

Scrutiny Briefing Note

The draft Council Plan was considered by Cabinet on 8th September 2021. All Scrutiny Panels are asked to consider the content of the plan, and feedback proposals of suggested amendments for Cabinet consideration before the plan is referred to Full Council for adoption.

Subject: Council Plan

In 2016 Council agreed an Outcomes Framework and Commissioning Plan which outlined the approach to achieving our priorities. The Outcomes Framework was subsequently adopted by key partners across the Borough.

Considering the response and recovery from the Covid 19 pandemic, in February 2021 Council agreed that the Outcomes Framework should be reviewed alongside the Council's Covid Recovery Plan, with a further report brought to Cabinet and Council.

The Outcomes Framework has become a Place based framework, agreed and adopted by the Place Partnership of North East Lincolnshire. North East Lincolnshire Council is one stakeholder within the partnership and will therefore contribute to the content of the refreshed framework prior to adoption by the Place Board. Consultation and engagement with all sectors is taking place within the same timeframe as consultation on the Council Plan.

The North East Lincolnshire Council Covid Recovery Plan has been superseded by a Council Plan that underpins the Outcomes Framework. It explains what the Council is doing to help North East Lincolnshire meet the aspiration outlined within the Outcomes Framework. The Council Plan provides us with the opportunity to clearly state our intended aims and to be held to account to deliver against those aims. It outlines the impact that we expect our actions to have, the milestones that we are aiming to achieve, and the key performance measures of success.

The Council Plan is currently in draft format. Consultation on the content of the plan is now being undertaken with all Scrutiny panels before the final plan is approved by Council. A shorter executive summary of the plan, and a graphical 'Plan on a Page' will also be produced to ensure that it is accessible to a range of audiences.

There is a risk that external factors such as changes in national government policy, or responses to emergencies, may hinder our ability to deliver the plan. If this happens, we will explain the issues affecting delivery through our performance reporting arrangements.

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If you would like to find out more about scrutiny you can contact us:

by email democracy@nelincs.gov.uk

on our website www.nelc.gov.uk/council/councillors-democracy-elections-/scrutiny/

or by post NELC Scrutiny Team,

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Appendix 1

Council Plan

Foreword

This is a time of opportunity for North East Lincolnshire. Economic growth is being fuelled by investment in the renewable and low carbon energy sector along with investment in ports and logistics. Our talisman seafood sector also remains important to the borough. This puts the Borough in a unique place to grow through inward investment, skills, innovation, and job growth. Coupled with our Grimsby Town Deal and the awarding of many millions of pounds of grant-funding for our urban areas, gives true and real hope in the decade ahead. We now must work hard and together to ensure that those living within our communities can benefit – raising aspirations across the board. We know in some areas that will be harder than others, with significant challenges in our most deprived areas. The plan recognises the need to balance economic growth and the green agenda whilst ensuring we take our community with us. By 2030 North East Lincolnshire will be a place:

- ✓ Where business can sustain and grow
- ✓ Where citizens of all ages live active, healthy, and independent lives and are much less dependent on public institutions as a result
- ✓ Where young people have choice and are equipped with the skills to exercise that choice
 - ✓ Where people are proud to live, work, invest and visit

Together we can be stronger

Our aspiration

Looking ahead over the next three years, this plan reflects the key aims of a listening council, which drives to be aspirational, innovative, and bold so that we can fulfil our ambition for the borough.

With solid reporting and governance in place, we wish to take partners with us on North East Lincolnshire's journey – sharing objectives and interests for the benefit of all, creating stronger economies and stronger communities.

In order to be successful, it is important that our key objectives for North East Lincolnshire are owned by our anchor organisations and sectors. Along with our key partners we have recently revisited the Outcomes Framework for North East Lincolnshire. This has five key priorities, and those are that our people should:

- Reach their full potential through skills and learning;
- Benefit from a green economy and a high-quality environment;
- Enjoy good health and wellbeing;
- Benefit from a strong local economy;
- Live in a safe environment, can have their say about things that are important to them and participate fully in their communities.

North East Lincolnshire Council's priorities that contribute to the Outcomes Framework and the wider development of North East Lincolnshire are:

- ✓ Regeneration – we will deliver our major programmes and projects focussed on making North East Lincolnshire a better place to live, work, invest and visit.
- ✓ Environment- we will ensure we have the capacity to keep our streets clean, improve the gateways to the borough and maintain our parks and open spaces for everyone to enjoy.
- ✓ Enforcement – we will advocate a zero-tolerance model by continual review of the effectiveness of our delivery models, increasing capacity where it is needed and increased police/partnership working that is focus on outcomes.
- ✓ Education and Skills – we will work with education providers to improve secondary attainment, supporting the development of alternative secondary provision where there are clear benefits.
- ✓ Children's Services – we will continue to deliver our Children's Transformation programme, focussed on strengthening intervention at an early stage to ensure the best outcomes for families, reducing the number of Children Looked After and costly out of area placements.
- ✓ Adult Social Care – we will maximise the benefit to North East Lincolnshire through the Integrated Care Partnership arrangements, building on the legacy of the NELC/CCG Union arrangements, to join up Health and Social Care provision in a way that maximises our resources.
- ✓ We will work with our communities to develop specific strategies aimed at tackling the issues faced by communities in East and West Marsh, especially in relation to housing.
- ✓ We will increase the level of marketing of the area both as a whole and in terms of the unique selling points of Grimsby, Cleethorpes, Immingham and the Wolds, as great places to invest, work, live and visit.

- ✓ We will work with colleagues from across Greater Lincolnshire to further explore opportunities for collaboration and closer working between the upper tier councils.

To achieve our aims, we recognise that we are working in the shadow of a global pandemic in a way we could never have imagined. Throughout the response to the pandemic our authority has worked tirelessly and extremely well with partners and particularly the health and voluntary sectors. Taking the positives from this situation, we intend to ensure those partnerships remain strong and successful. This will help us to deal with an increased demand that is anticipated across our services as a direct and indirect impact of COVID-19. Such increased demand has been identified within our Covid Health Needs Assessment.

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How we will work to deliver the plan

With partners

Our Plan clearly states our ambitions, and our desire to work with businesses, people and partners in 'our place' to build together stronger. We use the phrase 'Team NEL' to capture our pride in North East Lincolnshire and our ambition for the future. We are ambitious for our place and people, and we want to celebrate our collective successes and share in the benefits from our opportunities for growth.

Engagement

Before the pandemic, the Council and CCG Union agreed a new, shared approach to engagement. Our engagement teams worked with local groups, community members and the voluntary sector alliance to develop a better way to talk, listen and work with the community. This resulted in a commitment to 'make every conversation count' that could be used by anyone across the Union and by our partners. The principles are being built into our new operating model which will encompass new ways of working in the future. The Engagement Strategy is available to view here:

[Talking, Listening and Working Together NELC & CCG \(nelincs.co.uk\)](https://nelincs.co.uk)

Inclusion and addressing inequalities

We aim to recognise, value, and promote the diversity of all people and ensure they have equal opportunities to access and receive services. Addressing economic, social and health inequalities will underpin the activity set out in this plan.

How will we monitor and report the plan?

We will report our progress to Cabinet on a quarterly basis, using our Key Performance Indicators. We call these our 'Vital Signs', and they are included in each section of the plan.

There are five scrutiny panels:

- Children & Lifelong learning;
- Communities;
- Economy;
- Health & Adult Social Care;
- Tourism & Visitor Economy.

Each scrutiny panel will decide their own work programme and will use this plan to establish the areas of focus for the panel's work that will monitor progress against our aims. Meanwhile, major projects and programmes have their own boards and will report progress to the Council's Senior Leadership Team and relevant Portfolio Holder.

Economy & Growth, Leisure & Tourism

Vision

To promote the towns within North East Lincolnshire as great places to live, work and visit, by revitalising our town centres, supporting the growth of existing businesses and attracting new investment.

Covid has left a recovery challenge across parts of the business environment, but the potential for a sustainable and resilient environment for our businesses, our workforce and our communities are huge, some of the activities that will support this are;

- Maintaining an up to date and relevant Local Plan.
- A substantial investment in Grimsby Town Centre with repurposed creative business space and family leisure activities;
- Freeport status – bringing increased trade and investment, innovation and the promise of high value jobs to the area;
- Renewable energy – emerging technologies and opportunities through innovation for businesses and our workforce;
- A focus on industrial development to support our growing businesses and attract new investment;
- Activities to support greater engagement in culture, heritage, leisure and tourism through events and creative workspace.

The government's Ten Point Plan for a Green Industrial Revolution and Energy White Paper entitled 'Powering our Net Zero Future' offers opportunity for investment across the borough and links in with our own Carbon Road Map.

Restore, Reshape and Replenish: Our Economic Recovery Plan includes these three roadmaps to guide us through the coming months. The information will be updated to respond to changes, challenges, and opportunities as they emerge and will feed into our emerging Economic Strategy refresh. By creating an environment where businesses flourish and ensuring that our residents have access to the necessary skills to adjust to a changing business environment, we will create new opportunities for the local workforce. Key elements include:

The Strategic Housing Plan: This has been established to deliver housing objectives and overall vision by defining the main challenges within housing, including, creating new homes, preventing and reducing homelessness by diversifying and improving the temporary 'move on' accommodation offer for those in genuine housing need. The Plan seeks to reduce empty property within the community, as well as delivering on key strategies/plans through appropriate engagement, consultation and joint working with stakeholders. Four key strategic priorities have emerged, from the Strategic Housing Action Plan, which will support the delivery of the Council's vision. These include.

- **Creating Homes** – providing new homes to meet NEL housing needs
- **Strengthening Places** – investing in NEL existing neighbourhoods and communities
- **Improving Health** – improving people's health, wellbeing, economic opportunity and independent through suitable housing
- **Working Together** – working in partnership to deliver the housing vision and to increase opportunities for all.

Highways and Transportation: the emerging Local Transport Plan (LTP) sets out a bold vision for North East Lincolnshire. The strategy identifies that the LTP has a major role in helping to facilitate sustainable growth by enabling and supporting the transport infrastructure necessary to make North East Lincolnshire a place where people want to live, work and visit

Skills: We need to ensure that our growth is inclusive and that residents in all parts of our borough have access to the jobs which our proposed economic growth will bring about. There is a need to improve participation in learning opportunities across the borough and for our young people to go into Further Education where take up levels are lower in NEL than in other parts of the country. We also need to work closely with our businesses to ensure that we identify skills shortages and take action to address them. Finally, we need to look at careers provision across all our schools, academies and colleges to ensure that our residents are aware of the wide-ranging new opportunities available to them – whether on leaving school or throughout their careers.

What will the Council do? We will:

- Continue to focus on our Economic Recovery Plan, continue to administer any Covid related grant schemes, and support the 'Loyal to Local' initiative;
- Engage with the Development & Growth Board and other key partners to create a supportive environment that encourages local business growth;
- Capitalise on the Humber Freeport opportunity, making cases for seed capital funding to enhance our industrial business infrastructure;
- Advance the South Humber Industrial Investment Programme (SHIIP) initiative, completing the next phase of ecological mitigation land, advancing site assembly, and securing further occupiers at Pioneer Business Park;
- Continue the success of Town Deal by way of progressing the £17.3m Future High Streets Fund project and the £21.9m Towns Fund initiative;
- Develop a Masterplan for the resort and town centre of Cleethorpes;
- Promote the Sea Road development site opportunity;
- Continue to focus on appropriate funding opportunities and, in particular, developing a Transportation Levelling Up Fund bid in 21/22 and developing Grimsby and Cleethorpes bids in 22/23;
- Develop a skills action plan, geared towards increasing levels of participation in learning for our young people, our adults whether in work or economically inactive.
- Focus on the Heritage Action Zone and Grimsby Creates to enhance community engagement in culture, heritage and the arts and also, deliver a broader range of activities for residents and visitors to enjoy;
- Deploy our highway and transportation programme in a manner that supports the wider regeneration of the borough;
- Work closely with housing partners to improve the overall housing offer in NEL, including development of housing on council owned sites and a more streamlined approach to housing support, as well as securing external funding to promote and deliver the Strategic Housing Plan;
- Continue to deliver the Local Transport Plan and one-off insignificant infrastructure projects, addressing the key transport challenges that residents and businesses in North East Lincolnshire regularly face. These challenges have their foundations in national transport

policy and are aligned to national goals for highways and transport. The challenges are grouped into four broad headings and the team will ensure we deliver these by;

- **Supporting economic growth** – Enabling sustainable growth through effective transport networks, reducing the impact of congestion and supporting connectivity between businesses, their suppliers, staff and customers;
 - **Accessibility** – Enabling disadvantaged (transport) groups or people living in disadvantaged (transport) areas to connect with employment, health, social and leisure opportunities;
 - **Safety, security & health** - Improving people’s physical and mental health by encouraging and enabling more physically active travel and providing safe access therefore reducing the risk of injury or death due to transport collisions;
 - **Transport & the environment** - Ensuring that wherever possible transport infrastructure contributes to environmental excellence, including, managing air quality, and reducing transport related carbon emissions.
- Look to the future emerging job roles and sector changes by seeking to attract new business investment and equip people with those skills for the future opportunities;
 - Ensure low carbon and green energy runs through all that we do;
 - Work with partners to determine a potential new strategic approach to Library Services and the cultural offer, reflecting learning from the covid 19 pandemic, aligning to and adding value to town centre developments;
 - Commission and deliver the sports and playing pitch improvements at Clee Fields and King George V stadium;
 - Work in partnership with the community and voluntary sector to develop activities which build on the emerging learning, due to the Covid 19 outbreak, to support local individuals and small groups to walk, cycle and make more use of our parks, open spaces, and beaches to increase levels of daily physical activity.

What will be different? Our milestones are:

The next 12 months:

- All Towns Fund project business cases will have been completed;
- Riverhead Square Phase 2 works will have commenced;
- The Grimsby Town Centre Masterplan will have been through its first annual review;
- The Grimsby Creates Cultural programme will be delivering enhanced uptake in our community;
- Subject to funding, the Onside Youth Zone will be under construction;
- Significant progress will be made on the Council owned housing sites and a start date for construction on site will be established;
- We will adopt a Bus Improvement Plan aimed at increasing the attractiveness of the bus as an option for travel to encourage sustainable accessibility;
- LTP would have been delivered on time and on budget for the financial year;
- More people will be encouraged to walk and cycle for work and leisure;
- The Future High Streets Fund project whilst not on site, will be well underway;
- Freeports seed capital business cases will have been submitted and decisions expected to have been made;

- Novartis Ings ecological mitigation site will be substantially advanced;
- Subject to negotiation, further site occupiers will have been identified at Pioneer Business Park and building designs will be advanced;
- The Economic Strategy will be complete;
- The Cleethorpes Masterplan will be complete.

Two to five years:

- All Towns Fund projects will be substantially complete;
- Future High Streets Fund will be complete;
- Initial Freeport Seed Capital projects will be complete;
- All successful Levelling Up Fund projects will be complete;
- There will be reduced homelessness within the borough and an improved the housing offer for those in need;
- Continued progress in reducing long term empty homes;
- We will maximise external funding opportunities to deliver influential projects towards the aims and objectives of the Local Transport Plan;
- Travel will be safer and greener with less congestion and increased accessibility.

Vital Signs: our barometers to identify our progress:

Business Growth

- Net additional employee jobs;
- Net increase of registered enterprises;
- GVA per head (NEL) all industries;
- Gross weekly pay for full-time workers resident in NEL, as a percentage of England average (source: ONS);
- Number of workless households (source:ONS);
- Percentage of working age population with a Level 4 (degree level) qualification or above (source: ONS);
- Number of businesses in rated premises;
- Total rateable value of NEL business premises;

Housing

- Number of rough sleepers identified in the borough
- Number of people presenting as homeless and placed in temporary accommodation
- Number of long-term empty properties
- Annual net new homes built in the borough
- Reduce the number of properties with a Category One and Category Two D&E Hazard (Housing Health and Safety Rating – Housing Act 2004)
- Percentage of people living in fuel poverty
- Maximise the use of Disabled Facilities Grant, keeping residents safe and comfortable in their own homes

Highways and Transportation

- Delivery of road safety improvements i.e. reduction in the number of serious incidents or fatalities
- Meet the 100% inspection and repair regime for highways network as outlined in Council KPIs
- Delivery of LTP programme

Place-making - Ensuring our towns are great places to live, work and visit

- Town centre units vacant for six months or longer as a percentage of total town centre units (source: ENGIE);
- Footfall figures for Grimsby (Victoria Street) and Cleethorpes (St. Peter's Avenue) (source: Springboard);

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Children and Families

Our Vision

All of North East Lincolnshire's children and young people will be healthy, resilient, and safe, and are supported to achieve in school. They should reach their full potential.

'Together for all' is what we stand for and together we will:

- Provide the right level of care and support where all children feel and are safe and have the opportunity to reach their full potential;
- Capture the voice of the child and family, and ensure they have consistency of service and are involved in all the decisions that will affect them;
- Ensure the workforce is well resourced, trained, supported to follow identified processes, in order to build positive relationships with families for sustainable change and decision making is informed by good evidence and data;
- Make sure Managers are supported, highly skilled and lead their teams with confidence using sound information and intelligence;
- Work together alongside our statutory, voluntary and community sector partners to achieve success for our families;

To achieve these aims, our priority areas are:

- To deliver high quality statutory, targeted and universal services for children and young people in our borough;
- To focus on an early help approach with our community and voluntary partners to ensure we can offer a wide range of support at the earliest opportunity;
- To ensure all children and young people in our community have access to high quality, safe and effective health services when they need it, so they enjoy good health and wellbeing throughout their life;
- To ensure our children and young people attain the right skills and learning which enables them to contribute as future citizens, to the continued economic and social development of North East Lincolnshire;
- To develop partnership strategies and commissioning arrangements that maximise the safety of all members of the community who may experience physical, emotional, economic, or social harm because of the actions of others.

What will be different?

Within 1-2 years:

- We will have a fully embedded partnership model which includes all our stakeholders in providing good quality education to children and young people;
- Through the education, skills and learning strategy launched this year we will ensure that our plans for employability and skills, inclusion and attainment deliver positive outcomes for all our children;
- We will continue to build on our work to reduce and manage demand into statutory services and only intervene in family life when appropriate threshold is evidenced;

- We will have reviewed all our accommodation for children and young people and in the next 12-18 months, we will continue to increase our local foster carers locally and ensure we have the right homes for the children we look after;
- The newly established Early Help Strategic Board of multi-agency partners and wider community services will continue to ensure that children and families have a range of services and support to draw on in the community to prevent the need for Children's Social Care;
- We are developing a wide range of services and training programmes to ensure that everybody who lives, works and attends school in North East Lincolnshire can identify risks for children in the community;
- We will play a lead role within the Safer Children's partnership, enabling a joined-up approach to tackling domestic abuse through a range of services delivered by multiple agencies;
- We will ensure that children, young people, and their parents/carers have access to good quality information, advice and guidance to manage their health and wellbeing by ensuring information is available through health clinics, GP surgeries and health professionals. And if they are ill, that services are coordinated and delivered in a way that best meets their needs, where possible avoiding unnecessary hospital stays;
- We will continue to work with all our partners, and our schools in particular, to ensure that Children and Young People have access to mental health support in school, and where it is necessary we offer high level assessment and treatment for those that are deemed to require it;
- Our work with Barnardo's will ensure that this year we are trained and supported across all services to understand the impact of trauma and can work with our children to manage their adverse early life experiences;
- We will continue to work to ensure we are the employer of choice for a range of skilled and professional staff we continually seek to meet the needs of our children and families and support retention through career progression pathways, good management support and manageable caseloads.

Within 3-5 years

- We will have a joint commissioning model that will ensure that Children's Services delivers a range of services with our partners to meet identified needs of children;
- We will have a reduced prevalence of domestic abuse across the borough with the right level of support in place where it does occur;
- The attainment gap will be reduced between key pupil groups across all key phases and key stages, ensuring that all children and young people are able and confident to access good or outstanding local education provision to meet the needs of our families;
- There will be increased numbers of apprenticeships, a reduction in young people that are not in Education, Employment or Training (NEETS) particularly in our most vulnerable young people and we will be supporting families in local employment and environmental opportunities to live and work in North East Lincolnshire;
- We will see improved outcomes for children based on strengthened relationships between professionals across the children's partnership and parents in receipt of services;
- Children and young people will experience improved physical and emotional health and wellbeing and when they do become ill, they will receive the right care in the right place, first time; delivered by a competent, confident and resilient workforce;

- We will further reduce the need for children requiring living outside of their families due to risk and adverse situations by continuing to ensure that our support services are available to meet the changing needs of our communities
- We will be operating as one service, working together to ensure children are safe and feel safe, have access to good education and employment opportunities, and that they feel listened to and can share their views with us all.

Vital Signs: our barometers to identify our progress:

Safer & Partnerships, we will monitor the:

- Number of Anti-Social Behaviour (ASB) incidents;
- Number of repeat domestic abuse incidents;
- Number of Young People identified as exploited and receiving support.

Education, we will see:

- Early years; Key Stage 2 and Key Stage 4 outcomes indicators/progress scores;
- A reduction in young people Not in Education, Employment or Training (NEET);
- A reduction in Education, Health and Care Plans (EHCP).

Children's Social Care, we will monitor evidence of:

- Reduced Children In Need (CIN), Child Protection (CP), Children Looked After (CLA) numbers, whilst increasing lower tier intervention for early help;
- Increased numbers of in-house foster carers and an increase in the percentage of children placed within NELC;
- Increased permanent workers and reduced levels of caseloads across all services, including early help.

Health, we will:

- Increase the percentage of children having a timely 2.5 year developmental check through the increased capacity of health visitors;
- Increase the proportion of children and young people accessing support from NHS funded community mental health services (NHS LTP);
- See the proportion of children and young people who are seen within the agreed waiting times target (locally agreed) met.

Adult Services

Our Vision

All adults in North East Lincolnshire will have healthy and independent lives with easy access to joined up advice and support, helping them to help themselves.

Background:

The council and CCG have been working in partnership to deliver health and care services through our “Union” arrangements. These arrangements will change as the government’s proposals for health and social care integration take effect during 2021. However, we will continue to work in an integrated way with our health partners to ensure that we get the best possible support for our community. Our adult strategy for 2019-22 is a joint strategy with North East Lincolnshire CCG and can be found at <https://www.northeastlincolnshireccg.nhs.uk/publications-1/>

What will we do to achieve our vision:

To accompany the adult strategy, we have an action plan that states our specific actions against several different themes; information and advice, assessments, care at home, housing-based help, intermediate care, voluntary sector, workforce development and collecting information.

In the coming year we will continue to support the care sector in maintaining effective infection prevention and control and continue our efforts to ensure vaccine uptake. We will also carefully monitor local care markets and support staff to ensure that we maintain a sustainable and quality care offer, our priorities being:

Rehabilitation and reablement review: We want to make sure that people are supported to be independent and stay in their own homes for as long as they can. We will work towards providing efficient and effective re-ablement, reducing reliance on long term care packages and formal services. During the next year the review will progress to its service re-design phase and propose new models and options for commissioners.

Getting better value from care: we want to ensure that people get the level of care that meets their needs in the most efficient way and are undertaking systematic reviews of complex care packages to do this.

Support living plus: we will work with younger adults with disability to ensure that we have a housing and support offer within the borough that can meet their needs safely and ensure that they can remain in their own communities supported by their existing networks of friends and family.

Social work practice development/adult social care commissioning: we will deliver a consistent and coherent social work practice that puts individuals at the heart of our support and care delivery. Changes to health and the implementation of the new integrated care partnership gives us an opportunity to review and reset our adult social care commissioning arrangements.

Extra care housing programme delivery: we will diversify our range of support for older adults with the aim of delivering two further 90 bed extra care housing schemes.

Day opportunities and specialist community transport review: we will work with service users and providers to understand what people want and need to meet their social needs and how we can make sure that community transport is flexible enough to allow them to easily access the support they need.

What will be different?

- Local people will report that they feel valued, feel that services help rather than institutionalise them, and are able to access the things that enhance their quality of life and independence.
- Providers and staff across health and care will report that they feel valued, and able to give the personalised help that makes a difference to those they work with and support.
- The Union will be able to show that it provides a truly joined-up, people focused service able to positively influence people's lifestyle choices.

Within one year we will have:

- Created a business case for our supported living plus model;
- Submitted plans for our extra care housing scheme at Davenport Drive;
- Concluded our user research to inform the next stages of our day opportunities and community transport review.

Within three years we will have:

- Completed our Davenport Drive extra care housing scheme;
- Submitted plans for our Western School Site extra care housing scheme;
- Successfully delivered our first supported living plus scheme;
- Developed a strengthened model for community reablement and support which promotes greater personal independence for adults.

Within five years we will have:

- Completed our programme of extra care housing developments.

Vital Signs: our barometers to identify our progress:

- The proportion of people accessing the single point of access SPA signposted to low level advice and information;
- The proportion of people who approach the council for help who go on to receive a full assessment (IPC suggest that it should be about 25%[1]);
- The proportion of people who have received a full assessment (from above) who then go on to receive a package of care (including lower-level support) (About 90 per cent of those who receive a full assessment);
- The proportion of acute patients who return home after a short-term period (no more than six weeks) in a residential care bed. (Close to 75%);
- The proportion of people who receive long-term care after a period of short-term / reablement based care (this could be either a therapy led programme or domiciliary care based reablement). (Close to 25%).

Public Health

Our shared vision for Health and Wellbeing for North East Lincolnshire.

“We want people to be informed, capable of living independent lives, self-supporting and resilient in maintaining/improving their own health. By feeling valued through their lives, people will be in control of their own wellbeing, have opportunities to be fulfilled and are able to actively engage in life in an environment that promotes health and protects people from avoidable harm.”

To do this we will ensure access will be made available to safe quality services that support and restore people back to optimal health or support them to a dignified end of life, as close to home as safety allows: services that are part of a sustainable health and social care system which directs resources according to need.

What will the Council do?

Our Public Health function has responsibility for commissioning services to meet local population health needs and reduce inequalities. Some mandatory services are commissioned directly by the team, whilst others are delivered or contracted by other service areas that have wider Health and Wellbeing responsibilities such as Children’s Services, Adult’s Services and Leisure.

The impact of Covid means that our plans must be more flexible than ever to meet the huge and anticipated surge in demand for different types and different levels of wellbeing support. This will include a suitable and targeted response to the impact of unemployment, social isolation, mental ill-health as well as appropriately responding to the effects of over-indulged compensatory behaviours such as over-eating, reduced exercise, increased alcohol usage and drug use.

Our plans, which will need to adapt to enable us to respond to the health and wellbeing needs of our local communities, are themed across three key areas:

Reducing Health Inequalities.

- Our new tobacco project will offer support to every smoker with a clinical need (who is an inpatient for 24hrs or more) to stop smoking with a referral system into the wellbeing service;
- A new alcohol service will be introduced for older heavy alcohol users who do not feel that current services are relevant to them. We will also introduce an alcohol liaison nurse in the local hospital to ensure that anyone who attends the hospital or is an inpatient in the hospital for an alcohol related condition will be linked into community alcohol services, including recovery services, after discharge;
- We will be working in partnership with the voluntary sector to establish a ‘Community Mothers’ peer to peer approach of support for local parents, with a particular focus on vulnerable mothers living in the disadvantaged areas;
- We will lead the re-commissioning of the oral health promotion service across Northern Lincolnshire to ensure services are meeting need and supporting parents to access dental services for their children under five;
- We will work with other teams across the council and wider place to address key wider determinants of health in particular around education, housing & homelessness, low income households, crime & public safety and environment & transport.

Improving Health

- A Wellbeing Check for people over the age of 75 is being rolled out. This will offer a check at home to eligible households every two years by the end of March 2023;
- A pathway of support will be developed for communities and professionals to better gain access weight management support at the right time;
- The Wellbeing Service will continue working with Thrive (Social Prescribing) to develop the single community wellbeing hub that incorporates both services;
- We will introduce a place-based workforce development initiative called the Wellbeing Academy based on the Making Every Contact Count (MECC) programme focusing on increasing the wellbeing workforce across NEL.

COVID-19 and Health Protection

- We will deliver a comprehensive assessment of the impact of COVID-19 in North East Lincolnshire, with sections on economy, education & skills, children and young people, adult social care, communities and environment, housing and health;
- We will explore the impact of the pandemic in terms of mental ill-health amongst our communities and workforces during 2021/22 and continue to focus on the tiered delivery of public mental health, including the promotion of ways to wellbeing, support to stakeholders such as businesses and schools with training, an online offer and peer support;
- The control and prevention of COVID-19 will remain a major focus of our work over the next year with the need to ensure that we can double down on any outbreaks that may occur to prevent community transmission, that we provide a comprehensive testing and tracing service in our local community, that we continue to support people who need to self isolate and we work to ensure as many people as possible are vaccinated. This is likely to include the need for a booster vaccination for at risk groups in the Autumn of 2021;
- A feasibility study exploring the potential and impact of targeted screening for diagnosing treatable infectious diseases such as TB, HIV and hepatitis B and C in under-served communities will be established with partners in the NHS and Public Health England;

What will be different? Our milestones are:

The next 12 months: Our North East Lincolnshire Test and Trace service and assertive approach to vaccination should ensure that we can control COVID-19 much better and though cases and outbreaks will occur they should not cause the disruption that occurred last year. The recovery from COVID-19 will continue but we will need to respond to secondary impacts of COVID and other challenges that may emerge due to economic and social factors. Our alcohol, wellbeing, tobacco and weight management services will be broadened and modernised to be more relevant to the new circumstances and we will work closely with the new NHS structures in North East Lincolnshire to ensure that a joined up and consistent approach to supporting people to improve their lives and maintain their health will be followed.

The next two to five years: Though the impact of COVID-19 will continue to be felt some of our initiatives to address health inequalities will begin to bear fruit through a focus on wider determinants and addressing some of the key long-term factors that impact on people's ability to maintain their health and wellbeing. The Wellbeing Service will be flexible to include virtual and targeted community-based wellbeing. This will be at a level that aims to provide a safety net to prevent people needing specialist services or to catch those attempting to access these services but

not meeting the criteria. The established Wellbeing Academy will enable the wider wellbeing workforce in settings such as primary care, the voluntary sector, hospital trusts, workplaces etc to develop capacity to support people they work with. It will also enable existing and new volunteers to provide low level wellbeing support as part of their roles.

Through utilising asset-based approaches, there will be increased community-based support and mechanisms that connect people to that support. This will be right across the life-course and includes Community Mothers, social prescribing for working age people, and the Over 75 wellbeing checks. This support will be targeted towards those most in need, aiming to reach those experiencing the greatest inequalities.

Vital Signs: our barometers to identify our progress:

- Under 75 all-cause mortality;
- Perinatal and infant mortality rates (healthy baby);
- Number of vulnerable mothers supported through community mothers programme;
- Number of children showing a good level of development at age five;
- The percentage of children who are overweight or obese;
- Key tobacco related outcomes including smoking prevalence rate, smoking in pregnancy rate and number of people successfully quitting;
- Successful alcohol treatment;
- TB cases successfully identified and treated from assertive outreach programme;
- The percentage of older and vulnerable people who want to live independently who feel they are able to do so safely.

Environment & Regulatory Services

Vision

North East Lincolnshire to lead the way towards a green future.

We recognise that we are part of a larger system of change and need to work with others to achieve a sustainable future for our place. We must prioritise our actions so that we use our resources in the best way to have the greatest impact. We will do this by considering our strengths as an organisation and sphere of influence, to guide where our resources are best placed.

Our aim is to deliver high quality, value for money front line services to enhance the space we live in, work in and visit. We want to make best use of the green infra-structure, improve environmental sustainability including recycling rates and build community capacity through increasing volunteering, community groups and town and parish councils.

We want to manage our land resources to promote a nature rich place to ensure all residents have access to clean air and inspiring green and open spaces to protect health and enhance lives. We want to intervene at the early stages and prevent problems through better design and behaviour change initiatives, so that communities become more responsible and self-reliant. Clean up and maintenance work will be targeted to areas of need and complimented by working with the community, local volunteers, local businesses and partners. We will support the community in becoming more sustainable, increasing recycling behaviour and community capacity addressing behaviour change through effective enforcement, education and awareness in the environmental area.

What will the Council do?

We will continue to develop our response to the declared climate emergency by setting a clear vision for action and embed a golden thread running through all of our activities as a council. The response will focus around 4 themes (Carbon, Economy, Waste & Resource and Natural Assets), each with road maps/delivery plans setting out the Council's role in that response, our actions and milestones. Key initiatives include:

- Develop future strategy and achievable delivery plans to ensure NELC progress to net zero by 2040;
- Develop future strategy and achievable delivery plans to ensure we protect and enhance our natural assets and wildlife;
- Continue to improve recycling rates, through better service delivery and kerb side recycling offer;
- Develop an energy efficient and modern single depot site;
- In partnership with ABP, develop an operational Border Control Post in Immingham, together with an expanded, modern and flexible port health service;
- Continue the service programme to enhance the Bereavement Services offer;
- Deliver an integrated Resort Management Approach in Cleethorpes, including a modern and responsive tourist information offer;
- Continue the programme of delivering behaviour change through robust enforcement and targeted communications.

What will be different?

Within 1-2 years:

- Completion of the expansion of the port health service, creating a modern and flexible service, able to respond to the increased trade pressures following Brexit;
- Completion of a £3 million public decarbonisation scheme and creation of a project pipeline for future council building energy efficiency works;
- Operational pet cremation service;
- An approved carbon road map;
- An approved Natural Asset Plan;
- Revised Cleethorpes Habitat Management Plan, supported by Natural England;
- Completion of the Smart Energy Programme;
- Operational delivery of an integrated Resort Management Approach in Cleethorpes, including a modern and responsive tourist information offer;
- Completion of kerbside recycling changes, bring to site review and litter bin improvements;
- Enhanced understanding of requirement for future kerb side food waste collection offer;
- Implementation of recommendations from Scrutiny Enforcement Review to create more responsive and cohesive enforcement offer.

Within 3-5 years:

- Delivery of boroughwide food waste collections by 2023;
- Progress on delivery of net zero Council by 2040;
- Compliance with new Environment Act requirements and implementation of biodiversity net gain principles;
- Completion of single modern depot site by 2023.

Vital Signs: our barometers to identify our progress:

- Visitor numbers in the resort based on footfall (year on year trend);
- Amount of household waste diverted from landfill (target 90%);
- Household recycling rate (target 50%);
- Number of fly tipping incidents reported by residents (year on year trend);
- Carbon reduction for NELC activities (reduction in tonne/CO2 or percentage of total).

Enabling us to achieve our aims (Corporate & Democratic Core)

Vision

“To support the organisation in a way that is pro-active, flexible, efficient, and responsive to the needs of services, residents, partners and businesses and elected members, whilst ensuring that we have robust governance arrangements in place that mitigate the risk of financial, reputational, safeguarding and service delivery failure.”

Corporate and democratic core covers a wide range of support services, that facilitate and enable delivery of the Council’s five key outcome areas. It also incorporates some front-line service activity delivered through Customer Access Points and other reception areas, telephone, Council website and social media.

We need to recognise the opportunity that Greater Lincolnshire presents in terms of collaboration and the further development of shared services.

What will the Council do? We will:

- Join up our data and insights capability to make sure we make the best use of all the information and intelligence held across the Place, and that services are delivered in a way that is more efficient and responsive to the needs of our population;
- Implement different ways of working that better engages our communities when we are making decisions about the things that matter to them, including equality and diversity impact, and use that insight to inform our strategies, policies, and service design, by implementing different ways of communicating and engaging with communities that is more pro-active and customer focussed;
- Work with partners and communities so that we understand why some people are excluded from accessing the services they need, particularly those that are delivered on-line; and ensure there is the support available in the right places for those people to be able to access the digital services they need;
- Refresh our Social Value Policy and introduce ways of measuring Social Value relevant to the type of service or contract, including local wealth building;
- Implement the actions from our People Strategy focusing on the health, safety and wellbeing of our people, attracting developing and maintaining a skilled workforce, enabling and supporting change, and being an employer of choice;
- Enable transformation and innovation through the optimal use of ICT and digital, maintaining and enhancing the protection against cyber security threats ;
- Review the Council’s Financial Strategy considering Government reform of the Local Government Funding model, to ensure that the Council has sufficient resources to deliver its plans and priorities and deal with the increased level of risk and opportunities it currently faces;
- Develop a commercial strategy to run alongside the corporate property policy, linked to our ambitious growth agenda, aimed at maximising opportunity for the Council;
- Review the Corporate Asset Management Plan to establish a coordinated five-year plan of how the Councils property can support investment and growth in the Borough;

What will be different?

Within 1-2 years:

- We will continue to develop our relationships with groups and individuals representing their communities and be able to demonstrate their influence on decisions made;
- We will have a hub for Business Intelligence incorporating data and insights that is central to decision making that works with partners across NEL;
- Our new ways of working will be aligned with the new Integrated Care Partnership arrangements for North East Lincolnshire;
- We will have clear Social Value measures that are published and applied to procurements and the design of services we deliver, and we will report against those measures annually;
- We will have implemented new Human Resources & Payroll (HRP) systems and a new Finance system that will enable the organisation to work and plan more effectively;
- We will have further developed our roadmap for ICT and digital to encompass the future needs of the organisation, our workforce and partners;
- We will have launched new arrangements for assisted digital support for people who need it and produced an action plan that is focussed on digital inclusion for all;
- We will have established a workplace wellbeing approach across the organisation supporting our workforce inside and outside of work;
- We will produce a strategy for our commercial estate and review the Corporate Asset Management plan.

Within 3-5 years:

- We will ensure that engagement and co-production with communities and businesses will be fully embedded into decision making;
- We will embed and further develop the new HRP and Finance systems;
- We will establish succession planning and development pathways for areas where we know we have risks relating to an older workforce;
- We will develop new Business Centre Units and improvements to existing portfolio to realise additional income;
- We will continue to deliver our IT and Digital Transformation as detailed in the ICT Roadmap;
- We will review and implement new arrangements to support the recruitment, retention and development of our workforce.

Vital Signs: our barometers to identify our progress:

- The percentage of Council Tax/NNDR collected;
- The number of complaints referred to the Local Government Ombudsman that are upheld;
- The number of Freedom of Information cases referred to the Information Commissioner that are upheld;
- The number of graduate and apprentice posts;

- The percentage of apprentice levy utilised;
- The average sickness days per full time employee (FTE)
- The number of RIDDOR reportable events:
- The percentage of successful Community Asset Transfer applications completed;
- The percentage of capital programmes delivered;
- System uptime for Microsoft 365 and website.

**Thank you for reading our North East Lincolnshire Council Plan.
Stronger economies: Stronger communities.
Together we are Stronger.**

DRAFT