One Council Commissioning Framework in practice. Finalise documentation to support our approach to Sustainable Commissioning. Finalise the Councils first modern slavery statement.	
A41	Maximise opportunities from new technology to transform our services [10]	We will continue to deliver the priorities of our BI Strategy to ensure we have the right systems and processes in place to capture, store and visualise business intelligence in the most efficient way.	Development of a business case to outline the rationale, benefits, costs of a proposed data model. This will enable the efficient collection, storage, manipulation and visualisation of key data sets across the Council.	GREEN (Progressing as planned)
A57	Maximise opportunities from new technology to transform our services [10]	To implement quality assurance controls to monitor and report on the effective use of the Business World system in order to embed best practice adoption and ensure the Council is able to realise the full benefits of the system.	Establish weekly service process and Business World (BW) system performance meetings with Key service leads to assess areas that are being highlighted as the most problematic.	GREEN (Progressing as planned)
A42	The Council is regarded by its workforce as a good employer, attracting and retaining the best [11]	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 3 People Strategy (2023-2024) Workplan	GREEN (Progressing as planned)

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

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A43	The Council is regarded by its workforce as a good employer, attracting and retaining the best [11]	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 implementation of the Attraction & Retention Framework (link with A39).	GREEN (Progressing as planned)