

## **CABINET**

<b>DATE</b>	22nd February 2023
<b>REPORT OF</b>	Councillor Philip Jackson, Leader and Portfolio Holder for Economy, Net Zero, Skills and Housing
<b>RESPONSIBLE OFFICER</b>	Rob Walsh, Chief Executive
<b>SUBJECT</b>	Council Plan Refresh
<b>STATUS</b>	Open
<b>FORWARD PLAN REF NO.</b>	CB 02/23/13
	GENERAL EXCEPTION -This decision has been carried forward from the provisional advertised date. Therefore, this item will be considered under the general exception provisions of the Constitution.

### **CONTRIBUTION TO OUR AIMS**

The Council Plan sets out the key actions for North East Lincolnshire Council that will contribute towards the priorities of 'Stronger Economy, Stronger Communities'.

### **EXECUTIVE SUMMARY**

Council adopted the North East Lincolnshire Council Plan for 2022-2025 in February 2022. The plan states the intended aims of the Council that support the North East Lincolnshire priorities of Stronger Economy and Stronger Communities, and the Outcomes framework adopted by the Place Board. The plan has been refreshed for 2023 to reflect progress made and emerging priorities.

### **RECOMMENDATIONS**

It is recommended that Cabinet:

1. Agree the content of the refreshed Council Plan outlined in Appendix A of this document.
2. Refer the refreshed Council Plan to Full Council for approval and adoption.
3. Refer the refreshed Council Plan to all Scrutiny panels for information.

### **REASONS FOR DECISION**

The Council Plan is a North East Lincolnshire Council policy framework document, approved by Full Council in February 2022. Amendments to the plan must be approved by Full Council.

#### **1. BACKGROUND AND ISSUES**

- 1.1 In February 2022, North East Lincolnshire Council adopted a Council Plan covering the period 2022-2025.
- 1.2 The Council Plan states the intended aims of North East Lincolnshire Council, that support the agreed Place outcomes and the priorities of Stronger Economy and Stronger Communities.

- 1.3 As part of the annual budget setting and business planning process, the plan has been refreshed to reflect progress that has been made during 2022, and emerging priorities.
- 1.4 Alongside the plan, a performance dashboard has been developed that incorporates the 'Vital Signs' (key performance measures of success) information.
- 1.5 Progress against the plan, and associated performance, are reported to Cabinet and Scrutiny Panels on a quarterly basis, in addition to more detailed service level performance reporting arrangements that are already in place

## **2. RISKS AND OPPORTUNITIES**

- 2.1 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.
- 2.2 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

## **3. OTHER OPTIONS CONSIDERED**

Council may choose not to adopt the refreshed plan. However, this option would mean that the published plan does not reflect current activity, and there is a lack of visibility around the Council's planned activity and progress.

## **4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS**

Adoption of the refreshed Council Plan and the reporting against the plan ensures transparency about the Council's planned activities for our residents, visitors, businesses, and partners.

## **5. FINANCIAL CONSIDERATIONS**

- 5.1. The activities detailed within the plan have been developed in conjunction with the agreed budget proposals and will be delivered within the approved budget envelope.
- 5.2. The financial environment in which the Council is operating remains challenging and this may impact on our capacity to deliver the change we need to achieve our aspirations.

## **6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS**

- 6.1. The plan continues to focus on aspiration, innovation and ambition that will create better opportunities and outcomes for our children and young people to thrive and achieve their potential within North East Lincolnshire.
- 6.2. Impact assessments will be undertaken for individual programmes and projects where required, including consideration of impact on Children Looked

After and Care Leavers in accordance with the Corporate Parenting Pledge.

**7. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS**

- 7.1. Environmental impact assessments will be undertaken for individual programmes and projects where required.
- 7.2. Where a key decision is required by Cabinet in respect of projects included in the plan, Cabinet will be appraised of any climate change and environmental implications.

**8. CONSULTATION WITH SCRUTINY**

All Scrutiny panels receive a quarterly performance report showing performance against the plan's priorities.

**9. FINANCIAL IMPLICATIONS**

There are no direct financial implications as a result of this report.

**10. LEGAL IMPLICATIONS**

There are no legal implications immediately arising from the above report.

**11. HUMAN RESOURCES IMPLICATIONS**

There are no direct HR implications contained within this report

**12. WARD IMPLICATIONS**

All wards.

**13. BACKGROUND PAPERS**

N/A

**14. CONTACT OFFICER(S)**

Joanne Robinson, Assistant Director Policy Strategy and Resources, 01472 323761

**COUNCILLOR PHILIP JACKSON**  
**LEADER AND PORTFOLIO HOLDER FOR ECONOMY, NET ZERO, SKILLS**  
**AND HOUSING**





North East Lincolnshire Council

# Council Plan

2023-2026



Stronger Economy: Stronger Communities. Together we can be stronger.

# Foreword

**The last three years have been particularly challenging, in responding to and recovering from the pandemic, absorbing the council wide impact of the Ofsted inspection in 2021, and facing the wide-ranging impact of economic instability.**

Since we agreed our Council Plan in February 2022, which set out our aspirations, aims and objectives for the coming years, these challenges have continued to have a significant effect on the council, our communities, and businesses.

Our plan focused upon our priorities with a clear agenda to protect our children, improve the lives of all our residents, aspire to our low carbon agenda, and provide a sound economy where aspirations are nurtured, and people can live better lives. None of this has changed and we remain committed to our vision for ‘stronger economy, stronger communities’.

This refresh of the Council Plan recognises the challenges we face in North East Lincolnshire, and our response to them. Despite the challenges, this is a time to move forward and support the continued development of the renewable and low carbon energy sectors, alongside investment in ports and logistics and the on-going importance of our flagship seafood sector.

For our borough to grow and for our people, especially our children, to reach their full potential, we will continue to focus on inward investment, skills, innovation, and job growth. Coupled with our Greater Grimsby Town Deal and the awarding of many millions of pounds of grant-funding for our urban and coastal areas, we have true and real hope.

Cleethorpes has a vibrant future ahead and the next three years will see more positive change thanks to the awarding of £18.4m of Levelling Up Fund (LUF) monies. We are accelerating our contribution to tackling the effects of climate change, with a view to achieving a net zero carbon impact by the council and our assets by 2030. We will work with partners, communities, and businesses in order to achieve this ambition across the borough. And our commitment to Grimsby Town Centre remains firm.

We now must continue to work hard and together to ensure that those living within our communities can benefit from the opportunities we have – raising aspirations across the board. We know in some areas that will be harder than others, with significant challenges in our most deprived wards. This refreshed plan continues to recognise the need to balance economic growth and the green agenda, making sure that we take our community with us and enable the best outcomes for the families that live, work, and visit here. By 2030, we want North East Lincolnshire to be a place:

- ✓ **Where business can sustain and grow;**
- ✓ **Where our negative impact on the environment has reduced and we are on the path to a sustainable and carbon neutral future;**
- ✓ **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 to 2026, this plan reflects the key aims of a listening council, which has a drive 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.

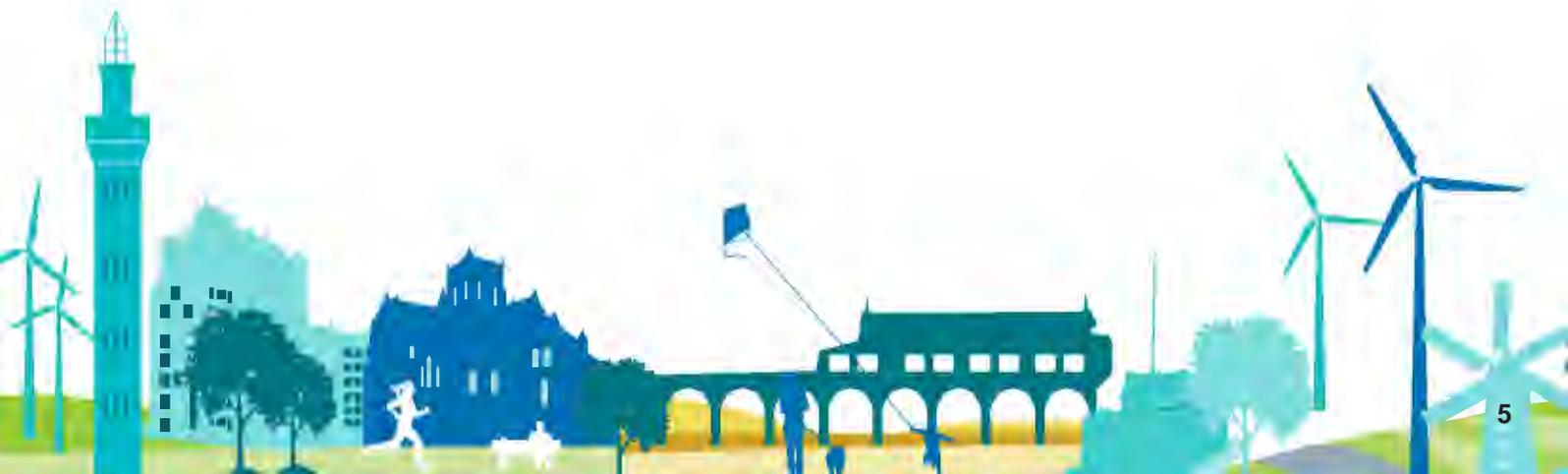
To be successful, it is important that our key objectives for North East Lincolnshire are owned by our anchor organisations and sectors. Along with our key partners in 2021 we revisited the Outcomes Framework for North East Lincolnshire.

This has five outcome areas, 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;
- ✓ **Green Future** - we will continue our journey to be a carbon neutral organisation, support others to reduce their impact and our work in partnership to protect and enhance our natural assets;
- ✓ **Environment** - we will ensure we have the capacity to keep our streets clean 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 focused 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, families, and young people** - we will continue to deliver our Children's Improvement Plan. This is focussed on strengthening practice, improving workforce development and retention, fostering a cross council culture of 'families first' and prevention and early help (with our partners) to ensure the best outcomes for children and families. This will reduce the number of children who become cared for. For those who do need care, we will focus on ensuring that their needs are met;
- ✓ **Adult Social Care** - we will maximise the benefit to North East Lincolnshire through the Health and 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 provides better support and care and makes best use of 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, visit and stay;
- ✓ **We will** work with colleagues from across Greater Lincolnshire to further explore opportunities for collaboration and closer working between the upper tier councils. With a commitment from those upper tier councils to officially explore a Greater Lincolnshire devolution deal, we have stated our intention to this aim.



# How we will work to deliver the plan

## With partners

Our Council 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

In recent years we have benefitted from what was, until late 2022, a shared North East Lincolnshire Council and CCG Union approach to engagement. We are committed to this continuing through the new health partnership arrangements. 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'. The principles are built into our operating model, which encompasses new ways of working that we are embedding into the organisation.

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 this 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, relevant Portfolio Holder, and Scrutiny Panel.

During 2023/24 we intend to further develop our performance framework to improve consistency and visibility of performance reporting.



# Economy & Growth, Leisure & Tourism

## Our Vision

To promote the towns within North East Lincolnshire as great places to live, work, visit and stay, by revitalising our town centres, supporting the growth of existing businesses, and attracting investment. This will also provide opportunity and positive change for our young people.

The opportunities that we have across North East Lincolnshire are starting to be realised, and we are optimistic that we can overcome our challenges to achieve good economic outcomes. As our ambition is realised, our local people will see positive change around them – they will see there is opportunity for them here, and that is especially important for our children and young people growing up across the borough.

We know challenges remain – the impact of the pandemic is still felt in some quarters, and recent issues with energy costs and interest rates have hit our economy. That aside, the potential to create a sustainable and resilient environment for our businesses, our workforce and our communities is huge.

**Some of the activities that will support this are:**

- Maintaining an up to date and relevant Local Plan;
- Substantial investment in Grimsby Town Centre with repurposed creative business space and family leisure activities;
- With the Cleethorpes Masterplan in place, and £18.4m Levelling Up funds secured, there will be investment in priority projects for Cleethorpes Town Centre and the resort to enhance the future tourism offer and support local businesses;
- 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 activities as outlined in the Creativity Strategy;
- Development of a Route Map for housing in the town centre underpinned by the Grimsby Town Master Plan;

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 and the Humber 2030 vision for industrial decarbonisation.

## **Restore, Reshape and Replenish**

Our Economic Recovery Plan includes these three roadmaps, which will continue to guide us through challenge. The information will be updated to respond to changes, challenges, and opportunities as they emerge and will feed into our Economic Strategy action plan. By creating an environment where businesses flourish and ensuring that both adults and young people have access to the necessary skills to adjust to a changing business environment, we will create new opportunities for the local workforce, now and in the future. 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 independence through suitable housing;
- **Working Together** – working in partnership to deliver the housing vision and to increase opportunities for all.

## Highways and Transportation

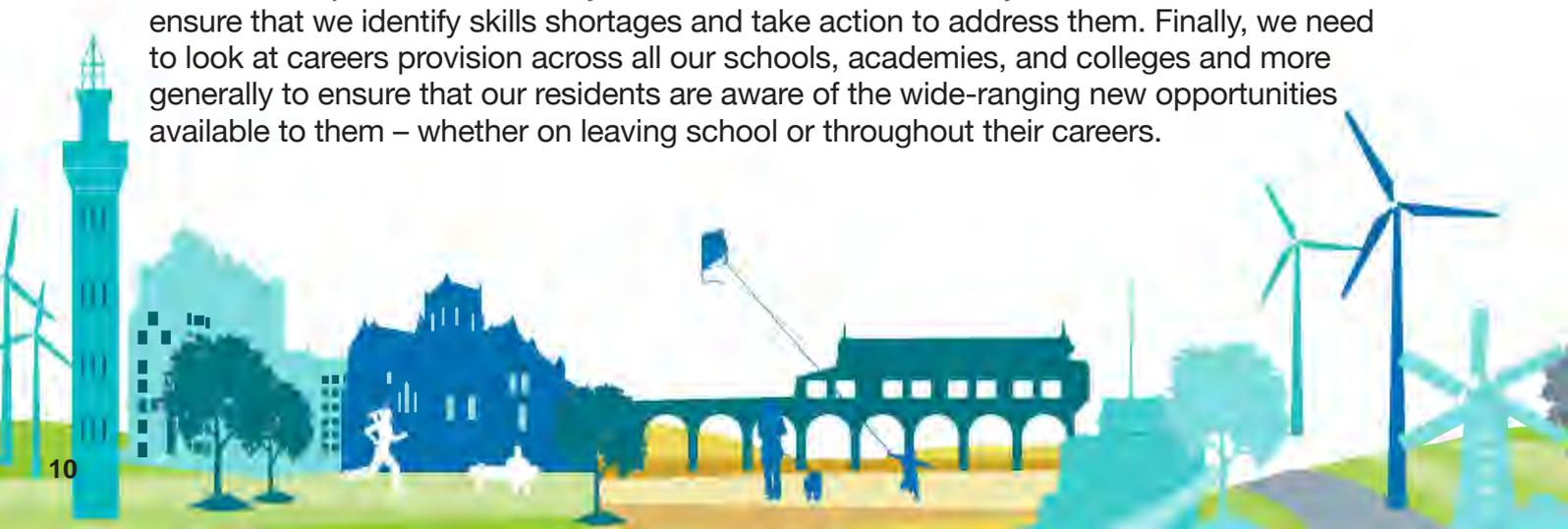
The emerging Local Transport Plan (LTP) sets out a bold vision for North East Lincolnshire. The strategy identifies that the LTP has a major role in helping to facilitate sustainable growth by enabling and supporting the transport infrastructure necessary to make North East Lincolnshire a place where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

## Council Property / Assets

Being a modern and efficient council, we will ensure the efficient and effective use of council owned assets, considering upgrades or disposal of less efficient assets to reach our goal of becoming a net zero organisation, ensuring we continue to deliver the right services to the residents of North East Lincolnshire.

## 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 educational attainment, participation in learning and career opportunities and for our young people to go into Further Education where take up levels are lower here 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 and more generally to ensure that our residents are aware of the wide-ranging new opportunities available to them – whether on leaving school or throughout their careers.



Together we can be stronger



## What will the council do?

### **We will be resourceful and work smartly in a challenging financial environment to:**

- Continue to focus on our Economic Recovery Plan, assisting and signposting businesses to access meaningful support;
- Engage with the Development and 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 funding to enhance our industrial business infrastructure;
- Advance the South Humber Industrial Investment Programme (SHIIP) initiative, completing the next phase of ecological mitigation land, and securing further occupiers at Pioneer Business Park;
- Continue the success of the Town Deal by way of progressing the Freshney Place Leisure Scheme, Future High Streets Fund project, and the £21.9m Towns Fund programme;
- Through Levelling Up funding secured, deliver projects identified in the Cleethorpes Masterplan, such as Pier Gardens and Market Place, for the benefit of the resort and town centre of Cleethorpes;
- Also, as part of the Levelling Up funding deliver the landmark building at the Sea Road development site;
- Continue to focus on appropriate funding opportunities and bids in 23/24 to take forward ambitions set out in Grimsby and Cleethorpes Masterplans;
- Develop a skills strategy and action plan, informed by local businesses, geared towards increasing levels of participation in learning for our young people and our adults whether in work or economically inactive;
- Develop a sport and leisure strategy to get residents moving more, led by engagement and insight that identifies priority areas for investment, and supports future funding opportunities;
- Build upon 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 as outlined in the Creativity Strategy;
- Review the Strategic Housing Plan, reflecting the needs and aspirations of North East Lincolnshire residents;
- Work closely with housing partners to improve the overall housing offer in the borough, including development of housing on council owned sites and a more streamlined and joined up approach to housing support;
- Continue to build strong working relationships with external funders/agencies/partners, seeking opportunities to promote and deliver the Strategic Housing Plan;
- Deploy our highway and transportation programme in a manner that supports the wider regeneration of the borough and a shift to green means of travel;
- Continue to deliver the Local Transport Plan and one-off 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:

- o **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;
  - o **Accessibility** - Enabling disadvantaged (transport) groups or people living in disadvantaged (transport) areas to connect with employment, health, social and leisure opportunities;
  - o **Safety, security and 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;
  - o **Transport and 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;
  - 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;
  - Promote a year-round events programme for the area for the local community and encouraging visitors to stay.

## What will be different?

**Our milestones are:**

**The next 12 months:**

- Riverhead Square Phase 2 works will be completed;
- The Grimsby Town Centre Masterplan will have been through its first review;
- Deliver a Route Map for town centre living;
- Restoration works to have been completed on Corporation Bridge;
- The Grimsby Creates programme will be completed;
- Funding will be secured by the council and partners to deliver outcomes in the Creativity Strategy;
- The Onside Youth Zone will be under construction;
- UK Shared Prosperity Fund will be launched, providing access to capital and revenue grant funded projects within the three priority areas – Communities and Place, Supporting Local Business, and People and Skills;
- Significant progress will be made on the council owned housing sites and a start date for construction on site will be established;

- A business case for Selective Licensing Business to have been developed;
- Implement a revised Disabled Facilities Grant Policy;
- A Skills Strategy and Action Plan will have been developed;
- A Sport and Leisure Strategy will have been developed;
- Clee Fields playing pitch development will have been delivered;
- Formal launch of consultation around the review of the Local Plan;
- We will adopt a Service Bus Improvement Plan aimed at increasing the attractiveness of the bus as an option for travel to encourage sustainable accessibility;
- Local Transport Plan will be delivered on time and on budget for the financial year;
- More people will be encouraged to walk and cycle for work and leisure;
- The Freshney Place Leisure Scheme will be contractually committed and, subject to planning and tender, early works will have commenced;
- The private sector led Humber Freeport will be live and an agreed model for accessing investment through retained business rate income will be in place;
- The first two ecological sites on the South Bank of the Humber, Cress Marsh and Novartis Ings will be fully operational;
- Subject to negotiation, further site occupiers will have been identified at Pioneer Business Park and construction underway;
- Three priority projects, identified in the Cleethorpes Masterplan will enter delivery stage
- We will engage with proposals for a Destination Management Organisation;
- The council will continue to monitor the wider economic environment and take appropriate action to ensure projects/regeneration progresses.

### **Two to five years:**

- All Towns Fund projects will be substantially complete;
- The Freshney Place Leisure Scheme will be complete;
- Freeport Capital projects will be advanced and a pipeline of future projects in development;
- Remaining ecological mitigation sites will be progressed as investment into development advances;
- The successful Cleethorpes Levelling Up Fund projects will be complete;
- There will be reduced homelessness within the borough and an improved housing offer for those in need;
- Development of housing at Matthew Humberstone and Western to have commenced on site;
- 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;
- There will be an improved sport and leisure offer to support residents to be more active and move more;

- Local heritage and culture organisations will play a prominent role in a broad range of projects that deliver the Council Plan;
- The Skills Strategy and Action Plan will be implemented and bringing more awareness of opportunities to our young people and adults.

**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;
- Number of workless households;
- Increasing participation in learning for those both in and out of work across all qualification levels;
- 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;
- Interventions carried out by the Housing Enforcement Team;
- Percentage of people living in fuel poverty;
- Track Disabled Facility Grant performance, ensuring effective use of the budget, delivering comfort and independence for service users.

**Highways and Transportation:**

- Improve road safety via engineering, education and enforcement;
- Complete the planned highways inspection regime and conduct necessary maintenance;
- Delivery of the LTP programme.

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

- A reduction of Town Centre units vacant for six months or longer as a percentage of total town centre units;
- Increase footfall figures for Grimsby and Cleethorpes;
- Increase visitor numbers and overnight staying visitors.

# Children and Families

## Our Vision

**We will put children at the heart and centre of our ambition for children and families, so they have the best possible experiences. This will recognise our strengths, and challenges, and identify clear actions to improve where we need to. We are committed to making Children's Services in North East Lincolnshire a great place to work and to feel proud of. We will know we are making a difference.**



**North East Lincolnshire Children's Services is undertaking a significant period of change to ensure children and parents live in safe, supportive and loving families, and enjoy happy, healthy and active lives. Children will do well at all levels of learning and have the skills needed for work and adulthood. They will receive, when needed, the right level of care and support - by the right person at the right time.**

In order to achieve our ambition, we know we must do more and to support this change, a new Improvement Board has been established, which will oversee our work and be complemented by support from the Department for Education.

**Our four key areas we are prioritising improvement over the next one to five years are:**

- Improving responses to children who need help through a social worker at Child in Need and Child Protection Level;
- Enhancing early conversations, support and utilising universal provision to ensure children have the right support at the earliest opportunity;
- Reviewing and enhancing the experiences children who do need to come into care have, through increased foster parent/carers, re-unification with family members and placements that meet the child's needs;
- Recruiting, retaining and up-skilling our workforce to be able to support children and families in the best possible way that builds on the importance of relationships, knowledge, and skills.

We have already begun to work with our Leadership Teams to build an aspirational vision for North East Lincolnshire Children's Services that puts children at the heart and centre of all our work and addresses those key priorities.

**Over the next one to five years we will:**

- Work with people who use our services, and their families, to improve service delivery and to support people to live the lives they want to live;
- To engage our workforce so they can safely practice using evidence-based models, relationships at the heart of this and supportive and reflective management support;
- To work with communities and partner agencies to build on co-ordinated responses to local need, how we work collaboratively on this important vision for the future and agree what success and outcomes looks like in North East Lincolnshire.

**We will also continue to work towards:**

- Children having the best possible start in life with enhanced pregnancy support through to a child's second birthday;
- Extending our Family Hubs to offer even more co-ordinated support, increased focus on parent support, infant feeding support, perinatal mental health and a Best Start for Life offer;
- Supporting children so they are ready for school and ready to learn;
- Work with community and statutory organisations to design and deliver innovative projects based on local need;

- Enable more children and young people to lead lifelong healthy lifestyles with improved social, emotional wellbeing and reduced health inequalities;
- Work in partnership with schools to champion education so all children attend inclusive provision, have high aspirations and are supported to achieve their full potential;
- Help young people into adulthood, to develop life skills, and be ready for work;
- Be safe and feel safe.

**Vital Signs: our barometers to identify our progress over the next one to five years are:**

**Safer and 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 monitor the:**

- Key Stage 2 and Key Stage 4 outcomes indicators/progress scores;
- Young People Not in Education, Employment or Training (NEET);
- The 20-week timescale of EHCPs aligned to national performance;
- Sufficiency of school places across the borough;
- Those who are Electively Home Educated, are they supported, learning appropriately and are they safe?

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

- Improved quality of practice shown through audits of casefiles;
- Reduced Children In Need (CIN), Child Protection (CP), Cared for Children 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 aim:**

- To increase the proportion of children and young people accessing support from NHS funded community mental health services;
- To increase the proportion of children and young people who are seen within the agreed waiting times target (locally agreed).

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A photograph of two elderly women, one in the foreground and one in the background, both smiling warmly. They are engaged in planting small green seedlings into a bed of dark soil. The woman in the foreground is wearing a grey and blue striped jacket, while the woman in the background is wearing a light grey jacket over a green top. The background is softly blurred, showing green foliage and a brick wall.

# 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.**

The council and the North East Lincolnshire Health and Care Partnership continue to work together to deliver health and care services. A new delivery plan for adult social care is part of the Health and Care Partnership (HCP) Strategy for all residents. This plan will create a refreshed focus on adult social care as part of the HCP strategy. Making progress towards the achievement of the vision will be achieved through plans and action in the following areas that link to the wider Health and Care Partnership and Health and Wellbeing Board plans:

- **Starting Well** - For adult social care this will focus on supporting young disabled people to make the transition from childhood to adulthood with the right support as close to home, families and communities as possible;
- **Living Well** - This work aims to support working age adults to live as independently as possible;
- **Ageing Well** - Support for older people to live as independently as possible, for as long as possible in their own homes;
- **Caring Well** - Providing support to carers who are looking after family members, friends, and neighbours;
- **Dying Well** - Adult social care support for people reaching the end of their life to do so in a dignified way, wherever possible with support at home.

## What will we do to achieve our vision?

The delivery plan includes action to support independence, introduce new ways of working to improve the range and quality of services and make good use of resources.

In the coming year we will continue to monitor local care markets and provide support to ensure that we maintain the sustainability and quality of care and support.

### Key priorities for the coming year are:

- **Implementing the Findings of a Rehabilitation and Reablement Review** - We will work towards providing more efficient and effective reablement, reducing reliance on long term care packages and formal services. The key workstreams will be to strengthen our strengths-based approaches, improve our use of technology enabled care (TEC), improve the identification and support to carers and ensure we offer reablement support to all those who would benefit;
- **Getting better value from care** - We will continue to ensure that people get care and support that meets their needs in the most effective and efficient way;
- **Developing the Supported Living Plus Service** - Last year we completed work on a business case. There are now approved plans in place to develop services for disabled adults to ensure that we have a housing and support offer within the Borough meaning more people can get the support they need closer to families and the communities they grew up in;
- **Developing Strengths Based Practice and Asset Based Approaches** - We will develop a strengths-based practice framework to support colleagues in Focus, Navigo and Care Plus Group to develop the way they work in the course of needs assessments planning for support and reviewing whether residents are getting the support they need. There are also new specifications and contractual arrangements for the delivery of social work that will help make it clear to both staff and residents what is expected and how we will measure effectiveness;

- **Housing related support** - We will develop our range of support for older adults with the aim of delivering two further 90 bed extra care housing schemes. We are going to explore the introduction of Shared Lives in North East Lincolnshire, which will provide new opportunities for all adults to live in family homes as an alternative to other forms of care and support. Supported Living Services in North East Lincolnshire require development to ensure they can respond effectively to residents and work to review these services will begin in 2023/ 2024;
- **Building the range of community-based preventative, care and social support services** - Last year we reviewed day opportunities and transport services on offer for people in North East Lincolnshire. In 2023/ 2024 we will bring forward proposals to develop this offer, and the resources that are offered by the voluntary, community and social enterprise sector. This work will require the development of strategic and delivery relationships with partners in the Voluntary, Community and Social Enterprise Sector. This work will aim to develop their role in preventative, information advice and guidance and community-based support;
- **Developing our approach to the use of technology** - We will develop the way we work to make better use of technology in the course of providing advice and guidance, digitally supported assessment, the use of assistive technology to support the delivery of care and support and to support people to manage their own lives as independently as possible;
- **Workforce development plans** - We have a new adult social care workforce development plan in North East Lincolnshire that will support action to promote the value of social care, help employers with recruitment and retention, build the training and development offer for social care workers and link to the NEL Wellbeing Academy.

## What will be different?

**The Health and Care Partnership in North East Lincolnshire aims to deliver the following outcomes for local people:**

- The right people have the right information they need about me and for me;
- Teams work together to meet my needs. I do not see the lines in the system;
- My needs are met at a time and place appropriate to my needs and abilities;
- The people who look after me are trained, supervised and looked after so they are able to provide safe and compassionate care to me and my family;
- My family and I are supported to help myself and to keep me healthier and independent for longer;
- Care is tailored to my individual ethnic, cultural, digital and social background.

**Within one year we will have:**

- Confirmed the setting and capacity for the new Supported Living Plus Service;
- Confirmed plans for expansion of Extra Care Housing;
- Confirmed plans for the introduction of Shared Lives Services in North East Lincolnshire;
- Confirmed plans for community-based support, day opportunities and community transport;

- Introduced new ways of working and strengths-based practice guidance to bring together action by social workers, community health professionals and partners in the voluntary community and social enterprise sector to promote independence;
- Worked with partners in the Health and Care Partnership to develop our plans;
- Improved work with partners to deliver reablement and intermediate care services;
- Developed our workforce plans to develop career pathways, improve access to training and provide support with recruitment and retention across social care;
- Developed and launched our refreshed local carers strategy and action plan;
- Completed our work on supporting people to be more independent through the 'Single Handed Care Project';
- Implemented revised policy and practice for Disabled Facility Grants (DFG);
- Completed preparation for CQC Assessment of Adult Services and applied learning to service and practice development in NEL;
- Ensured we are implementing the Preparing for Adulthood Protocol in North East Lincolnshire to provide effective support to young disabled people.

**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;
- Begun to see the benefits of new approaches to use of assistive technology to support our residents;
- Changed the balance of care to support more people to live at home as long as possible as independently as possible;
- Developed strengths-based practice across health and care services in North East Lincolnshire, providing effective support that promotes independence.

**Within five years we will have:**

- A wider range of support at home for North East Lincolnshire residents;
- Have a mature framework for strengths-based practice and associated partnerships with community and voluntary sector partners;
- A wider range of housing related support for our residents;
- Maintained our effective performance to support timely discharge from hospital;
- More people enabled to live as independently as possible for as long as possible;
- Worked closely with providers of support and care, advice and guidance and preventative services to ensure they are supported to be as sustainable as possible.

**Vital Signs: our barometers to identify our progress:**

**We will bring together data and feedback to answer the following questions:**

**Workforce.**

What is the demand for support and services?

Do we have sufficient capacity to deliver the support and care residents need?

What are the figures for workforce absence, vacancies and turnover?

What are staff saying in surveys?

**Residents' Perspective.**

Are residents getting the support they need in the way they want, when they want it?

What have we learned from complaints and compliments and what are we going to change as a result?

How are we supporting people to stay safe?

What have residents said about proposed changes and service developments? (consultation feedback summary).

**Quality and Outcomes**

Are staff getting the training they need?

Are we supporting more people to live more independently and remain in their homes for as long as possible?

Are we taking necessary action where there are concerns about quality and viability of support and care?

How effective is information advice and guidance and resources to prevent unnecessary dependence on services?

Are services provided in a timely way?

**Finance**

Is support and care being delivered within financial limits, and in a way that offers best value?

Are we delivering on targets for efficiencies?

Are we managing to change the balance of investment to deliver more support at home?



**Our Vital Signs Indicators for the coming year are:**

- An indicator providing a picture of both general demand and how preventative and advice and guidance investment is working;
- Finance and Performance Data that will help us to track the balance of care in North East Lincolnshire, which will help understand progress towards our vision;
- A vital sign which records how we are taking action in response to feedback from our residents and professionals about social care support;
- Timeliness of service provision in terms of advice and guidance, signposting, assessment and reviews (social work/ OT/ call responses at the SPA);
- An indicator in relation to carers support. This will be developed for Quarters 3 and 4 of 2023/ 2024 following the refresh of the Carers Strategy;
- The percentage of people who have received increased support in the last 12 months.

From April 2023 the Care Quality Commission will be carrying out a new duty to assess Local Authority Adult Social Care. The information we gather in preparation for assessment will support us to monitor the effectiveness of adult services.

**The CQC will review how partners are working together in the following areas:**

- How local authorities work with people – assessing needs, care planning and review, direct payments, charging, supporting people to live healthier lives, prevention, wellbeing, information and advice;
- How local authorities provide support – market shaping, commissioning, workforce capacity and capability, integration and partnership working;
- How local authorities ensure safety – safeguarding enquiries, reviews, Safeguarding Adults Board, safe systems, pathways and continuity of care;
- Leadership – culture, strategic planning, learning, improvement, innovation, governance, management and sustainability.

The outcome of this process will provide a new means for local people to better understand how social care is being delivered locally and how effectively it complies with the duties and responsibilities of the Council and Health and Care Partnership.



# Public Health

## Our Vision

**Our shared vision for Health and Wellbeing in 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. These services 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-19 remains, and this means that our plans must be more flexible than ever to meet what continues to be a 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 impact 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 tobacco programme 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. We will also work in collaboration with the NHS to deliver a targeted lung health check programme for current or previous smokers who are at high risk of lung cancer;
- The full alcohol treatment offer is being reviewed to ensure that it is relevant to all in North East Lincolnshire who may require assistance with alcohol related issues. We will also continue to monitor and review the alcohol liaison nurse pilot project within the local hospital, who works alongside the Alcohol Care Team, 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;
- With the launch of the Government's 10-year Drug Plan/Strategy, we will work towards implementing all aspects of the plan. The plan includes the most significant financial investment in drug treatment for some years and the plan itself will have wide reaching implications for delivery of services across North East Lincolnshire;
- We will work with a range of partners to take forward a Start Well Programme to optimise children's outcomes in the early years. As part of this, 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 work with other teams across the council and wider place to address key wider determinants of health, particularly around education, housing and homelessness, low income households, crime and public safety and environment and transport;

- To effectively address some of the widening health inequalities which are a result of the pandemic, we will support the North East Lincolnshire Integrated Care Partnership and the North Yorkshire and Humber Integrated Care Board in the development of their Population Health Management programme. We will ensure that it maintains a strong focus on health inequalities and build this into the new Health and Wellbeing Strategy during 2023.

### **Improving Health:**

- A Wellbeing Check for people over the age of 75 is being rolled out. This aims to offer a check at home to eligible households every two years;
- Our Healthy Lives Healthy Weight Strategic Framework will support a range of activities across local partnerships and providers in order to meet the framework's priorities. We are working across the council and partners to ensure connectivity and increase opportunities for physical activity, this will enhance access to physical activity offers and align with plans to implement improved local infrastructure that is conducive to people being more physically active, such as more cycle and walking paths. We will ensure that weight management support is available locally with the Wellbeing service leading our Tier 2 Weight Management programme. This service is being promoted to include GP practices, maternity, leisure services and social prescribing. Funding has been secured from the NHS to implement a pilot programme to support pregnant women to maintain healthy weight and healthier lifestyles throughout and post pregnancy;
- We will work with our system partners and local people to take forward our Mental Wellbeing Prevention Strategic Framework to help create conditions and support for our people to have good mental wellbeing to prevent future mental and physical ill health. One of the actions that will be taken forward is a men's health workstream aimed at stimulating more community led activities and improving resilience and mental wellbeing;
- The Wellbeing Service will continue to work with voluntary sector partners 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 North East Lincolnshire.

### **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 and skills, children and young people, adult social care, communities and environment, housing and health;
- We will continue to explore the impact of the pandemic in terms of mental ill-health amongst our communities and workforces and continue to focus on the tiered delivery of public mental health. This includes the promotion of ways to wellbeing, support to stakeholders such as businesses and schools with training, and an online offer and peer support. This will be overseen by the new Mental Health Strategic Framework and revised Suicide Prevention Plan. We will also continue to work with colleagues to develop a collaborative action plan in response to the findings of the most recent Adolescent Lifestyle Survey, including exploring the potential for the development of a resilience programme for children and young people;
- The control and prevention of COVID-19 will remain a focus of our work over the next year with the need to ensure that we can double down on any significant outbreaks

that may put vulnerable residents at risk. We will also work to ensure that as many eligible people as possible continue to be vaccinated when appropriate;

- 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:

The recovery from COVID-19 will continue but we will need to respond to secondary impacts of the pandemic and other challenges that may emerge due to economic and social factors. Our alcohol, wellbeing, tobacco and weight management services will continue to 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 peoples' 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 aged 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 and variation between wards;
- The percentage of children having a timely 2.5 year development check by the Healthy Visiting Service;
- Perinatal and infant mortality rates (healthy baby) and variation between wards;
- 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 at age 4/5 and 10/11 and variation between wards;
- Key tobacco related outcomes including smoking prevalence rate, smoking in pregnancy rate and number of people successfully quitting;
- Outcomes associated with the implementation of the 10-year drug plan (to be agreed);
- Key alcohol related outcomes including alcohol related hospitals admissions and variation between wards.



# Environment & Regulatory Services

## Our Vision

**North East Lincolnshire Council will 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 infrastructure, improve environmental sustainability including recycling rates and build community capacity through increasing volunteering, community groups and town and parish councils.**

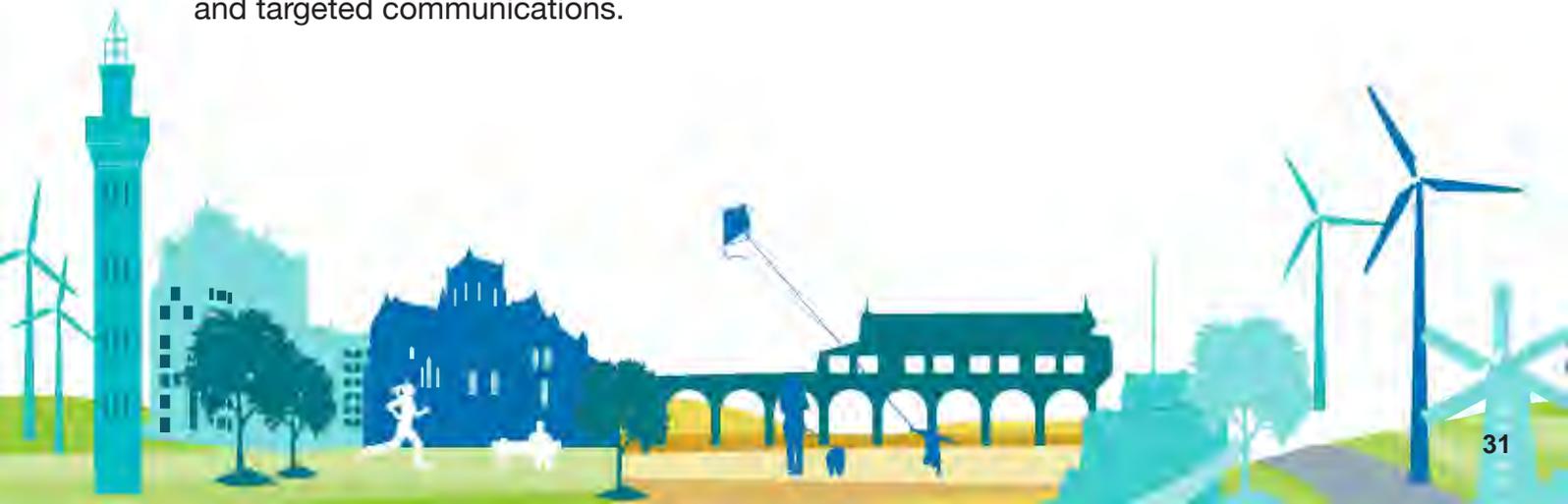
We want to manage our land resources to promote a nature rich place to ensure all residents have access to clean air and inspiring green and open spaces to protect health and enhance lives. We want to intervene at the early stages and prevent problems through better design and behaviour change initiatives, so that communities become more responsible and self-reliant. Clean up and maintenance work will be targeted to areas of need and complemented 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 our activities as a council. The response will focus around four themes (Carbon Reduction, Green Economy, Waste and Resources 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 escalate our delivery plans to progress towards being a carbon neutral organisation as close to 2030 as possible;
- 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;
- Continue to respond to the changes in the UK Border Operating model to deliver a 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:

- Decarbonisation plans in place for all our council buildings and a pipeline for future funding bids for energy efficiency works;
- Completion of the short-term goals set out in our Carbon Road Map;
- An approved tree strategy and identification of sites and funding to improve our canopy cover;
- Successful operation of both ecological mitigation sites to protect and enhance habitats for our protected birds;
- Revised Cleethorpes Habitat Management Plan, supported by Natural England;
- Completion of the Smarter Energy Programme;
- Subject to funding, implementation of a borough wide food waste collection offer by 2025;
- Implementation of recommendations from Scrutiny Enforcement Review to create a more modern and responsive digital offer.

### Within 3-5 years:

- Progress on delivery of net zero Council by 2030;
- Delivery of a Greater Lincolnshire Local Nature Recovery Plan;
- Compliance with new Environment Act requirements and implementation of biodiversity net gain principles;
- Completion of single modern depot site by 2023/24.

### 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).
- The percentage of waste collections completed on time.





# Enabling us to achieve our aims: (Resources)

## Our 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.

**Resources covers a wide range of support services. It facilitates and enables delivery of the council's priority projects and programmes, leads the council's governance arrangements and delivery against corporate strategies, as well as supporting the day-to-day business of the organisation, including the management of our assets and commercial estate.**

Resources also incorporates some front-line service activity delivered through Customer Access Points and other reception areas, telephone, council website and social media.

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

## **What will the council do?**

### **We will:**

- Review the model for provision of Business Support, to ensure that it meets the changing needs of the organisation, maximises the use of technology to ensure processes are as efficient as possible, and continues to provide value for the council;
- Continue to develop our Insights capability to make sure we make the best use of all the information and intelligence held across 'The Place' to inform our strategies, policies and priorities;
- Continue to develop ways of working that pro-actively engages with our communities when we are making decisions about the things that matter to them, including equality and diversity impact and the impact on children and young people;
- Develop a robust performance management framework that improves consistency and visibility of performance reporting;
- Work with partners and communities to ensure there is the support available in the right places for those people to be able to access digital services;
- Review our Social Value Policy and introduce ways of measuring Social Value relevant to the type of service or contract. Where possible we will endeavour to support the local economy;
- 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 Information Communication Technology (ICT) and digital, maintaining and enhancing the protection against cyber security threats;
- Continue to ensure that the council's Financial Strategy takes account of 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;
- Continue to ensure the council has a robust internal control framework which supports the proper stewardship of public funds and effective allocation of resources;
- 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 council's property can support investment and growth in the borough;
- We will develop a business case for Property rationalisation that will ensure efficient use of the operational estate;
- We will develop and deliver a programme of disposals which will ensure an efficient estate and generate capital receipts to mitigate budget pressures.

## What will be different?

### Within 1-2 years:

- We will have a clear understanding of the future Business Support need and we will have implemented new processes and any required changes to staffing arrangements to support a new model;
- We will continue to develop our relationships with groups and individuals representing their communities, and develop better ways of engaging with children and young people, so that we can demonstrate their influence on decisions made;
- We will have embedded the work of our hub for Business Intelligence incorporating data and insights that is central to decision making that works with partners across North East Lincolnshire;
- Our new ways of working will be aligned with the Health & 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 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 produce a strategy for our commercial estate and review the Corporate Asset Management plan;
- We will have a property rationalisation and disposal plan that ensures the most efficient use of our buildings;
- We will implement a new community portal for cases relating to Regulatory Services, Housing, Environmental Services and Highways that allows two-way updates of cases;
- We will implement a new portal for elected members allowing reporting on behalf of the community and including ward-based dashboards;
- We will have implemented a new performance framework.

**Within 3-5 years:**

- We will establish succession planning and development pathways for areas where we know we have risks relating to an older workforce;
- 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;
- We will have an integrated website and community portal to provide a seamless and intuitive user experience.

**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 percentage of staff attendance;
- The number of RIDDOR reportable events;
- The percentage of successful Community Asset Transfer applications completed;
- The percentage of capital programmes delivered;
- Delivery of Microsoft 365 programme;
- Delivery of the Customer and Service Management Platform.



# Thank you for reading our North East Lincolnshire Council Plan.

Stronger Economy: Stronger Communities.  
**Together we can be stronger.**

North East Lincolnshire Council

## Council Plan

2023-2026

This document is also available in plain text. Please contact the North East Lincolnshire Council communications and marketing team at: [communications@nelincs.gov.uk](mailto:communications@nelincs.gov.uk)