Lincolnshire
COUNTY COUNCIL
Working for a better future

| **Open Report on behalf of Andrew Crookham,** |
| **Deputy Chief Executive and Executive Director – Resources** |

Report to:	**Overview and Scrutiny Management Board**
Date:	**30 November 2023**
Subject:	**Corporate Plan Success Framework 2023-24 - Quarter 2**

Summary:

This report invites the Overview and Scrutiny Management Board (OSMB) to consider a report on the 2023-24 Corporate Plan performance for Quarter 2 (Appendix 1), which will be presented to the Executive on 5th December 2023. The views of the Board will be reported as part of its consideration of this item.

There are no service level performance indicators within the remit of OSMB to review in 2023-24 Quarter 2.

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 May 2023. In order to align to the refreshed Corporate Plan, 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 There are no Service level performance indicators within the remit of Overview Scrutiny and Management Board to review this quarter.

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.

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 2, to be presented to the Executive at its meeting on 5 December 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

Open Report on behalf of Andrew Crookham,	
Deputy Chief Executive and Executive Director - Resources	

Report to:	**Executive**
Date:	**5 December 2023**
Subject:	**Corporate Plan Success Framework 2023-24 - Quarter 2**
Decision Reference:	**I029357**
Key decision?	**No**

Summary:

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

Recommendation:

That performance for Quarter 2 2023-24 as at 30th September 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 19th 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 4th 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 2, including those rated as **Amber: "Progress is within agreed limits"** and **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 have been considered by Executive Directors as to our position:
- Relative to similar authorities or national comparators; and

- Relative to historic data or our expected position at this point in the reporting period.

Where it is considered appropriate to raise with the Executive, these have been highlighted in section 4.6

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 **40 activities** with milestones due to be reported in quarter 2, **95%** are rated as **Progressing as planned**.
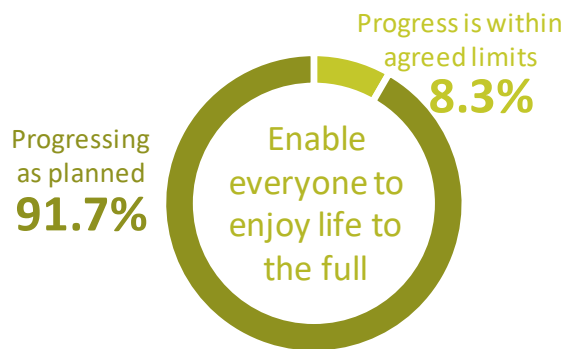
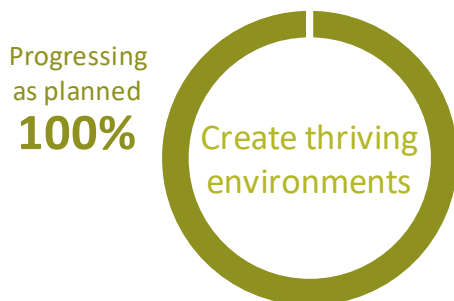| 38	**Progressing as planned**	Current milestone achieved and activity overall is expected to be achieved either on time or ahead of timescales.
2	**Progress is within agreed limits**	A current milestone is slightly behind but the activity overall is still on plan.
0	**Not progressing as planned**	Activity is currently behind plan and work is being done to try to achieve the objective or the objective cannot be achieved.
40		**Overall performance of activities**

Support high aspirations

Progress is within agreed limits
16.7%

Progressing as planned
83.3%
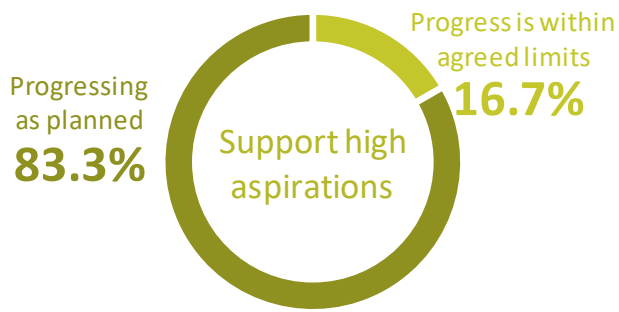
Activities
6

Ambition
Progressing as planned

Enable everyone to enjoy life to the full

Progress is within agreed limits
8.3%

Progressing as planned
91.7%

Activities
12

Ambition
Progressing as planned

Create thriving environments

Progressing as planned
100%

Activities
11

Ambition
Progressing as planned

Provide good value council services

Progressing as planned
100%

Activities
11

Ambition
Progressing as planned

3.3 There are 2 key activities that are rated as Amber (Progress is within agreed limits), none have been rated as Red (Not progressing as planned) this quarter. Those key activities that are Amber rated are still progressing within agreed limits however, one of the milestones may not have been achieved but the overall activity is still on track and therefore there is no cause for serious concern at this stage. These are:

3.3.1 Support high aspirations

A34 - 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.

- **Completion of finance review for the statutory boards and recommendations for future pool funding opportunities. Completion of community safety performance framework. Identify cross over activity where the fire service can contribute to community safety. Develop and complete a partnership engagement strategy for internal and external audiences. Employment of Domestic Abuse (DA) Safe Accommodation Project Co-ordinator and associated Crime Reduction Tactical Advisor. Employment of x2 analysts in community safety hub.**

  The refurbishment of Myle Cross is proceeding as planned with a new community safety hub and conferencing facilities that will allow for joined up working space between police, LCC and other partners, enhancing opportunities for collaborative working. The target date for completion of this work is summer 2024. A finance task and finish subgroup of the Safer Lincolnshire Partnership has been established. Contributions to the Partnership for the 2024/25 financial year have been agreed as have the reporting arrangements. Business Managers from the Safer Lincolnshire Partnership, Lincolnshire Safeguarding Adults Board, Lincolnshire Domestic Abuse Partnership and Lincolnshire Safeguarding Children's Partnership continue to meet regularly and are seeking to align financial requests to partners. The recruitment for the Safe Accommodation Project Co-ordinator and associated Crime Reduction Tactical Advisor is almost complete with the interviews for candidates planned for November. Two multi agency analytical pieces of work have commenced around adult safeguarding and serious violence. Numerous agencies are involved in this work including LCC, Police, Public Health, Fire and Rescue and Childrens services. This activity will help facilitate our objective of delivering preventative and early interventions. This work will run alongside the wider community analytical hub project which will see the recruitment of apprenticeship and senior analytical capability. The performance framework for our fraud activity and education activity is complete and the data dashboards created. Work continues on the crime prevention and domestic abuse dashboards.

3.3.2 Enable everyone to enjoy life to the full

A13 - 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.

- **During this Quarter, the Grange Farm scheme will be presented to the Adults and Community Wellbeing Committee for consideration. Following this, the scheme will seek Executive approval to enable the project and partnership to progress. In partnership with ACIS Group and West Lindsey District Council, this development will feature 10 one-bedroom apartments for Working Aged Adults with a disability within Market Rasen. Additionally in Quarter 2, it is anticipated listed building consent will be submitted to achieve the required approvals to commence construction on the Grange Farm scheme.**

During Quarter 2, the Grange Farm scheme was presented to Adults and Community Wellbeing Committee and received support to progress. On 14th April 2023, the Council's contribution to the Grange Farm scheme was subsequently approved by the Leader of the Council: Executive Councillor for Resources, Communications and Commissioning and the Executive Councillor for Adult Care and Public Health. Due to the complexities and risks of the site additional surveys and contract negotiations with ACIS' chosen contractor have taken longer than expected, therefore listed building consent has not been submitted during this quarter. It is anticipated this will be submitted during Quarter 4.

In addition, The Hoplands scheme (in Sleaford, which comprises of 40 extra care apartments and 12 one-bedroom apartments for Working Aged Adults with learning disabilities, physical disabilities, and mental illness), in partnership with North Kesteven District Council obtained planning permission on 3rd October 2023 receiving unanimous support from the planning committee.

4.0   Key Performance Indicators (KPIs)

4.1 Of those KPIs where an ambition (target) has been set, 27 can be compared with an updated position for quarter 2 reporting. It is a very positive picture to see 93% of KPIs exceeding or achieving the ambition that was set:-

- **6 exceeded the ambition**
    - **PI 39** Household waste to landfill ☆
    - **PI 64** Customers' level of satisfaction ☆
    - **PI 74** Number of people accessing learning & skills ☆
    - **PI 75** Number of qualifications delivered ☆
    - **PI 78** Carers who have received a review of their needs ☆
    - **PI 93** Percentage of ultrafast broadband coverage in residential & business premises ☆

- **19 achieved the ambition**
  - ○ **PI 4** Percentage of 16-17 year olds not in education, employment or training ✔
  - ○ **PI 10** Percentage of children with EHCPs in a mainstream setting ✔
  - ○ **PI 14** Rate of children in care (per 10,000) ✔
  - ○ **PI 15** Percentage of children in care living within a family environment ✔
  - ○ **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 38** Recycling at County Council owned Household Waste Recycling Centres ✔
  - ○ **PI 43** Percentage of contacts resolved through early resolution ✔
  - ○ **PI 44** Days lost to sickness absence per FTE ✔
  - ○ **PI 67** Percentage of eligible 2-year-olds who are in receipt of their Early Years Entitlement ✔
  - ○ **PI 68** Percentage of 3–4-year-olds who are taking up their universal entitlement ✔
  - ○ **PI 72** Safeguarding cases supported by an advocate (where appropriate) ✔
  - ○ **PI 73** Concluded safeguarding enquiries where the desired outcomes were achieved ✔
  - ○ **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 ✔

- **2 did not achieve the ambition**
  - ○ **PI 76** Carers supported in the last 12 months ✖
  - ○ **PI 37** Recycling Rate (new national formula) ✖

4.2 Exceeded ambition

4.2.1 Support high aspirations

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

The number of adults accessing Learning and Skills at the end of Quarter 2 was 4,643 above the target of 4,120. This figure includes learners that attended Employment and Skills Funding Agency (ESFA) funded Adult Skills Budget qualifications and courses, as well as Department for Education (DfE) funded Multiply and Skills Bootcamp programmes.

Amongst the 4,643 learners were 621 that attended Multiply programmes designed to increase levels of numeracy across the County; 280 that were studying a range of qualification programmes and a further 3,462 that were engaged on adult skills courses, including family learning programmes. Provision is planned, delivered and aimed at targeted learners with the effect that 72% of learners were unemployed, 48% of learners had no, or low level of qualifications, 46% were male learners, and 36% of learners had a learning difficulty or disability. Focusing on 'filling the gaps' in areas of deprivation across the County, 18% of all learners lived in Lincoln, 17% in West Lindsey, 16% in East Lindsey and 15% in South Kesteven. With a continued focus on widening participation and supporting employability, 64% of learners attended a range of courses designed to provide skills for work readiness, with 22% attending courses specifically relating to the health and care sectors and a further 14% to digitisation.

In relation to Skills Bootcamps (16-week course for the unemployed and employees seeking progression). 280 learners have reached milestone 1, in which they have received over 5 guided learning hours.
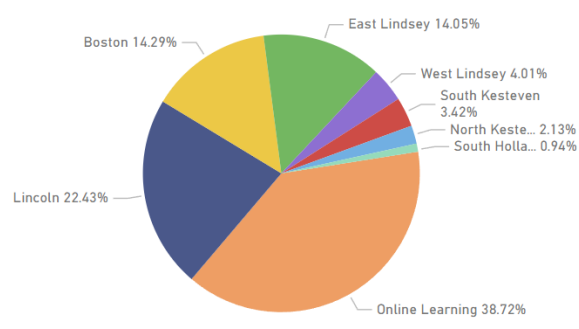
PI 75 Number of qualifications delivered ⭐
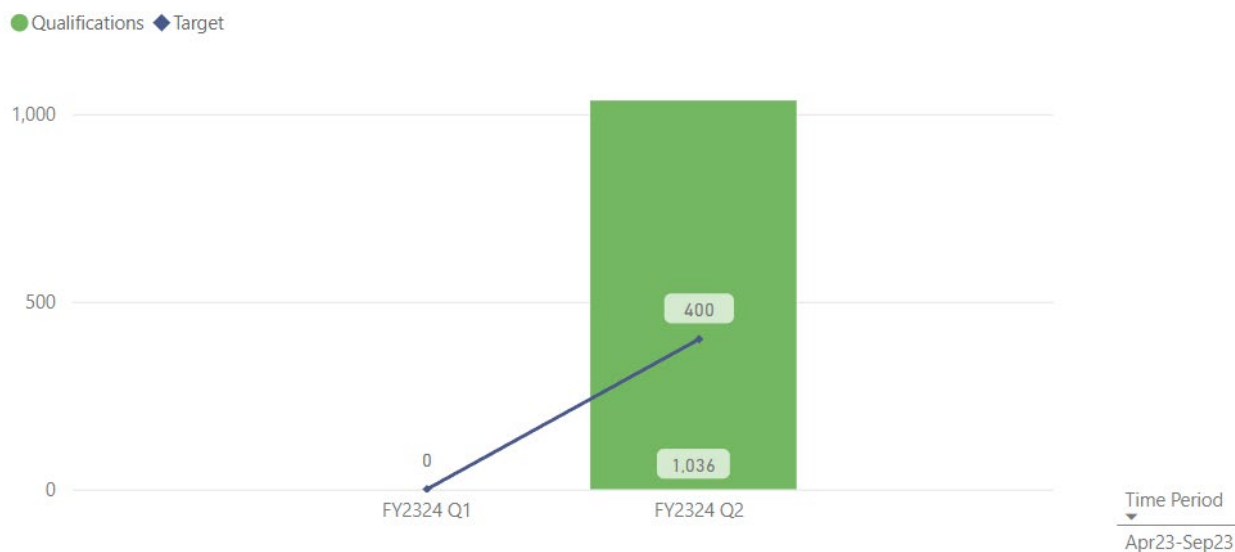
Number of learners (based on learner postcode)
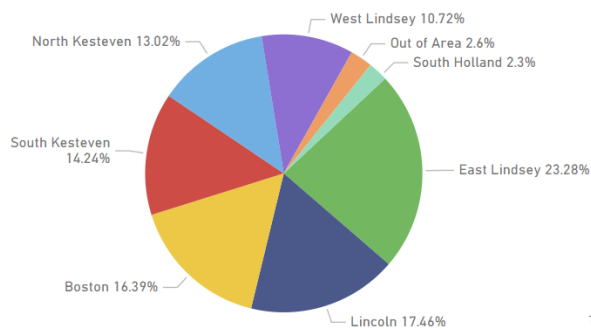
Number of enrolments (based on postcode location of the course)

The number of qualifications achieved by adults at the end of Quarter 2 was 1,036, above the target of 400. This increase in performance is due to several factors including changes to demand in year which resulted in a significant number of courses being delivered that had multiple qualifications attached to them, as well as a general increase in learner engagement. Of the 1,036 qualifications that were achieved between April and September, 64% of them were delivered in classroom settings, with 36% delivered online.

Provision continues to be aimed at targeted learners with the effect that 56% of qualifications were achieved by male learners, 64% were achieved by unemployed learners and 33% by learners with no, or low levels of prior attainment. 54% of qualifications achieved were at Entry Level with 23% at Level 1 and 21% at Level 2.

With a continued focus on supporting employability, the range of qualifications was varied, including, GCSE's or functional skills in English or Maths as well as a host of other vocational qualifications. In support of Lincolnshire's priority employment sectors, 391 qualifications achieved related to the wider care sectors, 216 to construction, 141 to accountancy and business administration and 139 to hospitality.

4.2.2   Enable everyone to enjoy life to the full

PI 78 Carers who have received a review of their needs ☆
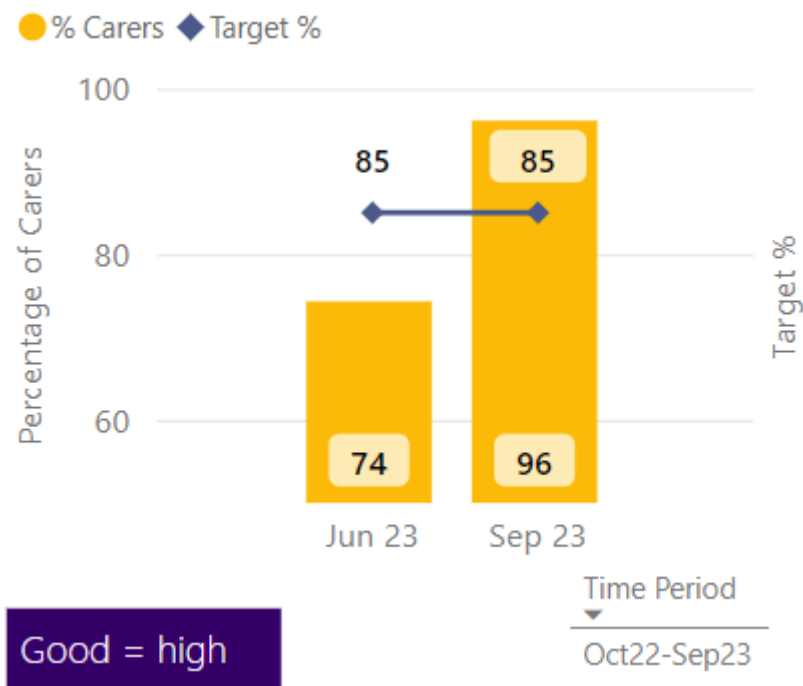
The end of Quarter 2 figure is 96.1% (497 out of 517) which exceeds the target and evidences the effective work of the Carer's Service. It should be noted that the definition for this measure has changed since it was last reported at the end of Quarter 1 to ensure it accurately reflects the performance of the service. The measure takes all unpaid carers who receive a personal budget (a direct payment) and seeks to understand if their personal budget has been reviewed.

The definition used in previous reporting comprised data from 2 groups of carers:
1) reviews of carers who receive direct payments; and
2) reviews of the cared-for person where they receive an ongoing direct payment for respite care.

Reviews undertaken for a cared-for-person are outside the remit and therefore control of the Carer's Service, so this group has now been removed from the measure. The definition for Quarter 2 onwards is now revised to include group one only - carers who receive a direct payment and reflects the performance of the Carer's Service.

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 ☆
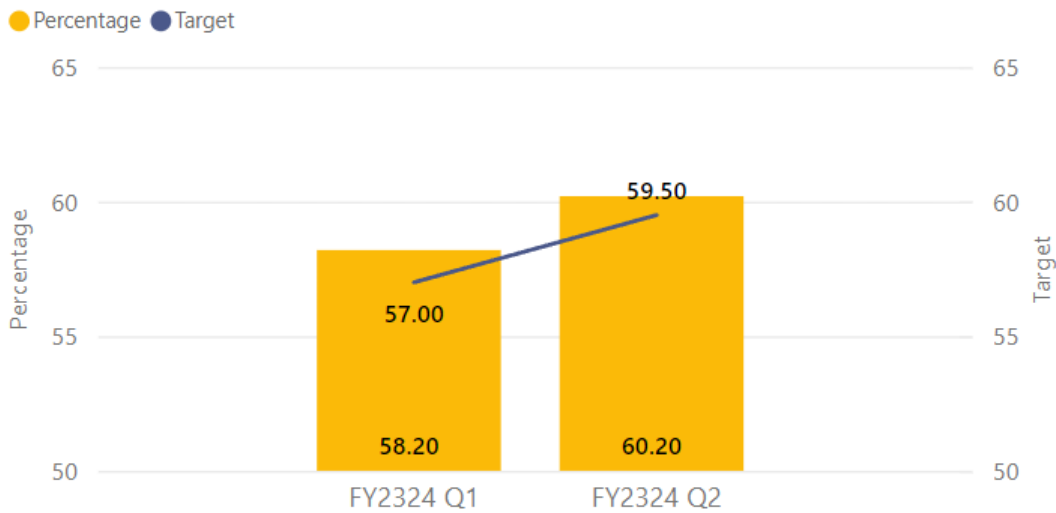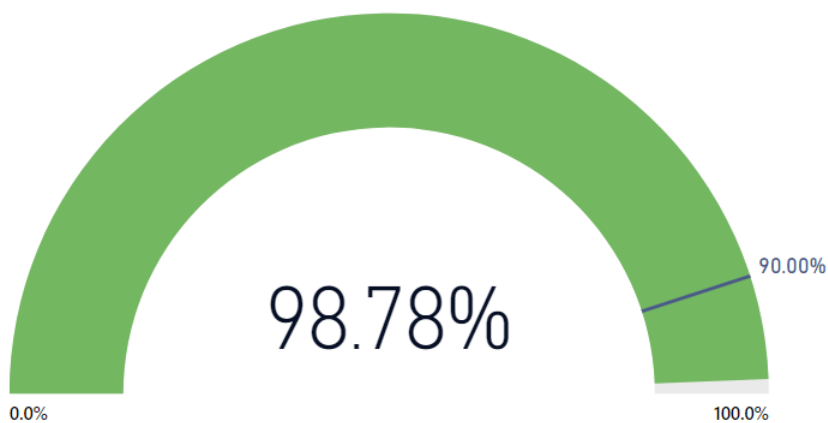
Ultrafast deployment is moving well and current performance leads us to expect to arrive at target values at year end. The continuing evolution of 5G based Fixed Wireless Access supports enhanced ultrafast coverage

4.2.4   Provide good value council services
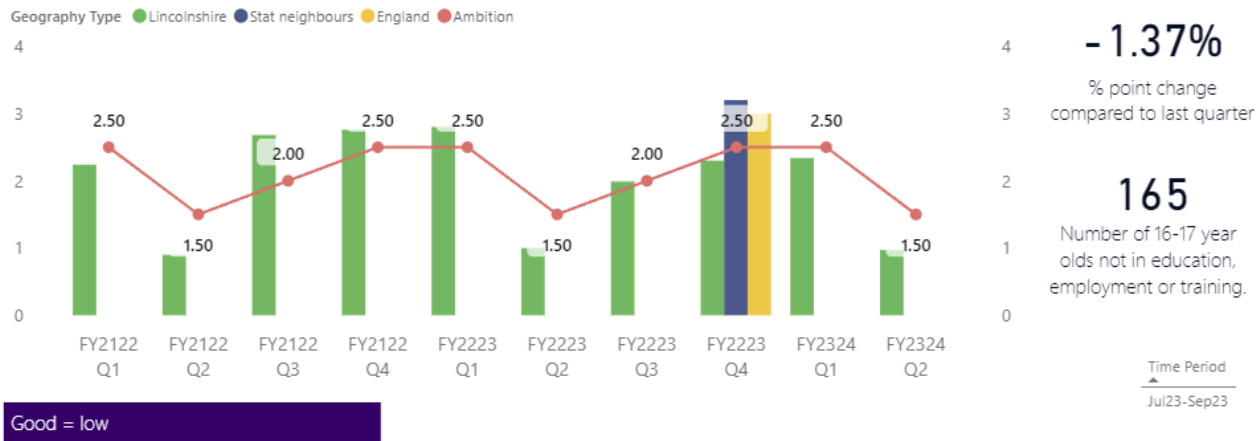
PI 64 Customers' level of satisfaction ☆

Good = high

This performance indicator has exceeded the target in Quarter 2. The Council moved to a new telephony system at the end of the previous quarter. Quarter 2 has been impacted as the Customer Service Centre adjusts its operational model to the new technology. This has led to some temporary challenges including an increased customer wait time, although it remains sufficiently low to ensure very high levels of customer experience.
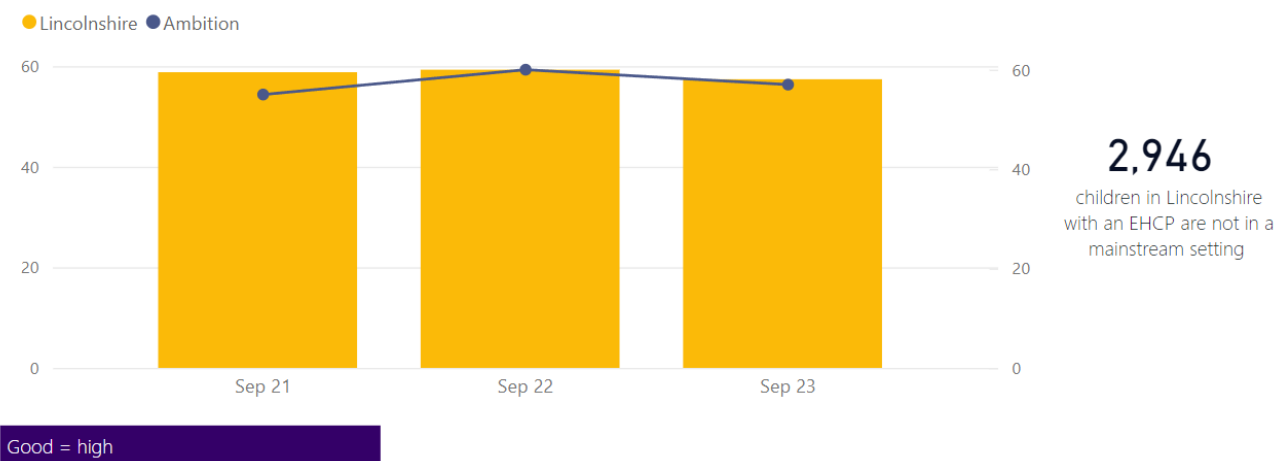
4.3 Achieved ambition

4.3.1 Support high aspirations

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

Geography Type ● Lincolnshire ● Stat neighbours ● England ● Ambition

-1.37%
% point change compared to last quarter

165
Number of 16-17 year olds not in education, employment or training.

Time Period
Jul23-Sep23

Good = low

The Quarter 2 performance (0.97) 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 10 Percentage of children with EHCPs in a mainstream setting ✓

● Lincolnshire ● Ambition

2,946
children in Lincolnshire with an EHCP are not in a mainstream setting

Good = high

Due to a change in the way the SEN2 census is recorded, reporting has reverted to local data taken in January to calculate this measure using the categories outlined in the measure description. The historic data has been adjusted accordingly.

The number of children and young people with an Education, Health and Care Plan (EHCP) who are in mainstream education is 57.4%. This has achieved the target (57%) and reflects the continued efforts by all those who support young people with special educational needs. The Special Educational Needs and Disabilities (SEND) system has focused on ensuring that the mainstream

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sector has practitioners with the skills and knowledge to be able to meet the wide range of needs of this cohort. This not only provides young people with SEND the opportunities to access a varied curriculum, but also provides capacity in specialist settings for those young people who require a higher level of support.

PI 67 Percentage of eligible 2-year-olds who are in receipt of their Early Years Entitlement ✓
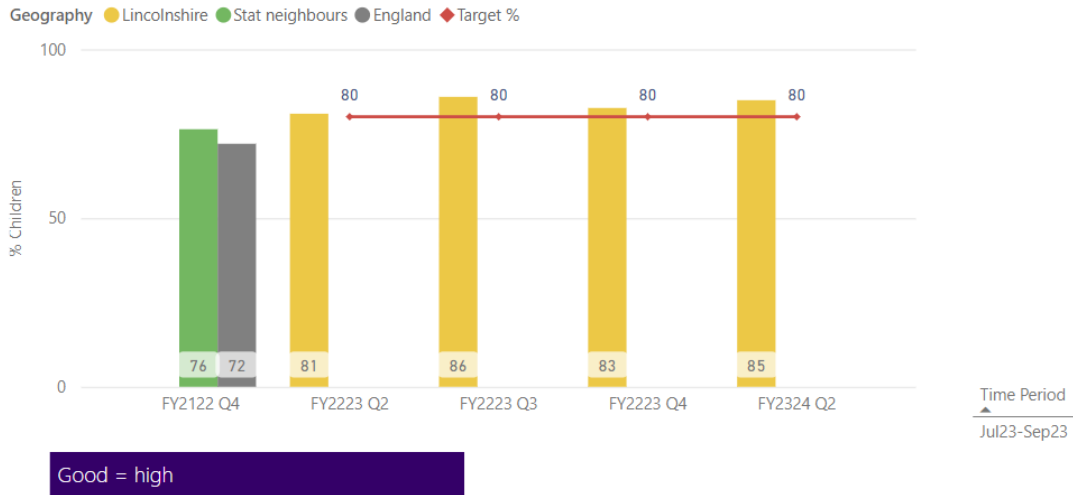
In Quarter 2 the take up of those entitled to their 2-year-old early years entitlement was 84.9%, which achieved the target which is set at 80%. The Early Years and Childcare Support team continues to work in collaboration with locality teams, health visitors and a wide variety of partners to share data to encourage families to access their entitlement and improve take-up.

Our appointed outreach officer is also having a positive impact on this target, and at 84.9% Lincolnshire compares favourably to Statistical Neighbours (76.3%) and National data (72%).

PI 68 Percentage of 3–4-year-olds who are taking up their universal entitlement ✓
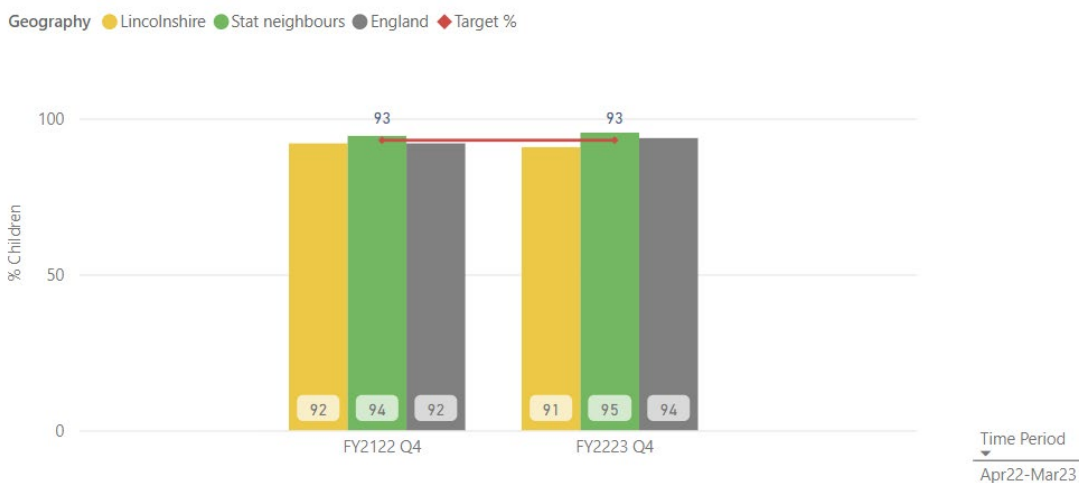
90.8% of children in Lincolnshire take up their 3- and 4-year-old universal entitlement, this has fallen slightly from 92% however, it is within our target tolerance. Target: 93%, tolerance: 89-95%. The Early Years and Childcare Support team continues to work in collaboration with locality teams, health visitors and a wide variety of partners to encourage families to access their entitlement and improve take-up. Our appointed outreach officer is also supporting this target.
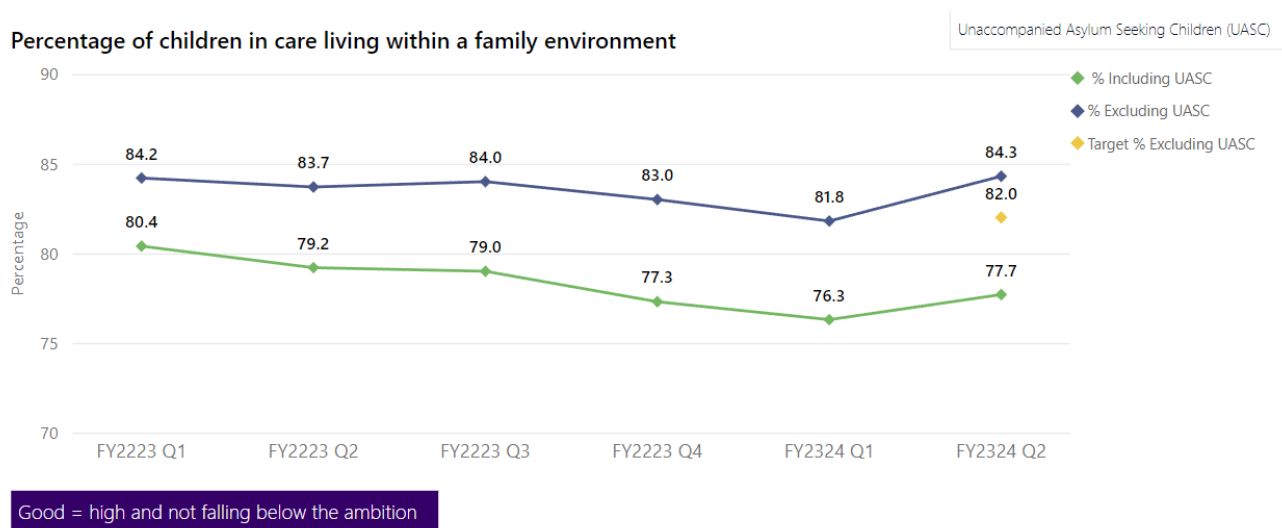
4.3.2 Enable everyone to enjoy life to the full

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

Good = low and not exceeding ambition
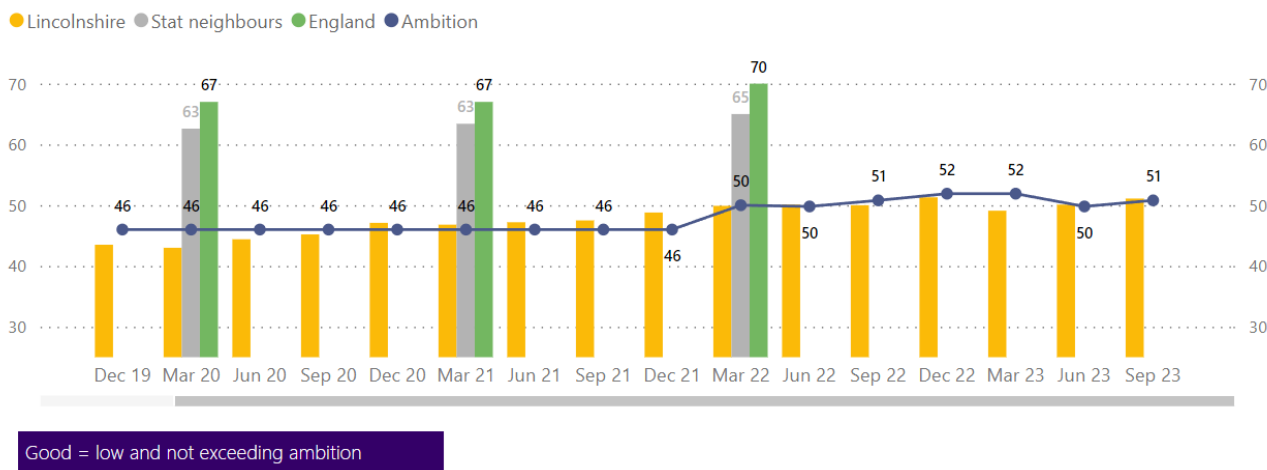
At 51.1 per 10,000 children in care, this measure is slightly above target (50.8) but is within tolerance, so has therefore achieved this Quarter. This target has been revised upward in comparison to recent years to take into account the effects of the National Transfer Scheme and the number of children 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 15 Percentage of children in care living within a family environment ✓

Percentage of children in care living within a family environment

Legend: Unaccompanied Asylum Seeking Children (UASC)
- % Including UASC
- % Excluding UASC
- Target % Excluding UASC

Data points (% Excluding UASC): FY2223 Q1: 84.2, FY2223 Q2: 83.7, FY2223 Q3: 84.0, FY2223 Q4: 83.0, FY2324 Q1: 81.8, FY2324 Q2: 84.3

Data points (% Including UASC): FY2223 Q1: 80.4, FY2223 Q2: 79.2, FY2223 Q3: 79.0, FY2223 Q4: 77.3, FY2324 Q1: 76.3, FY2324 Q2: 77.7

Target % Excluding UASC (FY2324 Q2): 82.0

Good = high and not falling below the ambition

Unaccompanied asylum seeking children (UASC) have a large impact on the total percentage of children in care living within a family environment as the majority of them are over 16 and are more suited to semi-independent living arrangements. The number of UASC has been rising steadily, making up around 9% of the total child in care population in Lincolnshire at the start of the 2023/24 business year. To illustrate the underlying level of children living within a family environment without the distortion of UASC, we are now providing figures both including and excluding UASC in the Corporate Plan, but this commentary will focus on excluding UASC, with an updated target of 82%.

At 84.3% in Quarter 2, this measure is performing above the target, but within target tolerance of 80-85%. It has increased markedly since Quarter 1, which had a figure of 81.8% (excluding UASC). 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.

PI 16 Percentage of social care providers in Lincolnshire with a CQC inspection rating of 'good' or 'outstanding' ✓
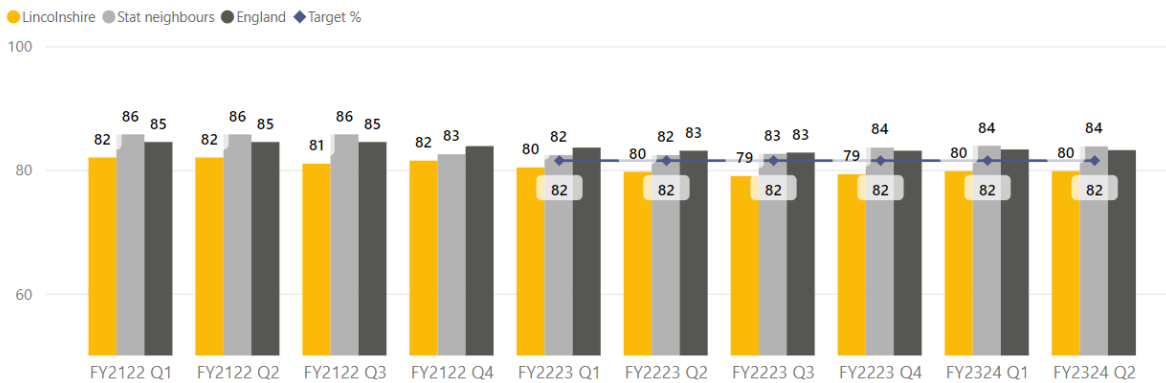
Good = high

The percentage of social care providers in Lincolnshire with a CQC rating of good or outstanding remains the same in Quarter 2 (79.8%) compared to Quarter 1 against a target of 81.5%. Performance across our CIPFA group has decreased slightly to 83.8% compared to 83.9% last quarter and England has decreased slightly to 83.2% from 83.3%.

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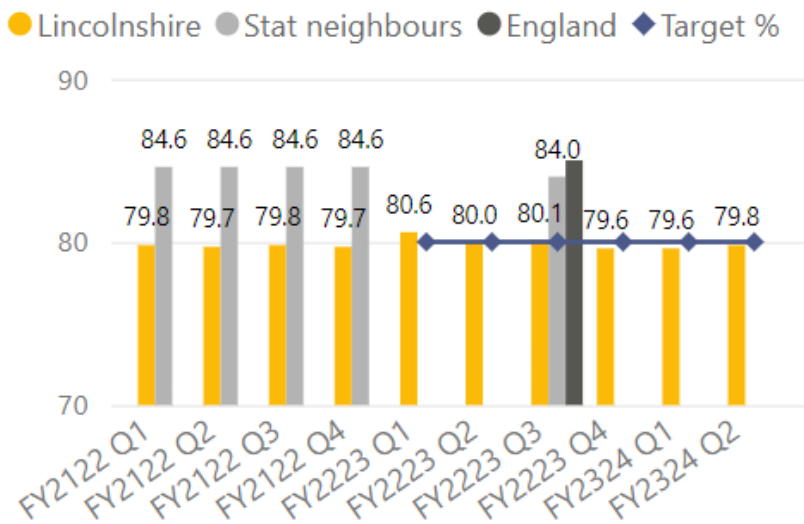
Good = high

The level of performance is slightly higher (79.8%) than at the end of Quarter 1 (79.6%), and the target (80%) has been achieved. 68% of the cohort are in Specialist Adult Services and 76.2% live in the community. 32% of the cohort are in Adult Frailty and Long-Term Services and in this group 87.5% live in the community.

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 ✓
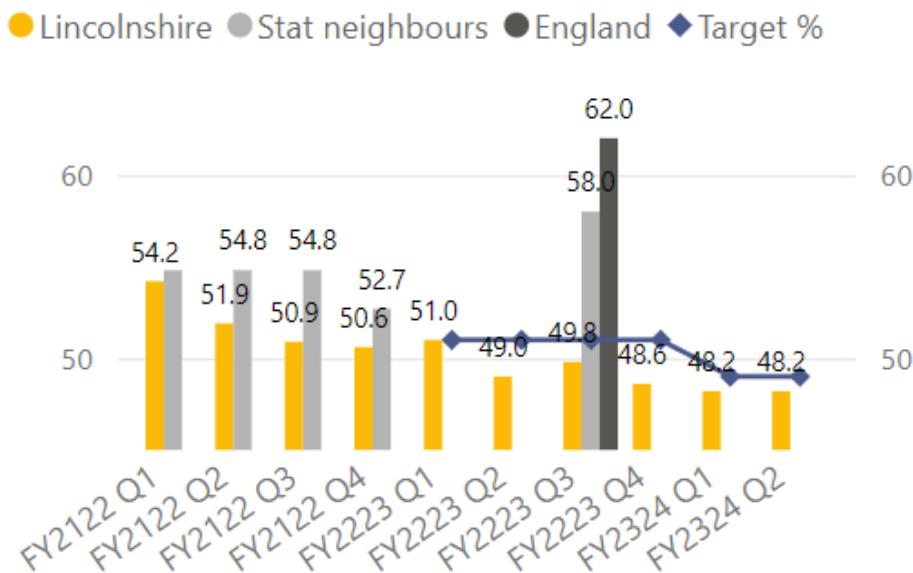
The level of performance is the same as the previous quarter (48.2% against a target of 49%). The number of older adults living in the community is impacted on by the large proportion of adults aged 85+ with physical support needs who need residential or nursing care.

PI 25 For adults discharged from hospital, the percentage who remain at home 91 days after discharge ✓
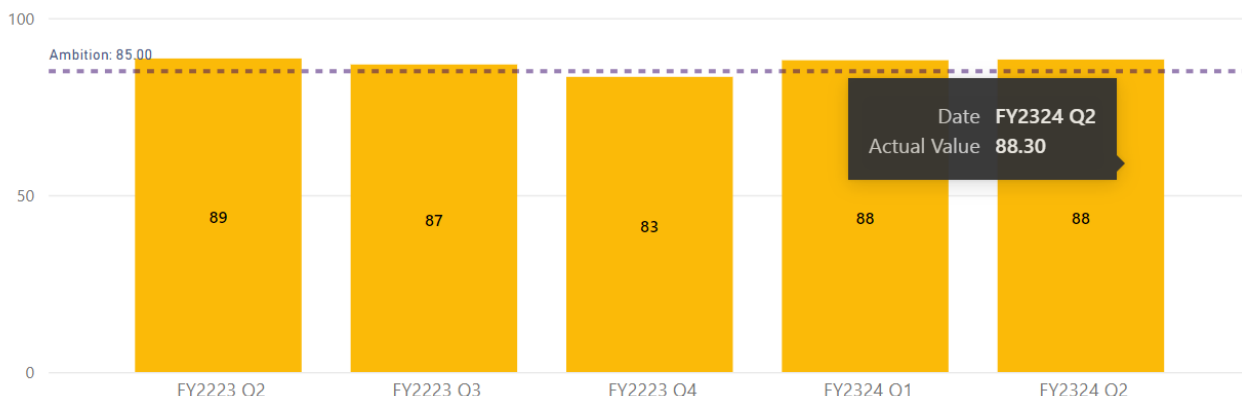
The target (85%) has been achieved which is positive, evidencing that people have received an appropriate assessment of their needs to ensure they remain at home following discharge from hospital. Of the 1,469 discharges that are at home after 91 days, 304 of these are at home receiving a long-term support service (e.g. home care). Of the 195 clients not at home on the 91st day, 114 of these are now in long-term residential care.

PI 72 Safeguarding cases supported by an advocate (where appropriate) ✓
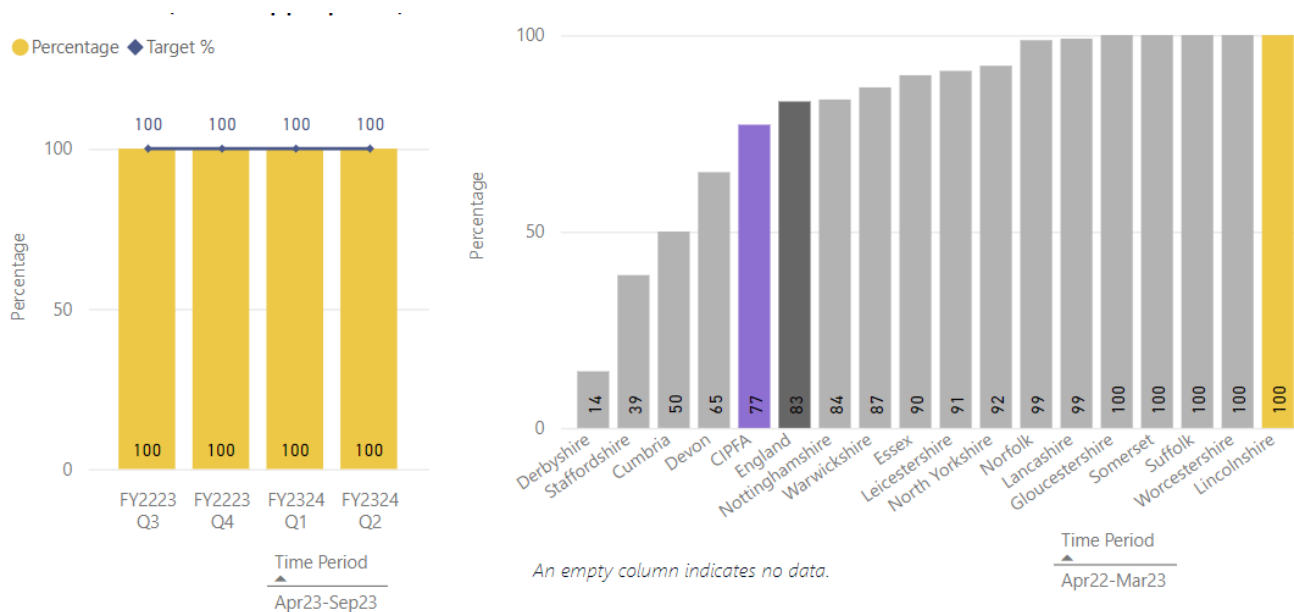
This measure is consistently met and demonstrates that individuals are provided with the necessary support to share their views and wishes.

PI 73 Concluded safeguarding enquiries where the desired outcomes were achieved ✓
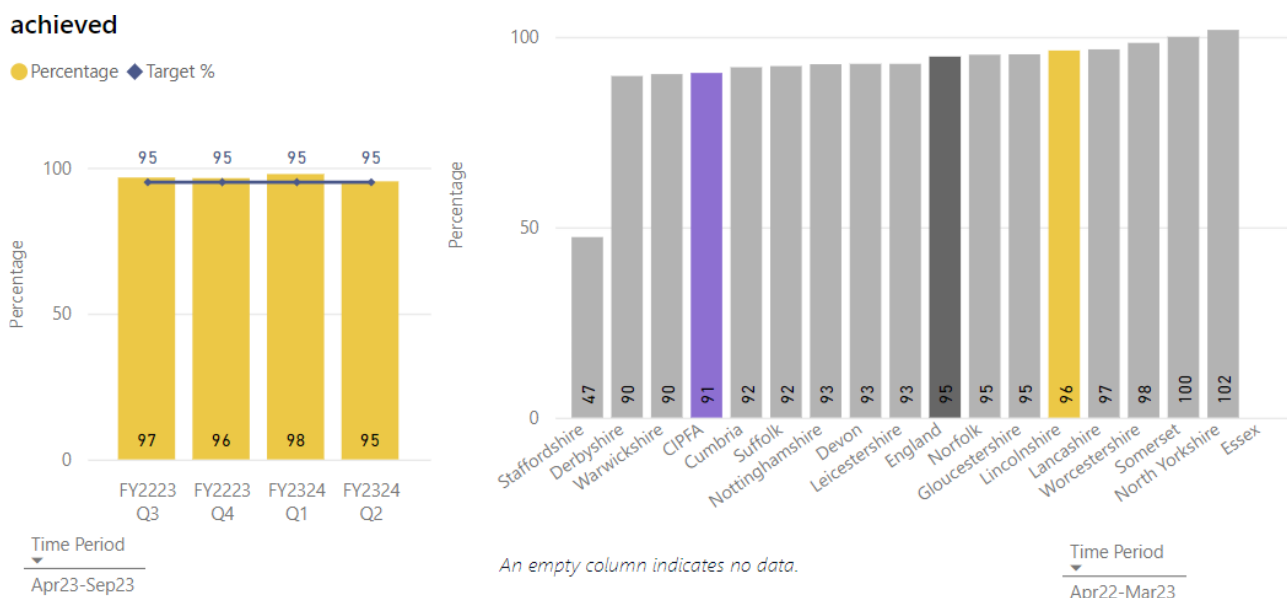
This target provides continued assurance that the adult concerned is always at the centre of adult safeguarding, that their wishes and views are sought and that a person-centred and outcome focused approach is taken.

PI 79 Proportion of Adults with a learning disability in paid employment ✓
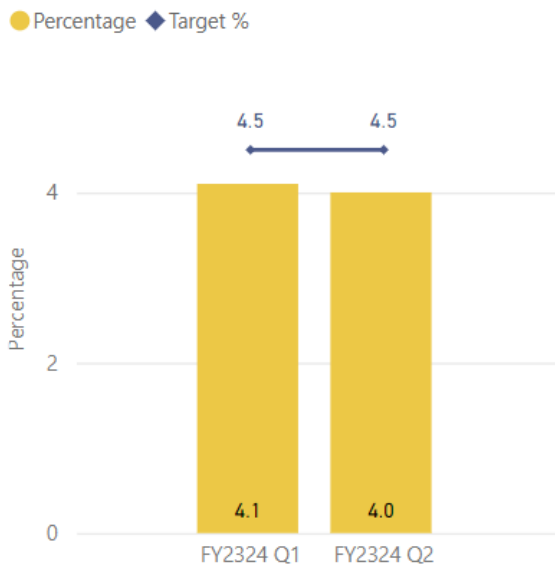
The figure for Quarter 2 is 4.0% (66 out of 1648) which is within the target tolerance. Out of the 66 clients in work, 12 are working more than 16 hours per week and 54 are working less than 16 hours per week. There is a lot of work undertaken to support clients with a learning disability to find work 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 ✓
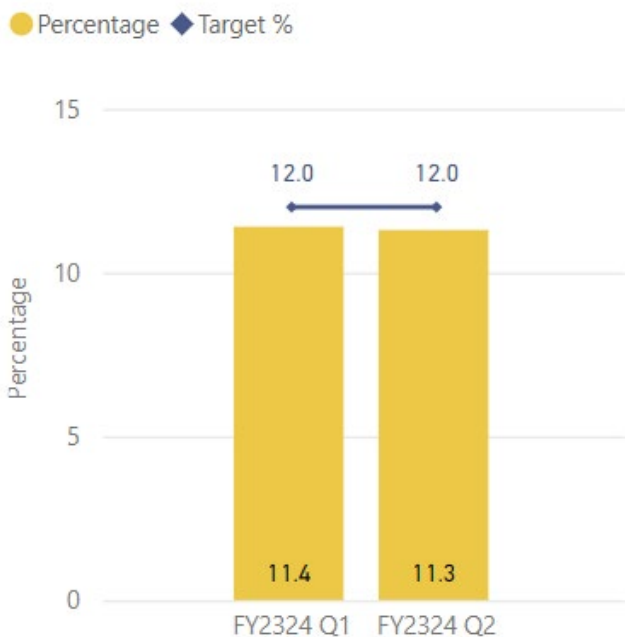
The figure for Quarter 2 is 11.3% which is within the target tolerance and reflects the work of the learning disability team to support clients to find volunteering opportunities. However, there has been a reduction in the proportion of individuals accessing work from the Quarter 1 percentage of 11.4%.

Please note the Quarter 1 data has been retrospectively updated (in line with the Quarter 2 cohort data) to exclude those who are fully funded continuing health care (CHC) clients as we manage these cases on behalf of the Integrated Care Board.

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

- 50 -249 11.27%
- 250+ 14.71%
- 0 -9 45.59%
- 10-49 28.43%
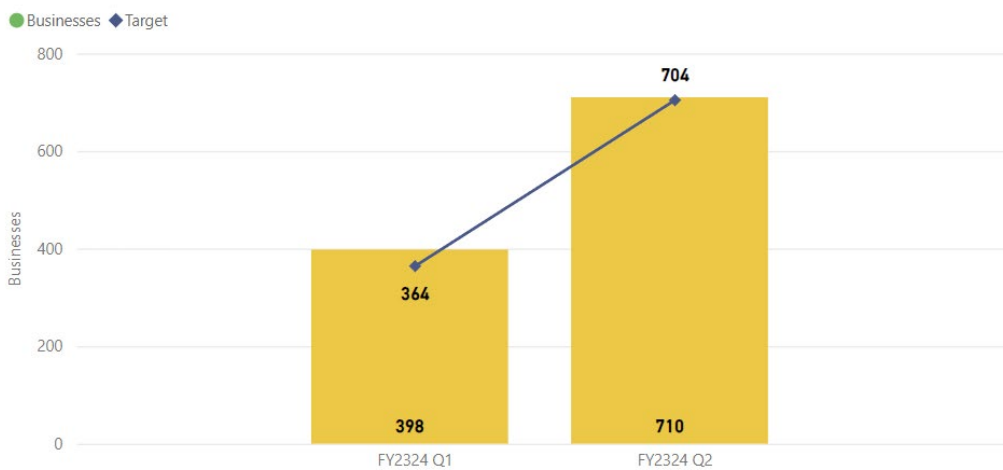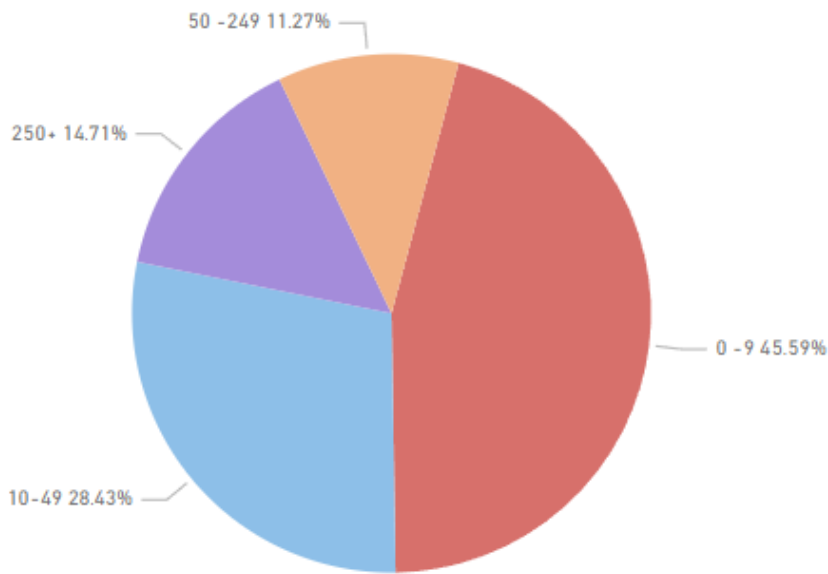
Businesses Assisted by Priority Sectors

- Visitor economy 13.24%
- Renewables 4.41%
- Ports and logistics 0.98%
- AgriFood 6.37%
- Digital/Tech 21.08%
- Other 18.14%
- Health/Care 7.35%
- Manufacturing/engineering 28.43%
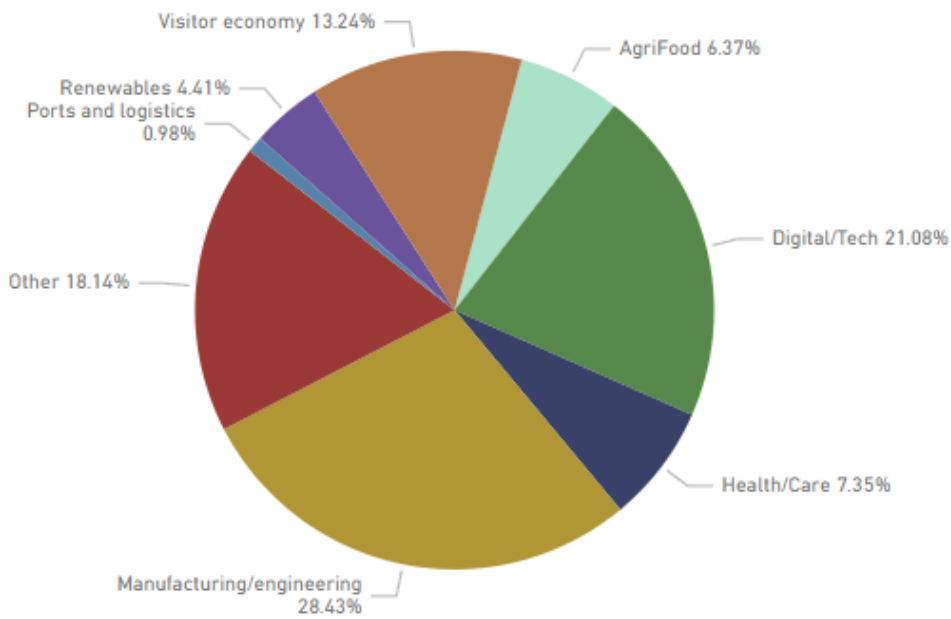
Performance for Quarter 2 has seen an additional 312 Businesses Supported bringing the total for 2023-24 to 710 – above the target of 704.

The Business Lincolnshire Growth Hub has supported 186 businesses in Quarter 2, with this being the first financial quarter of a new United Kingdom Shared Prosperity Fund (UKSPF) Shared Service model. This has seen several new services commissioned. The scope of delivery includes generalist and specialist support for Manufacturing, Low Carbon, Retail Leisure & Hospitality, Agriculture and Horticulture, Finance Readiness, and Digitalisation as well as Scale Up, Start-up and Social Economy.

There will also be a new events programme that incorporates online webinars, face-to-face workshops and larger conference events.

The Growth Hub also provides International Trade Support including the Export Peer Network, Roundtable and the Empowering Small and Medium Enterprises (SMEs) in International Trade programmes. There is also funded activity through the Mosaic Digital Hub which focuses on the Growth of the Digital sector. In terms of Made Smarter (a Programme designed to champion the UK's manufacturing revolution), 52 businesses on stage 1 of the Programme were engaged with – this involves data capture, assessment, progress options on the programme or signposting.

Our Inward Investment Service includes Team Lincolnshire (TL), Inward Investment enquiry handling and the account management of Foreign Owned Businesses. Through these services 70 Businesses were supported during Quarter 2.   Support has included well-attended Team Lincolnshire Coffee Clubs focussing on Artificial Intelligence, and a number of Foreign Direct Investment meetings which attracted significant interest and enquiries.

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 17 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 though 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.

In Quarter 2, 138 small business tenants received accommodation support alongside 3 public sector tenants, making 141 in total. However, some organisations leased more than one unit, resulting in 165 units being leased overall. As a result of enhanced relationship management 4 Businesses received additional support during the Quarter.

4.3.4 Provide good value council services

PI 43 Percentage of contacts resolved through early resolution ✓
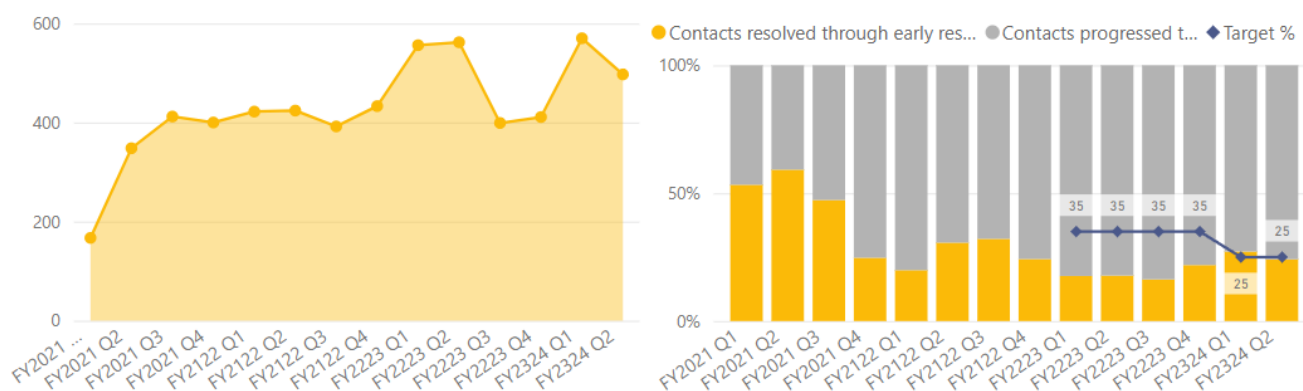
Good = low contacts with high early resolution

There were 497 contacts in Quarter 2, which is an overall decrease of 12.8% in comparison to the previous quarter (570 contacts).

As with previous Quarters, the highest number of complaints received were in relation to Highways Services, with the largest area of concern being road maintenance and repairs. Whilst a large increase was expected in relation to Home to School Transport given the end of summer holidays, the complaints in this area remained low, with a total of 32 cases.

Overall 59% of all cases which entered the formal complaints process were in the Place directorate. Across all services 120 (24%) contacts were resolved informally in early resolution (target 25%), with 110 of these being within Place. Those cases resolved informally within Place account for 92% of all early resolutions achieved in Quarter 2.

Cases relating to Children's Services accounted for 23% of all complaints received in the Quarter, with Adult Care cases accounting for 16%. A decrease was seen in the number of cases relating to Education, Health and Care Plan (EHCP) Annual Reviews in this quarter, reflective of the work completed to improve this area.

28% of cases (17) received in Adult Care related to the quality of services provided by 3rd parties, with 27% of cases (16) relating to financial assessments.

PI 44 Days lost to sickness absence per FTE ✓
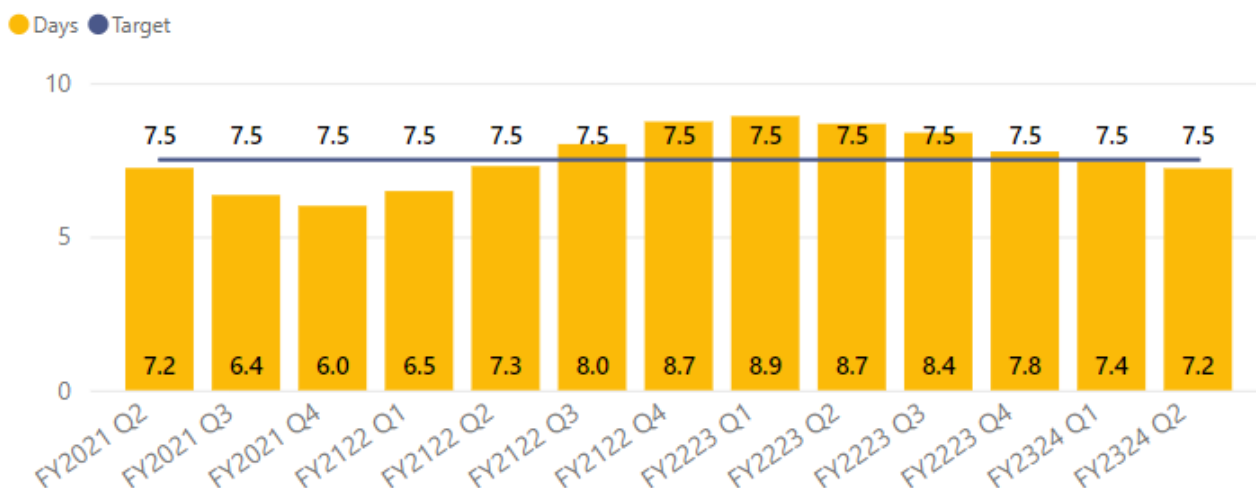
Good = low sickness absence

Sickness absence has continued to reduce and is now 7.22 days per FTE. Quarter 2 of 2023/24 has seen a reduction to its lowest level for two years and is 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 2.

4.4.2 Enable everyone to enjoy life to the full

PI 76 Carers supported in the last 12 months ✖
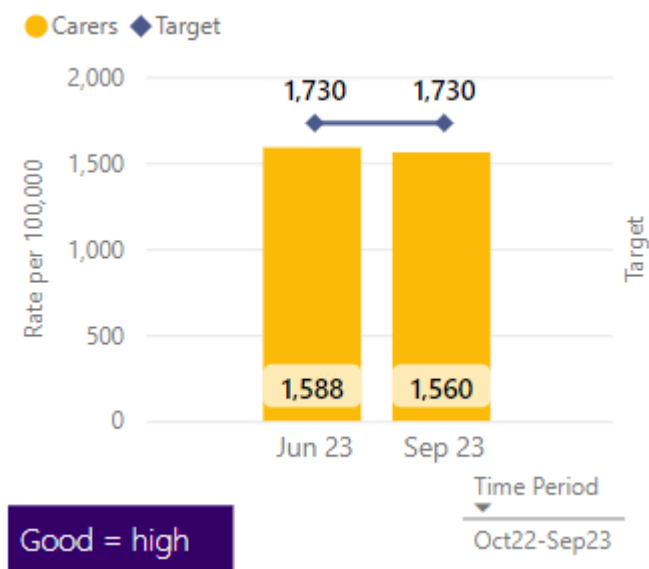
While the target has not been met, 11,859 unpaid carers were supported over the last 12 months, this comprised 9,221 adult carers of adults and 2,638 young carers. Of the 9,221 adult carers supported; 785 received a direct payment and 7,934 were offered information and advice as part of the Carer's Service. Outside of the service, 502 cared for persons received respite, providing indirect support to unpaid carers. The rate for Quarter 2 is lower than in Quarter 1. This was to be expected based on historical tends during the summer holidays, when there is less activity in this service.

The 1,730 per 100,000 population target for this measure was set several years ago and it is intended that this will be changed in Quarter 3 2023/24 to take into account the new Carer's Service model which went live on 1 October 2022. This would provide a realistic target which reflects the work of the Carer's Service in the context of other council services which support carers and are also included in this indicator.

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 2.

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.
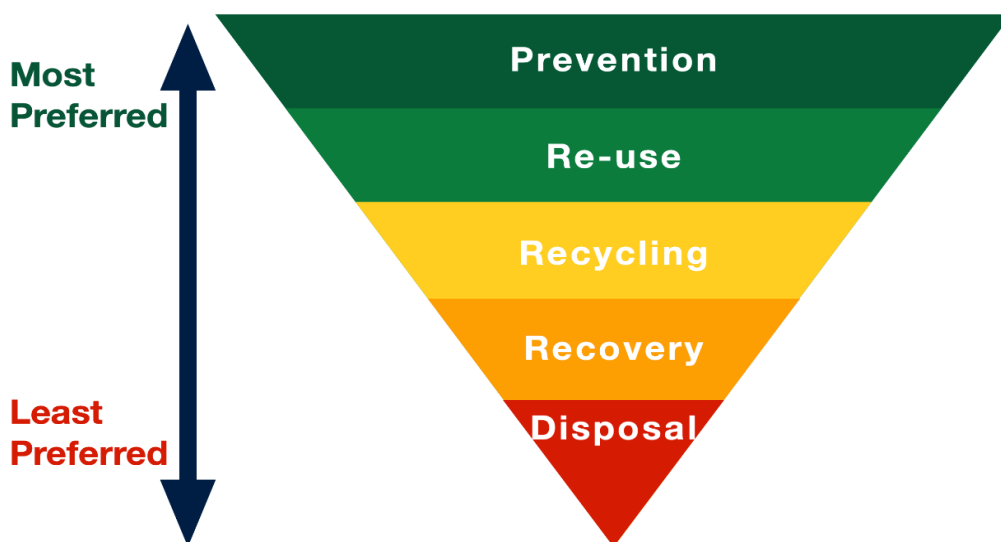
Prevention
Reducing the amount of waste which is produced in the first place is the highest priority as it helps sustain raw materials for longer which is a major objective of a Circular Economy. This can be achieved by using less material in design and manufacture and keeping products for longer. We 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. Treatment of food and organic waste by Anaerobic Digestion is classed as recycling which is why it is preferrable to incineration.

Recovery

When further recycling is not practical or possible, waste can be treated through such processes as incineration to 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. This is preferable to landfilling waste as there is less impact on the environment as greenhouse gases are reduced.

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 2

PI 36 Household waste collected ✓

Legend: ● kg per household ◆ kg Target

	FY1819 Q4	FY1920 Q4	FY2021 Q4	FY2122 Q4	FY2223 Q4	FY2324 Q1	FY2324 Q2
kg Target	1000	1000	1000	1000	1000	280	560
kg per household	1008	1012	967	991	927		527

y-axis: kg per household

Good = low

12 month period up to and including the date shown

PI 37 Recycling Rate (new national formula) ✗

actuals

Legend: ● Recycling Rate ◆ Recycling Target

	FY1819 Q4	FY1920 Q4	FY2021 Q4	FY2122 Q4	FY2223 Q4	FY2324 Q1	FY2324 Q2
Recycling Target			46%	48%	50%	50%	50%
Recycling Rate	43.50%	45.40%	42.10%	41.50%	40.11%	44.99%	43.82%

y-axis: Percentage

12 month period up to and including the date shown

forecast

Recycling Rate (new national formula)

50.00

40.63

0.00   100.00

PI 38 Recycling at County Council owned Household Waste Recycling Centres ✓

actuals

Legend: ● Recycling Rate ◆ Recycling Target

	FY2122 Q1	FY2122 Q2	FY2122 Q3	FY2122 Q4	FY2223 Q1	FY2223 Q2	FY2223 Q3	FY2223 Q4	FY2324 Q1	FY2324 Q2
Target	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Recycling Rate	73.20%	71.30%	71.90%	70.00%	76.80%	70.60%	69.61%	73.08%	71.89%	74.90%

y-axis: Percentage

Good = High

12 month period up to and including the date shown

forecast

Percentage recycling at county council household waste recycling centres

75.00

74.71

0.00   100.00

PI 39 Household waste to landfill ☆

actuals

5.00

0.03

0.0   10.0

Good = Low

forecast

5.00

0.71

0.0   10.0

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4.5.3 Summary of Quarter 2 Waste performance

The household waste collected for Quarter 2 is 527kg per household and that is below the target of 560kg which is good news as prevention is the highest objective of the waste hierarchy. This means that less waste is being presented by the public with less haulage and processing needed.

The overall recycling rate for all waste streams is 43.82% which is below the target of 50%. It is impossible to understand why kerbside recycling continues to struggle but it is hoped that with the government's new guidelines for "Simpler Recycling", we will be able to considerably improve in this area, in particular the separate collection of food waste should provide an increase of approximately 7%.

The recycling rate at Household Waste Recycling Centres is 74.9% for Quarter 2 which is a big increase from Quarter 1 (71.89%). This is within tolerance of the 75% target and the increase could be due to a higher proportion of garden waste coupled with increased engagement on sites. We have new contractors operating sites and as a consequence we have found better engagement between staff and residents.

The performance indicator for landfill waste continues to be very low which is excellent news. The target for the full year is 5% but we are projecting an actual rate of 0.71%. Landfill has historically been used where we have unplanned outages at the Energy from Waste facility and is the last resort. However, we recently had several weeks of disruption where the Waste team secured alternative locations at short notice to prevent using landfill and this will continue in the future. We may never achieve 0% waste to landfill, but we will always strive towards that target.

National Context

The 4 performance indicators show good trends in how we manage waste and it should be noted that we are already meeting most of the government's planned changes. Simpler Recycling aims to minimise waste and drive up recycling rates to meet the targets of the Environment Act 2021. Nationally, between 2000 and 2022 there has been an increase of 11% in recycling rates to 42%. However, in recent years household recycling rates have plateaued at around 42% to 44% which reflects what has happened in Lincolnshire.

Simpler Recycling requires the following materials to be collected across all authorities:

- paper and card,
- plastic,
- glass,
- metal,
- food waste,
- garden waste

However, it should be noted that the government is concerned about the number of bins households may need and have therefore relaxed the approach to allow co-mingled recycled materials. Fortunately, Lincolnshire has successfully met this requirement for many years and therefore the only change we will have to make is to have separate food waste collections by April 2026. Separate food waste will require capital expenditure to our Waste Transfer Stations, but there should be significant revenue savings once collections of food begins. It is estimated that

Lincolnshire residents produce approximately 30,000 tonnes of food waste per year which is currently mixed with other material in residents' black bins and processed at the Energy from Waste facility at a cost of £65 - £99 per tonne. If we dispose of food waste at an Anaerobic Digestion (AD) facility the disposal cost will be significantly lower and may be nett £0 which could provide an annual revenue income of £2m - £3m. This is similar to the recent approach with paper and card whereby the material is collected separately and recycled at a paper mill. The paper and card is much cleaner as it is uncontaminated and has much greater value which provides a constant income for the authority.

A second benefit of separate food waste disposal will be an improvement in our recycling rate. AD is classed as recycling which will move the food waste from Recovery to Recycling on the Waste Hierarchy and will provide an approximate 7% improvement in the overall recycling rate.

There is a great deal of government emphasis on improving recycling rates but waste prevention should always be our highest priority and disposal of material through landfilling should always be our last resort. Overall Lincolnshire has excellent services already in place but the Environment Act requirements represent a commercial opportunity which will further benefit the environment.

4.6 Contextual KPIs

These KPIs do not have an ambition set but it has been agreed by the Executive Directors these should be highlighted to the Executive. All contextual PIs can be found on the Council's website.

PI 84 Flooding incidents investigated
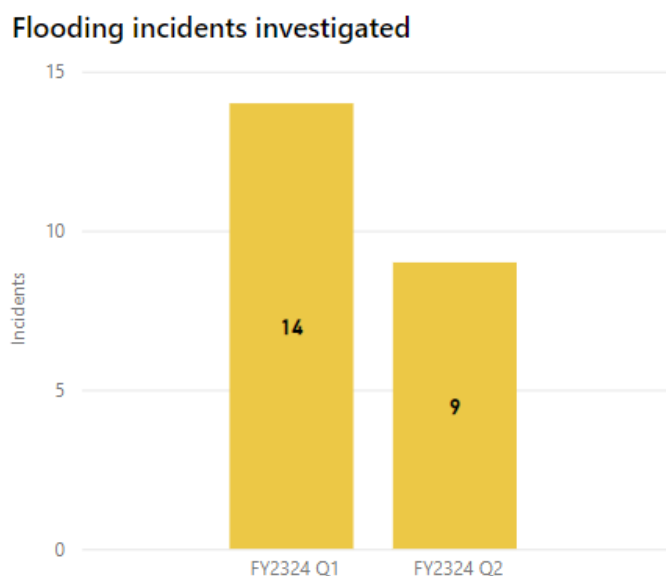
There were 9 Section 19 Investigations started in Quarter 2 affecting 13 properties (10 residential and 3 commercial). As at the end of the Quarter 2 period (July to September 2023), there were a total 53 ongoing Section 19 reports being prepared as a result of investigations being undertaken, spanning from 2019 to present.

Work continues to complete investigations in a timely manner, noting that some are more detailed and complex than others, and the process undertaken by Lincolnshire County Council has been streamlined to address a backlog of investigations following exceptional numbers generated during a series of flooding events during 2019 and 2020.

As an authority we work closely with other Risk Management Authorities to make them aware of recommendations so that future works may be considered. Equally, where opportunities arise, Lincolnshire County Council work in collaboration with other organisations to seek joint solutions to flooding issues wherever possible.

On the weekend of 18-21 October Storm Babet caused significant damage and disruption throughout Lincolnshire. As of 14 November the County has had 609 properties reported as being affected by internal flooding with a further 491 properties suffering from external flooding of gardens or outbuildings. There were also 48 instances of a road needing to be closed alongside 98 further cases of highway flooding. There are a further 206 reports received from partners that require further investigation to establish if they are of internal or external flooding.

Thus far it is understood that 167 new Section 19 reports of varying complexity will be required to understand the causality of flooding at various locations, often affecting multiple households.

Details of all current Section 19 investigations, along with their status, can be found on the Flood and Water Management Scrutiny Committee meeting page on the Lincolnshire County Council website - Browse meetings - Flood and Water Management Scrutiny Committee (moderngov.co.uk)

4.7 Performance Indicators (PIs) that cannot be reported in Quarter 2

4.7.1   Data is not available for the following PIs and will be updated as soon as it is released

PI 19 Personal wellbeing estimates – *life satisfaction; happy; worthwhile*

PI 23 Percentage of overweight or obese children

4.8 Update on suggestion from Overview and Scrutiny Management Board on 24 August 2023 (Quarter 1 report) regarding PI 15 Percentage of children in care living within a family environment.

In view of the impact unaccompanied asylum seeking children (UASC) have on the number of non-family placements, the Board suggested that the number of asylum seeking children be reported separately from this indicator.

With effect from Quarter 2, unaccompanied asylum seeking children (UASC) are shown separately within performance for the **Percentage of children in care (CiC) living within a family environment**. A new ambition of 82% has been set to show CiC excluding UASC and this is how this performance will now be reported. All historic ambition information has been removed as this included UASC. Details of Quarter 2 performance can be found in section 4.3.2.

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 30th September 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) **a) Has Local Member Been Consulted?**

   N/A

b) **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 30th November 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 2 Corporate Plan Activities

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: Refresh of the Corporate Plan 19 May 2023	Agenda for Council on Friday, 19th May, 2023, 10.30 am (moderngov.co.uk)
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2022-	Agenda for Executive on Tuesday, 4th July, 2023, 10.00 am (moderngov.co.uk)

2023 - Quarter 4 4th July 2023	
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2023-2024 - Quarter 1 5th September 2023	[Agenda for Executive on Tuesday, 5th September, 2023, 10.30 am (moderngov.co.uk)](#)

This report was written by Caroline Jackson, who can be contacted on [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 support schools to develop effective whole school systems which are vigilant to early indicators of children and young people who have severe difficulties in attending schools due to emotional factors that can result in prolonged absence and help settings to employ robust meaningful support to remove barriers and improve attendance. A revised and improved Emotional Based School Avoidance (EBSA) Pathway will be launched by September 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 receive appropriate support from our services which results in effective 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.	Promote the success of Lincolnshire Apprenticeship Awards 2023 via a communications plan, supported by Council, Greater Lincolnshire Local Enterprise Partnership (GLLEP) and Business Lincolnshire communications resources. In August we will launch the 2023/24 Adult Learning programme to widen participation and work with those communities who will best benefit from our	GREEN (Progressing as planned)

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			funding.	GREEN
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.	Map the formal boards and partnerships that can influence this activity and collectively identify any gaps across the county.	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.	Completion of finance review for the statutory boards and recommendations for future pool funding opportunities. Completion of community safety performance framework. Identify cross over activity where the fire service can contribute to community safety. Develop and complete a partnership engagement strategy for internal and external audiences. Employment of Domestic Abuse (DA) Safe Accommodation Project Co-ordinator and associated Crime Reduction Tactical Advisor. Employment of x2 analysts in community safety hub.	AMBER (Progress is within agreed limits)

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			Narrative: *The refurbishment of Myle Cross is proceeding as planned with a new community safety hub and conferencing facilities that will allow for joined up working space between police, LCC and other partners, enhancing opportunities for collaborative working. The target date for completion of this work is summer 2024. A finance task and finish subgroup of the Safer Lincolnshire Partnership has been established. Contributions to the Partnership for the 2024/25 financial year have been agreed as have the reporting arrangements. Business Managers from the Safer Lincolnshire Partnership, Lincolnshire Safeguarding Adults Board, Lincolnshire Domestic Abuse Partnership and Lincolnshire Safeguarding Children's Partnership continue to meet regularly and are seeking to align financial requests to partners. The recruitment for the Safe Accommodation Project Co-ordinator and associated Crime Reduction Tactical Advisor is almost complete with the interviews for candidates planned for November. Two multi agency analytical pieces of work have commenced around adult safeguarding and serious violence. Numerous agencies are involved in this work including LCC, Police, Public Health, Fire and Rescue and Childrens services. This activity will help facilitate our objective of delivering preventative and early interventions. This work will run alongside the wider community analytical hub project which will see the recruitment of apprenticeship and senior analytical capability. The*	

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			performance framework for our fraud activity and education activity is complete and the data dashboards created. Work continues on the crime prevention and domestic abuse dashboards.	

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
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 devise a training plan to incorporate the new evidence-based programmes and necessary workforce development. The training plan and workforce development is expected to offer opportunities to the wider sector to include voluntary, private, independent and faith groups. We will launch a further 5 hub sites. We will launch a small grants process to allow the wider workforce to train and deliver some of our evidence-based programmes, this will enable us to reach more children and families.	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	Complete all placements at Robin House. Progress Riverhead House through the full exterior build/weather tight, and continue with the staffing recruitment to the staff team. Commence Ofsted home and manager registration process.	GREEN (Progressing as planned)

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Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
		catering for children with more complex needs and enhancing housing solutions for care leavers.		(green)
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.	During this quarter, the Grange Farm scheme will be presented to the Adults and Community Wellbeing Committee for consideration. Following this, the scheme will seek Executive approval to enable the project and partnership to progress. In partnership with ACIS Group and West Lindsey District Council, this development will feature 10 one-bedroom apartments for Working Aged Adults with a disability within Market Rasen. Additionally in Quarter 2, it is anticipated listed building consent will be submitted to achieve the required approvals to commence construction on the Grange Farm scheme. **Narrative:** *During Quarter 2, the Grange Farm scheme was presented to Adults and Community Wellbeing Committee and received support to progress. On 14th April 2023, the Council's contribution to the Grange Farm scheme was subsequently approved by the Leader of the Council: Executive Councillor for Resources, Communications and Commissioning and the Executive Councillor for Adult Care and Public Health. Due to the complexities and risks of the site additional surveys and contract negotiations with ACIS' chosen contractor have taken longer than expected, therefore listed building consent has not been submitted during this Quarter. It is anticipated this will be submitted during Quarter*	AMBER (Progress is within agreed limits)

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Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			4. *In addition, The Hoplands scheme (in Sleaford, which comprises of 40 extra care apartments and 12 one-bedroom apartments for Working Aged Adults with learning disabilities, physical disabilities, and mental illness), in partnership with North Kesteven District Council obtained planning permission on 3rd October 2023 receiving unanimous support from the planning committee.*	
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.	Implement Strengths Based Approaches (SBA) in service delivery.	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.	Review the current use of digital resources for carers.	GREEN (Progressing as planned)
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.	Establish a working group to look at development opportunities to encourage innovation and new ideas.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Create a platform to share resources and documents to support employers with looking after their workforce	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.	Implement Public Health Commissioning Programme for 2023/24 1. Sexual Health and Substance Misuse recommissioning - Finalise governance processes and tender new services to the market. 2. Wellbeing Service recommissioning – Undertake market engagement and develop a service model options for a Commissioning plan. Implement Public Health Priority Work Programme for 2023/24 1. Technology Enabled Prevention and Care Pilot Options developed and approved. 2. To develop a health inequalities proof of concept toolkit that can be used across a range of service developments. Implement Public Health Protection Programme for 2023/24 1. Begin the proactive assurance programme for 2023/24, visiting the high-risk homes initially, before the medium risk homes. Confirm to all the low-risk homes they will not be visited this year. 2. Build evidence to address infectious diseases which are linked to health inequalities. 3. Engage with the health and care system to ensure Health Protection is embedded into the winter plan	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			for the local system.	
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.	A commercial strategy will be developed (including procurement timetable and specification development where appropriate, focussing initially on bed-based care arrangements) and establish the pooled intermediate care budget with agreed funding principles. Operational colleagues will work together to deliver immediate operational 'quick wins' in line with the vision, such as the development of intermediate care coordination, streamlined assessment pathways and digital requirements.	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.	Integrated delivery team to complete phase 7 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 September 2023. Additional training to new starters across, Adult Care and Community Wellbeing, Lincolnshire Partnership Foundation Trust, Serco and Carers First as part of induction will be delivered. Training to all teams across Adult Frailty Long Term Conditions, Learning Disability, Lincolnshire Partnership Foundation Trust, Hospitals in the use of the new recording tools and workflows to be completed. Evaluation report with recommendations including for prime performance and agree scope of next phase of prime performance	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			roll out to by July 2023.	
A53	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	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 Prevention Concordat for Better Mental Health Action Plan, which takes a prevention-focused approach to mental health and wellbeing.	Provide public health advice to the system regarding public mental health, dementia, learning disabilities and autism. Agree Plan on a Page for Prevention Concordat for Better Mental Health with Mental Health, Dementia, Learning Disability and Autism (MHDLDA) and agree system resources required to deliver the plan, including governance arrangements. Report progress on Suicide Prevention workstream.	GREEN (Progressing as planned)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Launch new UK Shared Prosperity Funded (UKSPF) specialist programmes including support for Start Ups, Manufacturers, Retail Leisure and Hospitality Sector and Low Carbon measures.	GREEN (Progressing as planned)
A23	Thriving businesses creating high skilled jobs and investing in technology [4]	We will improve utility infrastructure in order to enhance growth through exploring and implementing plans to maximise the development of energy, water and sewage, and digital infrastructure.	Energy Options Analysis for Greater Lincolnshire report to be delivered.	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 draft of the transport strategy document.	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)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
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.	Complete Birding in the Wolds and Place information on www.visitlincolnshire.com. Ensure cycling area is as good and as clear as the new walking content. Re-purpose existing video for use by businesses.	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.	Action plan prepared for the first priority theme, through workshops with Infrastructure Group members	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)

	Ambition: Create thriving environments			
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A10	Manage local risks to our environment to protect our communities' natural and built resources for future generations [15]	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 revise and update our Carbon Management Plan in 2023.	We will deliver the Carbon Report to Council for the period 2022-23 to establish new baselines and to indicate the position on the route to Net Zero carbon emissions by 2050. We will update the Green Masterplan - Action Plan to reflect the opportunities following the Carbon Report and to embed the new Environment Act 2021 requirements.	GREEN (Progressing as planned)
A11	Manage local risks to our environment to protect our communities' natural and built resources for future generations [15]	We will respond to our communities in a joined-up way and we will proactively coordinate with partners to develop and deliver better flood risk protection within the County.	We will prepare a package of flood investigation and drainage improvement schemes as part of the Development Fund Programme for communities across Lincolnshire. We will publish the 2023-24 Joint Action Plan (the Common Works Programme) as part of the Lincolnshire Flood Risk & Water Management Strategy in collaboration with other risk management authorities.	GREEN (Progressing as planned)
A12	Manage 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.	Develop the Specification and issue tenders for Anaerobic Digestion disposal.	GREEN (Progressing as planned)

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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.	Begin the pilot of guidance for the use of Virtual Meetings with our customers. Explore further opportunities for use of Virtual Meetings across other front line services. Agree changes to the digital implementation plan and begin prioritisation for future areas of process review and optimisation.	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.	1. Complete customer feedback report for the Corporate Leadership Team. 2. Launch Artificial Intelligence (AI) bot on website. 3. Commence launch of AI bot on corporate CSC calls. 4. Decision on future CSC provider.	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 Lincoln Museum and Usher Gallery and other heritage sites.	Appoint contractor for installation audio visual infrastructure that will replace existing, outdated equipment with new, modern technology that will ensure future reliability.	GREEN (Progressing as planned)

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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.	Research and development of a Place sector investor proposition.	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.	Award contract for replacement Customer Service Centre Provider	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. Continue working across the Council to embed the One Council Commissioning Framework in practice. Undertake a cross Council commissioning benchmarking exercise and submit the findings in line	GREEN (Progressing as planned)

Ambition: Provide good-value council services				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			with our obligation. Publish the Council's first modern slavery statement in line with our new duty and commence work on the priorities for action.	GREEN (Progressing as planned)
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.	Gain agreement to the business case and further develop the project plan which will deliver the agreed data model.	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.	Develop a framework of quality assurance controls and agree the governance model and reporting timelines with key stakeholders.	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)
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)

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