CABINET

DATE	23/01/2023
REPORT OF	Councillor Stephen Harness - Portfolio Holder for Finance, Resources and Asset
RESPONSIBLE OFFICER	Sharon Wroot, Executive Director – Place and Resources
SUBJECT	Budget, Finance and Commissioning Plan 2023/24 – 2025/26
STATUS	Open
FORWARD PLAN REF NO.	CB 01/23/02

CONTRIBUTION TO OUR AIMS

The Council has two clear strategic priorities – Stronger Economy and Stronger Communities. In order to achieve these priorities, the Council needs to have a clear and robust financial plan which focusses on long term financial sustainability.

EXECUTIVE SUMMARY

The Budget, Finance and Commissioning Report outlines how the Council plans to deliver its agreed financial strategy over the coming three-year period. The document focuses on the delivery of core services at a time of continued uncertainty and outlines how we are investing for the future.

RECOMMENDATIONS

1. That Cabinet approves the Draft Budget, Finance and Commissioning Plan for the period 2023/24 – 2025/26 (as detailed within Appendix 1) for consultation purposes in accordance with the Constitution, including:

   - a proposed 2.98% increase in Council Tax in 2023/24
   - a proposed 2% Adult Social Care precept in 2023/24
   - a proposed allocation of financial resources to deal with demand pressures, transformational activity and key priority areas.
   - as a matter of policy, that there be an annual organisation wide uplift in fees and charges (where permissible by law) in line with the Consumer Prices Index (CPI) or any official index replacing it.
   - in order to create additional capacity and to support transformation within the organisation, to realise an increased reliance on the utilisation of capital receipts through property rationalisation (disposal of property assets).

2. That the Draft Budget, Finance and Commissioning Plan is referred to formal Scrutiny by Cabinet members and for consultation.

3. That due to the uncertainty in relation to the Local Government Funding model and current funding gaps in 2024/25 and 2025/26, regular updates are provided to Cabinet through quarterly monitoring reports.

REASONS FOR DECISION

The Council must determine how it is to operate within the forecast financial resources over the medium term. To comply with its legal obligations, the Council must set a balanced budget for 2023/24 and provide a realistic financial forecast for the medium-term financial planning period.

1. BACKGROUND AND ISSUES

1.1 This draft Budget, Finance and Business Plan outlines how the Council will support the delivery of its strategic outcomes and priorities as detailed within the Council Plan. It is acknowledged there are a number of significant uncertainties at present and, as a consequence, this plan will need to be subject to regular review and update. Notably, further transformation and change in targeted areas will be required to ensure the Council delivers the right outcomes and remains financially sustainable over the medium term.

1.2 The plan itself is set within the context of significant economic uncertainty, with high inflation, increased energy costs, rising interest rates and national pay awards all impacting on the Council's financial position. These economic challenges, on top of underlying demand and demographic pressures within the sector, creates a unique challenge for the Council. In particular the unprecedented increase in utility costs, will present a major challenge to budgets in the coming years if we do not consider options now to address this and also address our carbon footprint.

1.3 We must also continue to be ambitious in the regeneration of the Borough, delivering physical transformation which will encourage growth in business, raise aspiration and improve community confidence. We must continue to enable growth and investment in key industry sectors which will drive future employment opportunities. At the same time, we must ensure that our local communities are supported. In times of significant economic and financial uncertainty, these aspirations become more challenging. However, the Council remains committed to delivering an affordable and comprehensive suite of public services for the Borough.

1.4 The Council continues to face significant demand pressures within children's services which are above and beyond core funding allocations. The Council is working with partners, its commissioner and the Department for Education (DfE) to deliver an improvement programme designed to address areas of weakness in the system, which will improve outcomes for children and families and reduce the financial pressures over time. This is a long-term programme, which will continue to be monitored over the course of the improvement journey.

1.5 The Provisional Local Government Financial Settlement announced on 19th December 2022 has provided the Council with a real term increase in funding, taking into account additional tax raising powers. Specifically, the draft settlement incorporates a council tax referendum limit of 3% and the flexibility to apply a further 2% Social Care Precept to meet extra cost and demand-led pressures. These additional tax raising powers, alongside a

range of one-off grants, has provided an uplift in income of 8%. However, even with this increase in income, the Council has had to bring forward a range of proposals designed to offset the difference between spending need and income available

1.6 As in 2022/23, the provisional settlement only covers a single year although the supporting policy statement does provide some clarity over future social care grant allocations. Longer term changes to the local government financial model, including fair funding and business rate retention, have once again been postponed. The Council is committed to working with Government on a long-term plan to fund local services and supporting wider devolution where local leaders have sustainable funding and greater freedom to take decisions on how to provide vital services in our communities.

1.7 The business plans incorporated within this budget reflect the continued focus on transformation and change, designed to look at different ways of responding to demand. Historically short-term funding has not been an effective way of dealing with rising numbers, and it is imperative that these programmes continue, if we are to improve outcomes and provide support for local communities.

1.8 The Council has a responsibility to ensure it can respond quickly to risk and uncertainty and does so by holding a range of reserves specifically for that purpose. As can be seen in the detail of the plan, reserves have fallen consistently over the last few years as earmarked reserves have been utilised. The current level of reserves and continued uncertainty necessitates a review of the level of reserves to ensure the Council has sufficient capacity to deal with the risks and opportunities it currently faces. It is important to note that this level of uncertainty is likely to remain for some time as the medium to long-term impact of COVID and the outcome of the work of the Children's Commissioner is fully understood.

1.9 Through the Capital Investment programme, the Council is continuing to take a more commercial approach and investments are anticipated to make a significant contribution to the Council's strategic objective of enabling the growth of a strong and sustainable local economy. Major investment within the Stallingborough Enterprise Zone and in the town centres are progressing well and expected to support the borough at a time of economic challenge and slowdown.

1.10 This year we have taken the opportunity to review the overall programme, to reflect current priorities, and ensure that our projects and programmes remain viable. This approach will help to ensure the Council continues to operate within its approved Treasury Management Strategy over the short to medium term and that any external borrowing remains affordable, sustainable and prudent.

1.11 The net zero and decarbonisation agenda remains a key Council priority, reinforced by the 2030 net zero Council ambition, resolved at Full Council in December 2022. The Council is committed to reducing its own carbon

footprint alongside continued support to our key sectors and the area's overall carbon footprint, captured in the Council's approved Carbon roadmap. To facilitate this, the Council is planning to embark on an ambitious property rationalisation programme which will deliver efficiency savings, reduce the carbon footprint, support new ways of working, drive footfall and generate capital receipts which can be applied to support the wider transformation programme.

1.12 In summary, despite the current economic and demand led challenges the Council's remains committed to the achievement of financial sustainability by embracing the area's economic potential, growing the local tax base, and delivering efficient and affordable public services.

2. RISKS AND OPPORTUNITIES

2.1 The budget planning approach considers the most likely financial scenario faced by the Council over the next three financial years. External economic factors linked to the economic climate, COVID 19 legacy, demographics and potential changes in local government funding bring significant uncertainty and therefore risk into the financial planning process.

2.2 However, the Council must avoid non-compliance with its fiduciary responsibilities to set a robust, balanced budget, maintain appropriate levels of reserves and secure value for money in service delivery.

2.3 In establishing the budget, the Council needs to take account of its regulatory and legal requirements in relation to Equalities, Environmental Issues and Data Protection.

2.4 The budget consultation arrangements form part of the process of identifying and capturing legal and regulatory issues. Individual impact assessments will be undertaken for budget proposals.

3. OTHER OPTIONS CONSIDERED

3.1 Option appraisals have been undertaken in setting the budget.

3.2 A range of options have been considered when considering service delivery within defined financial resources to support the delivery of the Council's outcomes.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

4.1 The financial environment in which the Council is operating remains challenging and any significant financial issues will be communicated externally through a variety of media. The report will be circulated to key stakeholders as part of budget consultation and engagement.

5. FINANCIAL CONSIDERATIONS

5.1 As set out in the report

6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS

6.1 As detailed above, the Council continues to face significant demand pressures within children's services. As a consequence, additional resources have been allocated towards this area of the Council's activities.

6.2 The Council is working with partners to deliver an improvement programme designed to address areas of weakness in the system. This will improve outcomes for children and reduce financial pressures over time. This is a long-term programme, which will continue to be monitored over the course of the finance and commissioning plan.

7. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

7.1 Ultimately, all resourcing decisions taken by the Council impact upon the environment. Therefore, the Council takes climate change and environmental issues into account in the establishment of the plan.

7.2 The Council's budget process looks towards consuming resources more efficiently, eliminating waste and supporting and developing the green economy and infrastructure, reinforcing the Council's 2030 net zero ambition and the implementation of the Council's Carbon Roadmap. This includes recognising and realising the economic and social benefits of a high-quality environment. By working towards a low carbon economy, the area will be prepared for, and resilient to, the impacts of climate change.

7.3 Budget consultation arrangements form part of the process of identifying and capturing environmental implications. Environmental impact assessments will be undertaken for individual budget proposals.

8. CONSULTATION WITH SCRUTINY

8.1 The budget approach was shared with councillors as part of the established informal consultation arrangements during December 2022.

8.2 Following confirmation of the Local Government financial settlement in December 2022, the medium-term financial plan has been updated. This Draft Budget, Finance and Commissioning Plan and supporting annexes is being referred to Scrutiny and for public consultation in January 2023. The final budget is subject to Cabinet and Council approval in February 2023.

9. FINANCIAL IMPLICATIONS

9.1 As set out in the report

10. LEGAL IMPLICATIONS

10.1 The Council must set a balanced budget at the start of every year for the coming financial year. It is unlawful for the Council to spend more money than it has available. Section 114(3) of the Local Government Finance Act 1988 explains the consequences if it appears that the Council's expenditure in any particular financial year will exceed available resources.

10.2 The Council is under a number of duties in connection with how it carries out its functions which have to be balanced. These include the following duties of particular relevance to this report:

- The fiduciary duty to establish and maintain a balanced budget;
- The duty for continuous improvement in the delivery of its functions having regard to strategic effectiveness, service quality and availability, fairness, sustainability, efficiency and innovation; and
- The duty when making decisions to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.

10.3 The above report contains authoritative advice and guidance from the s151 officer. Members are required to have regard to this advice when making their decisions.

11. HUMAN RESOURCES IMPLICATIONS

11.1 The financial forecast outlined in this report may have potentially significant human resource implications for Council staff. All employment matters will be dealt with in accordance with established council and HR procedures in order to achieve the relevant savings identified by the options and the decisions taken which may include redundancy (the usual appointments committee process will be adhered to). Staff will need to be informed of the proposals being considered prior to any public announcements or public decisions. Staff will need to be kept engaged throughout the respective processes with consultation as appropriate in accordance with the procedural and legal requirements.

12. WARD IMPLICATIONS

12.1 All wards affected

13. BACKGROUND PAPERS

13.1 NELC Budget Summary 2022/23
Budget Summary 2022 23 (nelincs.gov.uk)

13.2 Financial Strategy 2020-2030
https://www.nelincs.gov.uk/your-council/finances-spending-and-contracts/budgets-and-finance-strategy/

14. CONTACT OFFICER(S)

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COUNCILLOR STEPHEN HARNESS

PORTFOLIO HOLDER FOR FINANCE, RESOURCES AND ASSETS

Appendix 1

Budget, Finance and Business Plan

2023/24 – 2025/26

NORTH EAST LINCOLNSHIRE COUNCIL

www.nelincs.gov.uk

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Overview

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We must also continue to be ambitious in the regeneration of the Borough, delivering physical transformation which will encourage growth in business, raise aspiration and improve community confidence. We must continue to enable growth and investment in key industry sectors which will drive future employment opportunities. At the same time, we must ensure that our local communities are supported. In times of significant economic and financial uncertainty, these aspirations become more challenging. However, the Council remains committed to delivering an affordable and comprehensive suite of public services for the Borough.

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Overview (continued)

The Provisional Local Government Financial Settlement announced on 19th December 2022 has provided the Council with a real term increase in funding, taking into account additional tax raising powers. Specifically, the draft settlement incorporates a council tax referendum limit of 3% and the flexibility to apply a further 2% Social Care Precept to meet extra cost and demand-led pressures. These additional tax raising powers alongside a range of one-off grants, has provided an uplift in income of 8%. However, even with this increase in income, the Council has had to bring forward a range of proposals designed to offset the difference between spending need and income available

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The business plans incorporated within this budget reflect the continued focus on transformation and change, designed to look at different ways of responding to demand. Historically short-term funding has not been an effective way of dealing with rising numbers, and it is imperative that these programmes continue, if we are to improve outcomes and provide support for local communities.

The Council has a responsibility to ensure it can respond quickly to risk and uncertainty and does so by holding a range of reserves specifically for that purpose. As can be seen in the detail of the plan, reserves have fallen consistently over the last few years as earmarked reserves have been utilised. The current level of reserves and continued uncertainty necessitates a review of the level of reserves to ensure the Council has sufficient capacity to deal with the risks and opportunities it currently faces. It is important to note that this level of uncertainty is likely to remain for some time as the medium to long-term impact of COVID and the outcome of the work in respect of the Children's Services Improvement Plan is fully understood.

Overview (continued)

Through the Capital Investment programme, the Council is continuing to take a more commercial approach and investments are anticipated to make a significant contribution to the Council's strategic objective of enabling the growth of a strong and sustainable local economy. Major investment within the Stallingborough Enterprise Zone and in the town centres are progressing well and expected to support the borough at a time of economic challenge and slowdown.

This year we have taken the opportunity to review the overall programme, to reflect current priorities, and ensure that our projects and programmes remain viable. This approach will help to ensure the Council continues to operate within its approved Treasury Management Strategy over the short to medium term and that any external borrowing remains affordable, sustainable and prudent.

The net zero and decarbonisation agenda is a key Council priority, reinforced by the Council's adopted 2030 net zero ambition and underpinned by the Council's approved Carbon Roadmap. We are committed to reducing our own carbon footprint alongside continued support to our key sectors and the reduction in the Borough's overall carbon footprint. To facilitate this, the Council is planning to embark on an ambitious property rationalisation programme which will deliver efficiency savings, reduce the carbon footprint, support new ways of working, drive footfall and generate capital receipts which can be applied to support the wider transformation programme.

In summary, despite the current economic and demand led challenges the Council's remains committed to the achievement of financial sustainability by embracing the area's economic potential, growing the local tax base, and delivering efficient and affordable public services.

Sharon Wroot, Executive Director – Place and Resources

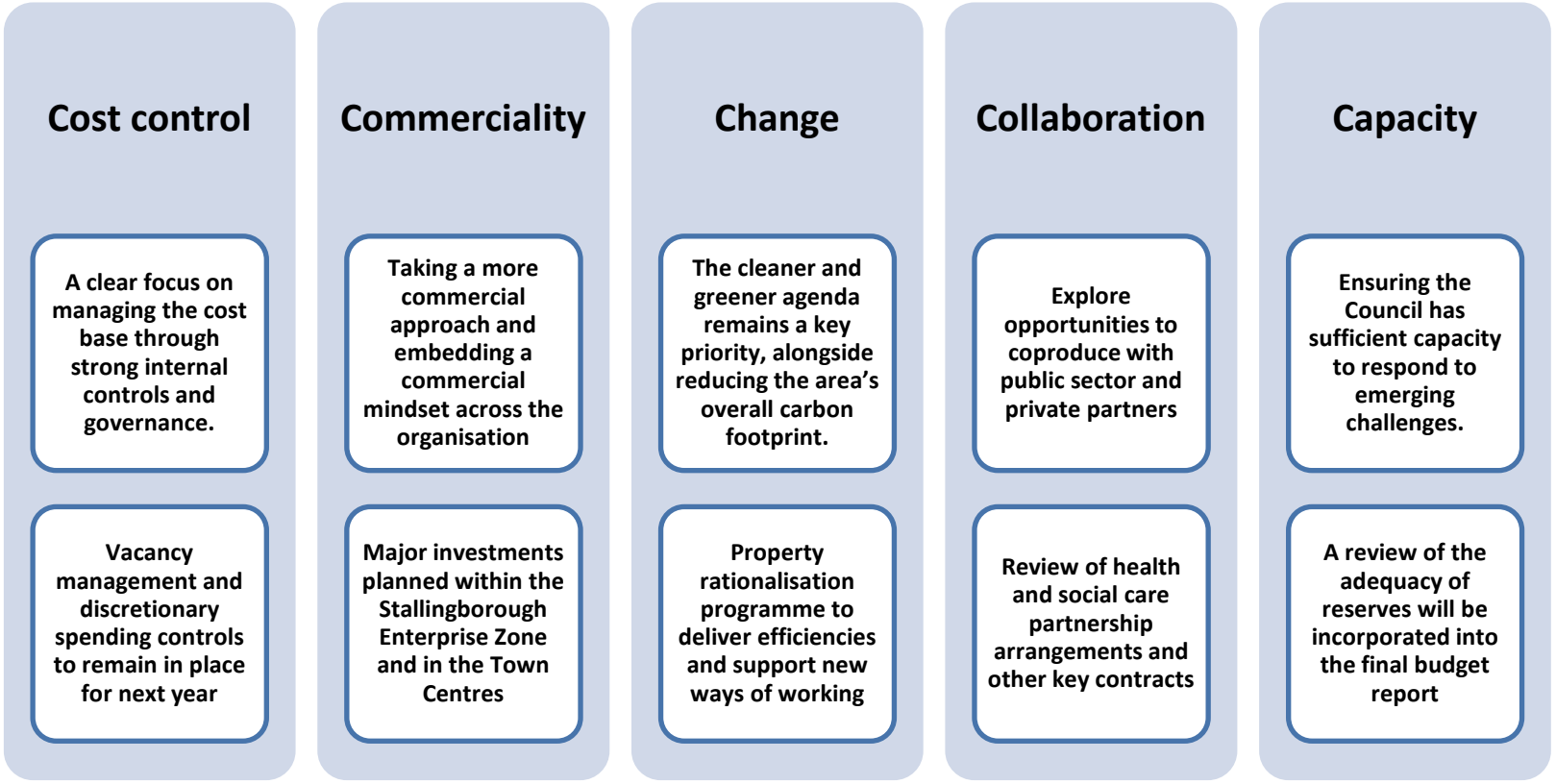
Context

This financial plan is set within the context of significant change and challenge for the organisation. There are a wide range of issues, both local and national, which have been taken into account when developing the plan

Council Plan, administration priorities and ambition	Financial and economic instability, cost of living and Inflation	Wider Health and Social Care, reform and integration
Continued focus on economic and housing growth, including the development of the Humber Freeport and Levelling Up agenda	Future of Local Government and Devolution and funding models	Children and Family Services, managing demand alongside recovery and transformation

Financial Strategy

Despite the challenging financial and economic conditions and increasing demand within social care, the Council remains committed to the achievement of long-term financial sustainability by embracing the area's economic potential and by growing its local tax base. The Council's Financial Strategy is therefore closely aligned to the Council Plan, Local Plan, Economic strategy and housing delivery plan. The Financial Strategy has five key strands:



Budget Approach

North East Lincolnshire's Place Partnership, of which the Council is one stakeholder, has agreed an Outcomes Framework which outlines our approach to achieving our priorities for the borough – **Stronger Economy and Stronger Communities.** Underpinning the Outcomes Framework, a Council Plan has been developed that states the intended aims of North East Lincolnshire Council that support the agreed Place outcomes. Our Business Plans included in **Annex 1** provide more detail about the activity that will support delivery of the Council Plan within agreed budget envelopes, enabling us to decide how best to use the total resources available in order to achieve our outcomes in the most efficient, effective, equitable and sustainable way.

The Outcomes Framework for North East Lincolnshire 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.

Our commissioning model is essentially about evidence-based decision making, based on good quality data and insight driven intelligence that enables us to deliver the right outcomes at the right cost. It is an on-going and inclusive process of strategic activities which determine where and how best to deploy the resources available. We are continuing to develop and refine our approach to commissioning, particularly in terms of bringing together resources and capability to make best use of data and insights, working more closely with our partners to co-produce solutions and understanding where it makes sense for the Council to enable others to deliver services in a more cost effective and responsive way.

Timeline

July 2022 to August 2022	September 2022 to October 2022	November 2022 to January 2023	February 2023
• Refresh Finance Strategy • Agree key priorities • Update medium term financial forecast • Review key financial risks	• Portfolio Holders and Leadership Team analyse financial resilience and current performance • Analysis of pressures, risks and savings opportunities • Initial variations to budget envelopes, assumptions and high level delivery options	• Cabinet, Leadership team and Scrutiny refine proposals • Star Chamber • Government financial settlement confirmed • Stakeholder briefings and engagement takes place. • Council Tax Support Scheme and Council Tax Base agreed	• Robustness of estimates and adequacy of reserves assessed • Cabinet recommend estimated budget to Council reflecting any further feedback received • Council determine final budget and set Council Tax

Set Parameters → Gather Evidence → Consult & Refine → Approve

Ongoing Review & Monitoring of in year budgets

Provisional Local Government Finance Settlement

The Government's Budget and Provisional Local Government Finance Settlement announced in December 2022 confirmed that core spending on local services will increase by 9.2% nationally, and will help councils deal with inflationary and other cost pressures next year. However, the settlement assumes councils will raise their council tax bills by the maximum amount allowed up to the referendum limit which has forced difficult decisions in the context of the current financial climate.

A focussed one-year settlement provides certainty for 2023/24, with additional information being provided for 2024/25 for some grants which supports longer term planning. The confirmed further delay to the local government financial model reform leaves risks and uncertainty over the medium term.

The provisional settlement has identified additional funding for adult and children's social care which goes someway to dealing with the known issues and demand pressures we continue to face. However, increased complexities and demand within both Adults and Children's social care is a key risk for the authority, and one which despite additional funding will require close monitoring throughout 2023/24. A programme of transformational activity within children's services over the period of the MTFP will provide further focus.

Key headlines:-

- A full settlement for 2023/24 and priorities and intentions for 2024/25
- A percentage increase in Revenue Support Grant based upon the Consumer Prices index (CPI)
- Core council tax referendum principle of 3%, and a new 2% precept for Adult Social Care (ASC) in both 2023/24 and 2024/25
- Continuation of the Better Care Fund at 2022/23 levels
- A new Adult Social Care Discharge grant to be pooled with and distributed based upon the Better Care Fund
- An increase in the Social Care Support Grant, including funding due to delaying the roll out of adult social care reform and roll in of the Independent Living Fund.
- Extension to the Adult Social Care Market Sustainability and Improvement Funding. This includes new grant funding addresses issues such as discharge delays, social care waiting times, low fee rates, and workforce pressures.
- Continuation of the Services Grant, this is an un-ringfenced grant and will be distributed in line with the Settlement Funding Assessment to provide funding in recognition of vital services delivered by local government

Medium Term Financial Plan

The medium-term financial plan (MTFP) reflects the outcome of the provisional financial settlement, service pressures and savings, inflationary and pay uplifts and other key financial information. Funding assumptions have been made for years 2 and 3 of the plan due to the provisional settlement only confirming funding for 2023/24.

The Council holds strategic reserves to ensure it has the capacity to respond to emerging risks, policy change, or transformational initiatives which may arise. The level of these reserves is also reviewed as part of the planning process and reported on through the budget monitoring process to ensure they remain adequate.

The table below summarises the MTFP for 2023/24 to 2025/26. Year 1, shows a balanced position which is reliant upon delivery of the service business plans set out in Annex 1, these will be reviewed and reported on as part of the in-year budget monitoring process. Years 2 and 3 of the MTFP require further savings or increased funding levels and will continue to be reviewed and considered during 2023/24 and into the next budget setting round.

MTFP POSITION					
2021/22 £000	2022/23 £000		2023/24 £000	2024/25 £000	2025/26 £000
FUNDING					
9,192	9,477	Revenue Support Grant	10,656	10,864	11,076
43,667	45,645	Business Rates Retention	48,577	50,073	51,628
65,397	67,896	Council Tax Income	70,698	73,602	75,871
8,764	9,852	Cumulative ASC Precept	11,831	13,984	14,415
(258)	(570)	Collection Fund - Business Rates	0	0	0
1,009	2,092	Collection Fund - Council Tax	525	0	0
1,528	0	Local Council Tax Support Grant	0	0	0
61	837	New Homes Bonus	99	99	0
7,822	8,058	Improved Better Care Fund	8,059	8,059	8,059
6,068	8,226	Social Care Support Grant	12,961	15,171	15,474
4,998	0	COVID-19 Funding	0	0	0
257	270	Lower Tier Services Grant	0	0	0
0	526	Adult Social Care Market Sustainability and Improvement Funding	1,826	1,899	1,947
0	2,739	Services Grant	1,543	1,543	1,543
0	0	Adult Social Care Discharge	1,130	1,912	1,912
148,505	**155,048**	**TOTAL FUNDING**	**167,905**	**177,206**	**181,925**
125,758	132,628	Budget Envelopes	143,614	153,110	154,409
18,505	21,210	Other Budgets	24,441	28,994	31,114
144,263	**153,838**	**TOTAL REVENUE SPEND**	**168,055**	**182,104**	**185,523**
4,242	**1,210**	Net Contributions to Earmarked Reserves	**(150)**	**2,450**	**2,450**
148,505	**155,048**	**TOTAL BUDGET REQUIREMENT**	**167,905**	**184,554**	**187,973**
0	**0**	**Balance of funding available / (Savings Required)**	**0**	**(7,348)**	**(6,048)**

Medium Term Financial Plan – Budget Envelopes

Budget envelopes define the level of investment across each core area of Council activity. Envelopes have been established by considering the forecast funding projections, current expenditure levels, service plans and strategic priorities.

With continued budget challenges there has been significant work undertaken to review the level of investment required across budget envelopes including intelligence from budget monitoring information. Ongoing pressures faced in strategic demand sensitive areas has seen significant levels of additional resources required, this will facilitate transformational activity and ensure focus on key development areas continues. The expected impact of this transformational activity, particularly within Children's Services, has been reflected within the budget envelope totals.

Service Area	2023/24 £'000					2024/25 £'000	2025/26 £'000
	Adjusted Opening Budget Envelope	Other Adjustments	Pressures	Savings	Closing Budget Envelope	Closing Budget Envelope	Closing Budget Envelope
Resources	17,183	(19)	1,780	(2,186)	16,758	17,277	17,342
Environment	12,645	(212)	279	(400)	12,312	12,772	13,023
Economy and Growth	17,119	(97)	1,446	(545)	17,923	24,273	24,225
Children and Family Services	35,780	(782)	12,044	(140)	46,902	44,869	41,900
Children and Family Services: flexible use of capital receipts for transformational purposes	0	(5,000)	0	0	(5,000)	(4,000)	0
Public Health and Wellbeing	(64)	0	0	0	(64)	(64)	(64)
Adult Services	56,210	1,600	0	(3,027)	54,783	57,983	57,983
Total	**138,873**	**(4,510)**	**15,549**	**(6,298)**	**143,614**	**153,110**	**154,409**

Business Plans have been produced to identify priorities, spending pressures, efficiencies and savings opportunities. These have been through a series of challenge processes including leadership and Budget Scrutiny working groups. The final plans will be presented to Scrutiny for formal consultation in January 2023.

Revised budget envelopes are proposed, as detailed in the table above. Several factors are considered in determining the budget envelopes, these include, changes to funding levels, national and local intelligence, inflation rates, pay agreements, local demographics, service demand, and contract inflation. They have also been adjusted to reflect the Business Plans included in **Annex 1**. Due to the underlying risks in some key service areas close monitoring and scrutiny of delivery of the proposed savings opportunities will be required during 2023/24.

Funding – Retained Business Rates

Under the current Business Rates Retention (BRR) scheme, the Council retains 49% of income collected locally, adjusted for write offs, bad debts and appeals. In addition, we receive a top up grant from Government which recognises we do not have the ability to raise sufficient funding locally to support our baseline need. Changes to the local government funding system have been postponed for a further year acknowledging emerging challenges in relation to social care demand and the business rate system. BRR is a key source of income for the Council with approximately £48.6M estimated for 2023/24 this will be reviewed as part of the NNDR return due at the end of January. This represents just under a third of total funding. Reliance on this funding stream may increase as a result of changes to the local government funding model which is expected to be reviewed during the MTFP period. The Council is continuing to drive and support economic and housing growth which in turn should deliver improved levels of local taxation.

Growth and Outlook

Business Rates growth has been planned over the MTFP period; this is in addition to normal inflationary uplifts which are also assumed. There are several key schemes in the Borough that are expected to contribute to this growth.

The Town Deal reflects a new approach to regeneration that is being taken forward by public and private sector partners to revitalise the town centre, increase skill levels and create new jobs and housing, this is supported by the acquisition of Freshney Place during 2022 with development plans being implemented over the MTFP period.

The South Humber Infrastructure and Investment Programme (SHIIP), in conjunction with Humber and Greater Lincolnshire Local Enterprise Partnerships, is a multi-phase programme of investment to enable large scale industrial economic growth on the Humber bank.

The establishment of the Humber Freeport is expected to further stimulate growth across the Humber and Greater Lincolnshire areas

Collection Rates

Collection performance for Business Rates is improved against previous years as at the mid-point of 20221/23. This position is considered when assessing the levels of bad debt provision required as part of the NNDR return which is submitted in January 2023 to central government. Forecasting the overall collection rate is particularly challenging in the current economic environment and is dependent on a number of factors including the level of business rate reliefs available to local business. For this reason, the Council maintains a business rate reserve to smooth any losses.

Funding – Retained Business Rates

Ratings List

A new business ratings list will come into effect on 1st April 2023, based upon valuations as at 1st April 2021. Whilst there will be changes to individual business ratings bills the impact will be managed through transitional reliefs

Collection Fund Deficits

In 2020/21, as part of its response to COVID 19, the Government announced that estimated deficits on the 2020/21 Collection Fund (both Council Tax and Business Rates) will be spread over three years, 2021/22-2023/24 rather than just in 2021/22. This is reflected in the figures presented within the MTFP.

The collection fund forecast will be finalised during January as part of the NNDR1 process and any surplus or deficit will be reported in the final budget report, with deficits being met through the Business Rates Equalization reserve and surpluses being used to replenish reserves

Funding – Council Tax

Changes to the Council Tax Base are influenced by local demographics on supply and demand for new builds, levels of void properties, locally set discounts and the Council Tax Support Scheme (CTSS). Account is taken of the projections in the Local Plan in terms of potential supply of new homes and intelligence from the Economic Development team on projected demand generated by growth in local employment. A prudent level of growth as a result of new homes has been factored into the financial plan.

The Council Tax Base report, set the base for 2023/24. The increase in the tax base to 45,710.4 from the 2022/23 position of 45,206.9 equates to an additional 503.5 Band D equivalent properties. This delivers an extra £0.75M at the current North East Lincolnshire Council average band D level of tax. This is built into the medium-term financial plan.

Council Tax Support Scheme

This report also recommends no further changes to the CTSS and to maintain the maximum discount at 65% for working age customers.

In 2018/19 a Council Tax Hardship reserve was established to support Council Taxpayers within the scope of the scheme. It is proposed that this fund continues in 2023/24 and over the life of the MTFP and is aligned to anticipated need. Utilisation will continue to be monitored closely throughout the MTFP period.

An empty property surcharge continues to be applied to encourage long-term empty properties to become sustainably occupied.

Collection

There is discretion in estimating the Council Tax collection rate. Consideration of a reduction in the level of collection given the ongoing economic challenges has been given, and collection rates have been monitored closely throughout the year. Collection rates do not appear to been strongly impacted and rates remain at expected levels. Therefore, the decision to maintain the current 98.2% collection rate has been made. This will continue to be reviewed considering the cost of living pressures currently being experienced.

Both surplus and deficits can occur in year on the Collection Fund due to factors such as collection rates, levels of bad and outstanding debt, eligibility for council tax support; and tax base growth assumptions.

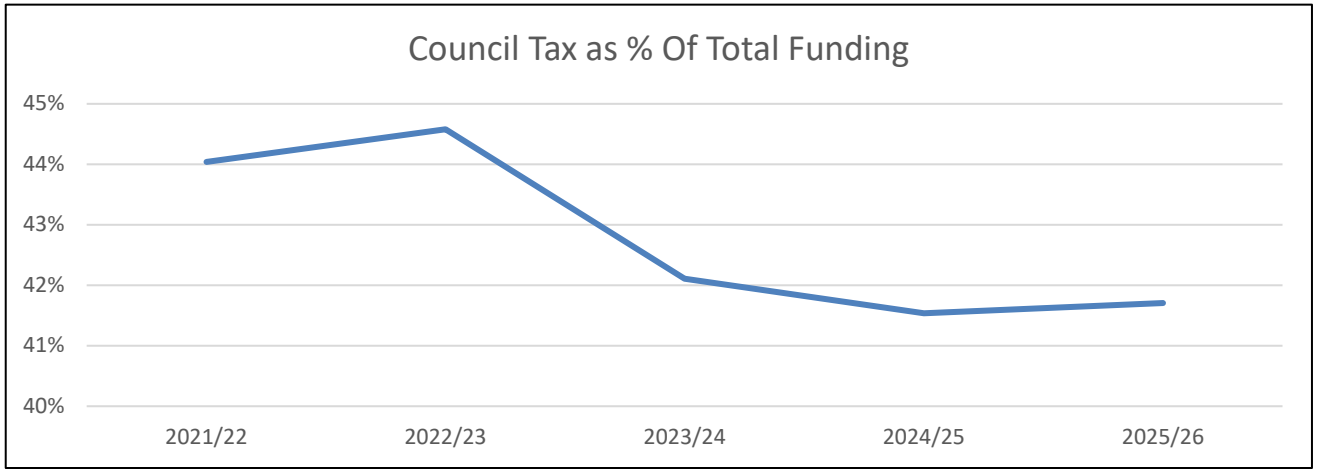
The Council Tax collection fund for 2022/23 has been reviewed during December 2022 and is forecast to be £0.5M in surplus for NELC by the end of the financial year. The position is reviewed annually and reflected within the financial plan.

Funding – Council Tax

The following table shows historical and forecast levels of Council Tax and associated tax base levels, this excludes the Adult Social Care precept. The planned Council Tax increase is to allow the Council to create sustainable recurrent income to fund frontline services, where central funding isn't necessarily available

		2022/23	2023/24	2024/25	2025/26
Council Tax	Base	45,206.89	45,710.37	46,210.40	46,710.40
	Price Increase	1.98%	2.98%	2.98%	1.98%
	Funding £'000	67,896	70,698	73,602	75,871

Council Tax is a key source of income for the Council with approximately £70.7M forecast for 2023/24. This represents around 42% of total funding. The proportion of the Council's funding coming from Council Tax remains at just under half of total funding over the financial planning period.



Over the period of the MTFP we have seen an increase in government grant funding due to the governments continued social care support. This is reflected in the fall in council tax as a % of total funding shown above.

The governments Autumn Statement saw the core referendum limit for council tax increase from 2% to 3% per year from April 2023 This financial plan has therefore utilised a 2.98% increase to Council Tax for 2023/24 and 2024/25.

In addition, a 2% Adult Social Care precept is factored into the MTFP in line with this latest legislation. The ASC precept will raise a total of £11.83M in 2023/24 which will mitigate increased social care demand pressures.

Funding - Other Funding

Revenue Support Grant

The Council currently receives an annual Revenue Support Grant (RSG) allocation from the Government as part of its finance settlement. The settlement also includes a forecast for our Retained Business Rates. There has been an increase in Revenue Support Grant in 2023/24 based upon the Consumer Prices index (CPI), and It has been assumed that this continues over the MTFP period. RSG is expected to be phased out as part of wider changes to the local government funding model.

Social Care Support Grant

The provisional settlement has confirmed an uplift to the Social Care Support Grant in 2023/24 to £13M, the additional allocation has been put in place to deal with known demand pressures within the system. For NELC the allocation, an uplift of £4.7M from 2022/23, is built into MTFP funding and has been used to address existing social care demand pressure within Childrens and Family and Adult services. In line with indications as part of the provisional settlement it has been assumed that this grant sees uplifts in future years of the MTFP.

The Improved Better Care Fund (iBCF)

Core iBCF allocations for 2023/24 have remained at 2022/23 levels. The Council works closely with the Health and Wellbeing Board to ensure the funds are targeted effectively to meet Adult Social Care needs, reducing pressures on the NHS and ensuring the local care provider market is supported. The 2023/24 allocation for NELC is £8.1M.

2023/24 Services Grant

Government has announced a continuation of this funding stream into 2023/24. However, this has been top sliced to fund other grants and funding streams. For NELC the allocation in 2023/24 is £1.5M, a reduction of £1.2M against 2022/23. It has been assumed that this grant remains at the same level during the MTFP period.

Adult Social Care Market Sustainability and Improvement Funding

An extension from 2022/23, this includes new grant funding to address issues such as discharge delays, social care waiting times, low fee rates, and workforce pressures. There will be reporting requirements placed on this funding regarding performance and use of funding to support improvement against the objectives. The Government will provide further details on reporting in due course. NELC's allocation for 2023/24 is £1.8M

Funding - Other Funding

Adult Social Care Discharge Fund

A new Adult Social Care Discharge Grant for 2023/24. This funding will be required to be pooled as part of the Better Care Fund. The funding will be distributed using the existing Improved Better Care Fund grant shares. The Government will set out further details on the conditions of this funding in due course. The allocation for NELC is £1.1M

New Homes Bonus

New Homes Bonus is paid as an incentive to encourage housing growth by rewarding local authorities for net additional homes to the council tax base. For NELC this has been calculated as £0.1M for 2023/2 and has been assumed to continue at this level of funding over the MTFP.

Funding – Service Grants

Public Health

The 17th November 2022 statement by the Chancellor and subsequent issuing of Government documents thereafter contained very little in respect of the Public Health grant allocations for future years and this information is still awaited. As a result the precise amount the Council will receive has not been confirmed at this time.

Education Funding

The national funding formula for each of the Dedicated Schools Grant notional blocks introduced in 2018/19 remains in place. Further details of the impact of these are given below.

Schools Block

The Chancellor announced that schools will receive an additional £2.3 billion for the next two years on top of the funding announcements made in previous years. This brings the core schools budget to £58.8 billion in 2024-25 and provides an average cash increase of more than £1,000 per pupil by 2024-25 when compared to 2021-22.

High Needs Block

The high needs block of the DSG will benefit from an additional £400M in 2023 to 2024. This is an increase of 4.6% to the high needs allocations announced in July 2022.

The 2023-24 high needs block allocation for NELC announced in December 2022 is £30.4M, this is before deductions. This amount is inclusive of the supplementary grant of £1.19M and £1M import / export adjustment.

The 2023-24 allocation is an increase on 2022-23 of £3M. Whilst this increase is welcome it is still expected that the high needs block will face financial pressures due to increasing demand and complexity, and the financial pressures first experienced since 2017-18 will continue into 2023-24. The Council continues to take actions to mitigate these pressures as is part of the Department for Education's Delivering Better Value Programme. Balancing the high needs block will remain very challenging.

Early Years Funding

The comprehensive changes introduced in 2017/18 are now firmly embedded and the funding of Early Years is now based on participation. As in 2022-23 the amount that Councils can centrally retain is a maximum of 5% from the Early Years Block allocation to fund central services. This does require the agreement of the Schools Forum.

Funding – Service Grants

Early Years Funding continued

The Government announced that in 2023-24 the early years entitlements block will receive a further £20million nationally. Local authorities will receive average funding increases of 3.4% for the 3 and 4-year-old free childcare entitlements and 4% for the 2-year-old entitlement. In North East Lincolnshire a provisional review of the figures indicates that the increase in the 3-4 year old funding rate is 3.4% whilst for 2 year olds it is 1.1%.

Pupil Premium

The Government announced a 5% increase for pupil premium payments rates. Pupil premium rates will increase from April 2023 by £70 for primary pupils (from £1,385 to £1,455 per child) and £50 for secondary (from £985 to £1,035). The rates for looked-after children, and children who cease to be looked after, will rise by £120 (from £2,410 to £2,530). The rates for service children will increase by £15 (from £320 to £335).

Funding

The Council has been proactive over the past year in generating external funding to support a range of initiatives linked to its key outcomes. Funding has been generated from a number of different sources and will contribute towards longer term financial sustainability.

Listed below are just some of the most significant areas where the Council has already secured external funding to support future service delivery. These sources of external funding are reflected within commissioning plans and cover areas of both revenue and capital expenditure. In terms of future opportunities, the Council is continuing to be proactive in identifying further external funding opportunities. These will be reflected within the medium term financial plan as the funding is secured.

- Mental Health Support Teams, Mental Health CAMHS Transformation and Eating Disorders, funding to increase mental health support for younger people. Funding still to be confirmed.
- Supporting Families Programme, payment by results, helping families tackle complex problems and enabling local authorities to provide more effective services. Funding level for 2023/24 yet to be confirmed.
- Start for Life Grant, approx. £1.2M expected in 2023/24, to be used to fund a range of new initiatives across early years.

Funding

£20.9M from the Government's Towns Fund continues to be utilised to deliver projects in transformational economic, social and cultural benefits for the town.

£3.0M Department for Transport funding towards the refurbishment of Corporation Road Bridge.

£7.5M of Department for Education grant and section 106 monies to be used towards new school provision and places.

£8.4m of Department for Levelling Up, Housing and Communities grant has been secured to repair the three major bridges and resurface the carriageway along the A180, between Pyewipe roundabout and Riby Square, due to their significant deterioration.

£3.4M Environment Agency grant to be used on a Grimsby and Immingham Flood Alleviation Scheme

Service Budgets and Other Issues

Fees and Charges

The Council will undertake an annual review of all fees and charges to ensure value for money when delivering services is being achieved. An uplift in line with an estimated CPI rate for the March preceding the MTFP period will be applied, unless an alternative specific methodology or approach is deemed to be necessary for that service area. The forecast rate uplift at March 2023 is 8%.

Vacancy Management

A vacancy freeze was implemented in 2022/23 to help manage the forecast overspend position in year. It is suggested that this continues into 2023/24. In recognition a reduction in staffing budgets has been built across service budgets and this will be managed at budget envelope level. This has not been included in later years of the MTFP but will be reviewed on an annual basis.

Discretionary Expenditure

Controls to reduce discretionary expenditure were implemented in 2022/23 and these will also continue into 2023/24, this is in line with the financial strategy. It remains a budget manager's responsibility to limit this type of expenditure and to ensure governance and internal controls are implemented and adhered to. This type of expenditure will be closely monitored and challenged where necessary.

Children's Services

Children's Services continues to experience significant placement demand pressures which is over and above the national average coupled with a heavy reliance on the use of agency social workers and teams.

In respect of placement demand the lack of sufficient local provision coupled with excess demand for places nationally has lead to an increase in costs and the higher use of this more expensive provision.

Following the recent Ofsted inspection there is now a much sharper focus on the outcomes for children and accompanying this is the consideration of cost and value for Money.

In respect of the reliance on agency social workers the Council has recently recruited 32 overseas social workers who are settling into their roles and will result in the release of the more expensive agency staff.

Service Budgets and Other Issues

Children's Services (cont.)

A programme of reviews now takes places with focus on where children are placed in bespoke placements which are high cost and more expensive provision with a view to ensuring children and young people are placed within provision which is more appropriate to their needs and provides close regulative monitoring. A piece of targeted work to close cases, where these can be, return children home where it is safe and appropriate to do so and increase the number of in-house foster carers is also underway or in hand.

There has been a continued and significant rise in demand for services and complexity of issues presented by children and their families throughout the child's journey. This is impacting on our ability to allocate and manage cases, leading to inconsistency of social workers for children and a risk of cases drifting and care plans not being progressed. It also has a subsequent impact on our ability to manage budgets. Our response to the issue is to develop a system to reduce the number of handoff points to support the streamlining, of our services, as well as developing a process of future proofing, so we can respond to the increase in demand and complexity.

We will be focusing on our front door to manage the increased capacity and shift our approach to supporting families, so we take a more integrated wellbeing approach, working to families' strengths to provide them with the support that they need. This focus on integrated prevention services will ensure that risk is managed appropriately throughout the service to safeguard children effectively and reduce the potential for a risk averse and oppressive practice.

Reserves

The financial plan is supported by reserves and general fund balances. There are three main categories of reserves held:

General Fund Reserve

Retained to deal with unexpected events. The level is reviewed annually as part of budget setting to ensure it is adequate and appropriate.

Partner & Service Reserves

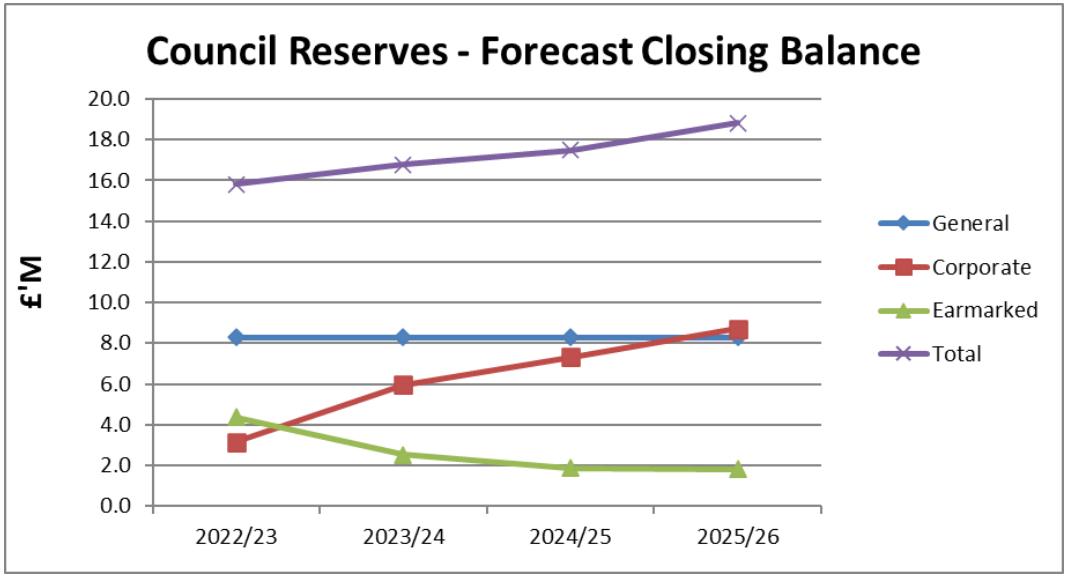
Held for specific purposes relating to delivery. These are held in addition to defined budget envelope and used to support clearly defined activity and outcomes over and above business as usual

Corporate and Technical Reserves

Used to smooth the Council's financial position. These include reserves to support strategic change and transformation.

As part of the financial planning process all reserves, general and earmarked, are reviewed in detail. The graph opposite shows the current forecast closing balance in each year of the financial plan and will be updated throughout the process.

Whilst service reserves are being utilised in line with plans, the overall capacity within reserves has reduced over recent years. In the current economic environment it is essential that the Council continues to review corporate and technical reserves.



Reserves

Corporate and Technical Reserves are used to smooth the Council's financial position and they include reserves to support strategic change and transformation, forecast closing balances are detailed below:

Corporate and Technical Reserves		Forecast Closing Balance			
		2022/23	2023/24	2024/25	2025/26
		£'000	£'000	£'000	£'000
Transformation Reserve	To support costs of key transformation projects	-	1,203	2,573	3,973
Self Insurance Reserve	To mitigate insurance claims	-	500	500	500
Debt Financing Reserve as MTFP	Used to mitigate costs of borrowing and capital programme activity	-	1,000	1,000	1,000
BRR Equalisation Reserve	Used to mitigate fluctuations in Business Rate income	-	500	500	500
Council Tax Hardship Fund	Used to support Council Tax hardship claims	233	233	233	233
Joint Arrangements - Safety Camera Partnership	Technical reserve in relation to the Safety Camera Partnership	255	255	255	255
Social Care and Demand Demopraphic	To deal with in system demand and pressures	2,658	2,258	2,258	2,258
Total		**3,146**	**5,949**	**7,319**	**8,719**

The on-going risk and uncertainty around the financial crisis, service demands and transformational activity may mean we incur additional expenditure over the period of the MTFP, but as yet this is unknown. It is important to ensure that our reserves remain robust to be able to respond to such calls on expenditure, whilst being able to minimise the impact on planned service delivery.

Service Reserves are held in addition to budget envelopes and used to support clearly defined activity and outcomes over and above business as usual. These are detailed below:

Service and Partner Reserves	Forecast Closing Balance			
	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000
Resources	325	107	99	99
Economy and Growth	775	304	150	81
Environment	9	0	0	0
Public Health and Leisure	1,188	489	0	0
Adult Services	1,505	1,392	1,392	1,392
Partner Reserves	563	240	240	240
Total	**4,365**	**2,532**	**1,881**	**1,812**

Capital and Long Term Investment

Capital and long term investment has both legal and regulatory requirements which sets out the powers the Council has and the frameworks it must comply with and operate within for capital investments. The Council is guided by the Local Government Finance Act, DLUHC guidance and CIPFA Codes of Practice. CIPFA has launched a revised Prudential Code of Practice 2021. It creates three new classification of investment, Treasury Management, Service Delivery and Commercial Return. The term 'investments' in the code covers all financial investments of the authority, together with other assets held primarily for financial return such as commercial property. It brings in new restrictions on borrowing which are focused on just one of these categories – investments that are made 'primarily for financial return', including commercial property. The Capital Investment Strategy is the umbrella document that covers both the Service Delivery and Commercial Return elements of the councils investments.

Capital and long term investment is necessary to deliver the Council's key priorities and ambitions. The **Capital Investment Strategy** sits centrally to a number of internal and external influencers and as such must reflect and be informed by the drivers and priorities within them.

The underlying principles of the capital strategy follow the financial strategy:

- Commissioning – Aligning capital investment to support priorities that contribute to the outcomes framework
- Stimulate Regeneration and Economic growth through local investment
- Cost control – Supporting the economic and efficient delivery of core services

The Prudential Code requires Local Authorities to ensure Capital investment is:

- Linked to Strategic Planning
- Clear Asset Management understanding
- Delivers Value for Money
- Investment is prudent and sustainable
- An affordability assessment
- Practical delivery

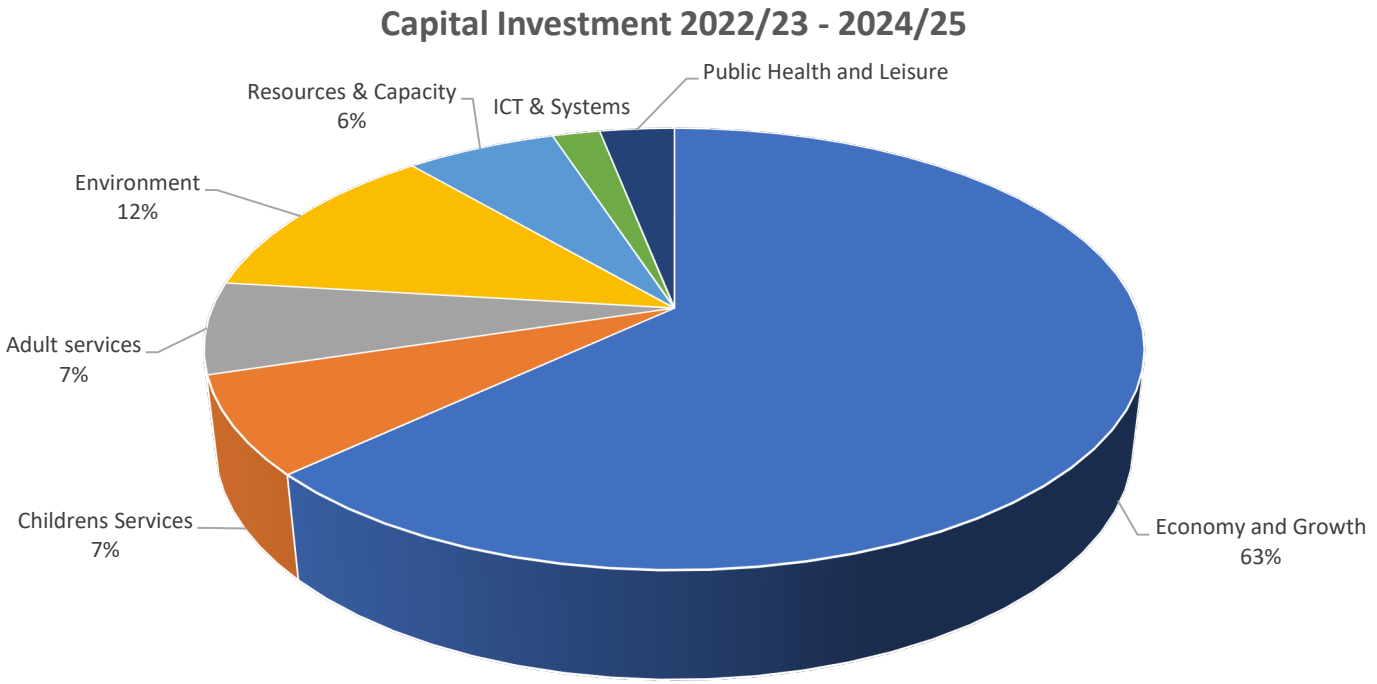
The CIPFA Prudential Code of Practice 2021 requires councils to produce a Capital Investment Strategy for non-treasury related investments. It provides the opportunity to ensure overall strategy is widely understood including the governance and assurance process and clearly defined risk appetite.

Capital and Long-Term Investment

The Council's long term financial strategy remains focused on the achievement of financial sustainability by embracing the area's economic potential and growing the local tax base. The focus of investment is:-

- Investing in Business Growth and building on the areas industry strengths.
- A green economy maximising low carbon and healthy initiatives in industry and the place.
- Skills and investing in the workforce
- Place-Making ensuring the towns are great places to live, work and stay.

The Capital Programme is undergoing a process of review and reprofile in line with the priorities set out above. It is expected this will identify surplus assets for sale to ensure a streamlined and fit for purpose property and asset base that meets our low carbon / decarbonisation aims.



The latest capital programme totals £170.9M and is included at **Annex 2**. The Capital Programme for 2023/24 – 2025/26 will be included within the Final Budget report in February 2023.

Consultation and Engagement

Members Overview & Scrutiny

Budget scrutiny informal workshop to consider the initial budget papers during December 2022.

Following the receipt of the Government Settlement, the Scrutiny Panels will formally consider the business and commissioning plans as part of the budget consultation in January 2023 and make recommendations to Cabinet in February 2023

Member Briefings

Finance information provided for member briefings prior to major meetings

Cabinet & Council Meetings

Council December 2022
(Council Tax Base Inc. Support Scheme)

Cabinet January 2023
(Post Settlement Draft budget)

Cabinet February 2023
(Final Budget)

Council February 2023
(Final Budget)

Targeted Budget Setting Meetings held between Finance Officers and Service areas to discuss budget detail

Political Group Meetings

"Let's Talk" –engagement with website link asking for residents/business views of tackling resource challenges

Budget issues and survey to be publicised via local and social media channels

More widely, survey will be shared within NELC, other public organisations, partners and local businesses

Engagement Events with Other Stakeholder Groups

Any Comments? – Speak to your Councillor

Information included within Council Tax Bills

Media releases

Social Media

Survey

Residents

Annex 1
Draft Business Plans

Business Plans 2023/24

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Business Plan 2023/24 – Resources

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.

Section 1 – Service areas covered by this proposal

Resources services cover a wide range of support services that facilitate and enable delivery of the Council's priorities. It also incorporates some front-line service activity delivered through Customer Access Points and other reception areas, telephone, Council website and social media.

Key areas of activity include:

- Governance (democratic services, registrars, civic services, elections, legal and coroners)
- Strategy, Policy & Performance
- Communications & Customer
- Audit & Assurance (operated as part of a shared service with North Lincolnshire Council)
- Local Taxation & Benefits (operated as a part of a shared service with North Lincolnshire Council)
- Finance
- ICT and Digital
- People & Culture
- Estates (operational and commercial estate)
- Business Support
- Print and Design Unit

Section 2 – Current resources

2022/23 Current Budget (£000's)

Resources	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Assistant Chief Executive	116	247	0	0	(108)	**255**	1.0
Elections Team	226	188	(3)	0	89	**500**	6.7
Emergency Planning	0	1,543	0	(1,580)	6	**(31)**	0.0
Registrars & Civic Services	498	46	(341)	(49)	241	**395**	16.7
Accountancy	1,269	179	(18)	(108)	(1,144)	**178**	31.6
Benefit Payments & Subsidy	0	30,133	0	(29,879)	86	**340**	0.0
Local Taxation & Benefits - Non Shared	0	10	0	0	733	**743**	0.0
Local Taxation & Benefits - Shared	1,741	414	(41)	(1,852)	0	**262**	60.5
Audit Shared Service	434	(39)	(6)	(27)	(260)	**102**	10.8
Coroners	235	337	(1)	(301)	117	**387**	7.0
Democratic Services & Scrutiny	281	537	0	0	180	**998**	7.5
Legal Services	1,298	1,016	(124)	(89)	(2,107)	**(6)**	31.0
Bus Support & Customer Serv	2,615	150	(29)	(107)	(2,451)	**178**	107.7
Chief Exec & Support	426	133	0	(39)	(125)	**395**	3.0
Chief Finance Officer	327	(554)	0	(28)	4	**(251)**	3.0
Comm & Strategic Support Unit	485	2	0	(100)	(998)	**(611)**	30.7
Communications And Marketing	757	162	(37)	(94)	(785)	**3**	28.2
I.C.T	1,785	2,084	(154)	(216)	(3,426)	**73**	52.5
People and Culture	1,989	97	(171)	(65)	(1,101)	**749**	52.1
Recharges To Corp Management	0	0	0	0	145	**145**	0.0
Shared Print Hub	199	207	(89)	(2)	91	**406**	7.2
Strategy, Policy & Performance	1,192	6	(40)	(209)	0	**949**	0.0
Totals	**15,873**	**36,898**	**(1,054)**	**(34,745)**	**(10,813)**	**6,159**	**457.2**

Section 3 – Summary of delivery against previously year plan

Resources	Proposed 2022/23 £000	Deliverable 2022/23 £000	Proposed 2023/24 £000	Deliverable 2023/24 £000	Proposed 2024/25 £000	Deliverable 2024/25 £000	Risk H/M/L
1 Audit *Fully achieved saving*	8	8	8	8	8	8	L
2 Democratic Services - staffing cost savings *Fully achieved saving*	5	5	5	5	5	5	L
3 Stronger Community - reduced ward funding *Funding to be reinstated to previous levels*	38	38	38	0	38	0	H
4 ICT - staff savings and licensing efficiencies *Fully achieved saving*	34	34	30	15	30	15	M
5 People and Culture - reduce Virtual Ashridge licences *Fully achieved saving anticipated over time*	5	5	5	5	5	5	L
6 Business Support - review staffing and non-staffing budgets *Fully achieved saving*	24	24	24	24	24	24	L
7 CSSU - utilise external funding for work covered by core staff *Fully achieved saving*	24	24	0	0	0	0	L
8 Council Tax - Council Tax Support Scheme and Hardship Fund *Scheme changes not appropriate in current economic environment*	50	50	350	50	350	50	H
9 Reserves - utilise EU Exit Reserve to offset costs *Fully achieved saving anticipated*	170	170	0	0	0	0	L
10 Additional Efficiency Savings *Fully achieved saving*	50	50	0	0	0	0	L
Totals	**408**	**408**	**460**	**107**	**460**	**107**	

Section 4 – Priorities to enable delivery within budget.

The majority of resources service areas have undergone a review within the last 24 months, driving out efficiencies where available and aligning services to current underlying need and priorities.

The main priority area going forward is ensuring that business support arrangements are fit for purpose. Our current Business Support model has been in place for 10 years, during which time the organisation has undergone significant change. The review will focus on opportunities to design a model of business support that meets the changing needs of the organisation, maximises the use of technology to ensure processes are efficient, and continues to provide value for the Council. There are synergies between Business Support, some elements of Customer Service and Print and Design, hence the review will also incorporate these areas to ensure a consistent approach and avoid duplication. The first stage of the review (Discovery) started in November 2022. We aim to complete the review by the end of June 2023.

Whilst most of the Legal Services area operates to budget, a clear outlier is that of Children's Safeguarding and the costs to meet the demand arising from Children's Services in terms of supporting formal court proceedings (expert costs/external counsel spend and court fees). Mitigations are in place where they are available such as sharing the cost of expert reports with other parties, fixed fee tariffs with counsel and use of junior counsel. All in house solicitors deal with their own advocacy and external counsel is instructed in cases of complexity and those of a novel nature. As this is a demand led service, there are times where counsel is instructed due to capacity issues. Legal is also seeing an increase in complexity in some of the cases it is supporting. Recruitment of permanent staff in this area is an ongoing challenge and we have adopted a grow your own ethos although that can take some years to come to fruition. Nevertheless, we have a successful trainee solicitor program with candidates channelled into this area.
Outside of Childcare (where solicitors deal with the whole gamut of safeguarding issues - care/adoption/private law/etc), solicitors are multi-disciplinary, covering a range of areas rather than concentrating on one discreet area. This is due to extant resources and resultant team structure. Although this approach may present challenges in terms of resilience it does nevertheless allow the delivery of wide-ranging advice across the organisation.

Our ICT Roadmap is being implemented with a key focus on the following areas for 2023/24:
A holistic review of the Council's telephony offering. This includes a review of the technology we use for telephony and a redesign of our approach to communication technology.
Implementation of our Microsoft 365 programme with a continued focus on security, the development of SharePoint and associated features.

The Customer Service Management Platform project commenced in 2022/23 and following completion of the procurement exercise the project team are now commencing implementation. The first focus will be on:

- New Community Portal for cases relating to Regulatory Services, Housing, Environmental Services (inc. Waste, Grounds, Street Cleansing) and Highways; allowing two-way updates of cases.
- New Elected Members Portal allowing reporting on behalf of the community and including ward-based dashboards

Pressures / investments		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Local Taxation & Benefits	Reduced court cost income	71	71	71
Accountancy	Anticipated 150% increase in audit fees following end of contract	138	138	138
Council Tax	Decision not to review Local Council Tax Support Scheme in light of cost of living crisis	300	300	300
IT	Capacity funding and investment	192	143	190
People & Culture	Capacity funding and revised income targets	280	364	382
Stronger Community Fund	Ward Funding	38	38	38
Leadership	Capacity funding	315	315	315
Legal	Childcare Legal - Capacity, external legal fees & court costs	446	446	446
TOTAL		**1,780**	**1,815**	**1,880**

Savings		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Resources	EU Exit funding (to be applied to port health pressures)	(186)	0	0
Freshney Place	Freshney Place income (net of borrowing)	(1,500)	(1,500)	(1,500)
Flexible Use Of Capital Receipts	Resource allocation	(500)	(500)	(500)
Total		**(2,186)**	**(2,000)**	**(2,000)**

Section 5 – Proposed capital investment to support delivery of business plan
We have reviewed the ICT Refresh Budget to increase the lifespan of devices and reduce the replacement programme, see Annex 2 of main report.

Business Plan 2023/24 – Environment

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.

Section 1 – Service areas covered by this proposal

Street Scene:

- Street Cleansing
- Garage & Fleet
- Recycling & Waste

Regulation and Enforcement:

- Trading Standards
- Environmental Crime
- Pollution Control
- Licencing
- Food, Safety and Port Health

Open Spaces:

- Grounds Maintenance
- Bereavement Services
- Resort Team

Environmental Strategy:

- Ecology
- Carbon Reduction and Energy
- Biodiversity and natural asset management

Section 2 – Current resources

2022/23 Current Budget (£000's)

Environment	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Countryside Management	0	56	0	0	5	**61**	0.0
Garage & Fleet Strategy	333	598	(1,005)	(20)	186	**92**	9.4
Grounds & Bereavement Services	2,100	856	(2,470)	(58)	1,139	**1,567**	73.1
Neighbourhood Serv Mgmt A/C	381	17	0	(26)	(407)	**(35)**	6.0
Regulatory Services	3,358	318	(3,117)	(348)	1,062	**1,273**	98.3
Street Cleansing	968	314	(225)	0	368	**1,425**	34.0
Waste Disposal and Strategy	0	8,352	(427)	0	19	**7,944**	0.0
Waste Services	2,516	1,011	(995)	(39)	1,969	**4,462**	92.0
Totals	**9,656**	**11,522**	**(8,239)**	**(491)**	**4,341**	**16,789**	**312.8**

Section 3 – Summary of delivery against previously year plan

	Environment	Proposed 2022/23 £000	Deliverable 2022/23 £000	Proposed 2023/24 £000	Deliverable 2023/24 £000	Proposed 2024/25 £000	Deliverable 2024/25 £000	Risk H/M/L
1	Grounds Maintenance - sustainable rural grass verges *Fully achieved saving*	10	10	10	10	10	10	L
2	Grounds & Bereavement Services - inflationary fee increase *Fully achieved saving*	57	57	57	57	57	57	L
3	Grounds & Bereavement Services - out of hours access changes *Fully achieved saving*	10	10	10	10	10	10	L
4	Street Cleansing - operational efficiencies for verge maintenance *Fully achieved saving*	30	30	30	30	30	30	L
5	Vehicles - reduced maintenance and fuel costs from new vehicles *Fully achieved saving*	96	96	46	46	46	46	L
6	Waste – reduce or cost recover waste disposal cost for inert waste at CRC's *Fully achieved saving*	75	75	75	75	75	75	L
7	Additional Efficiency Savings *Fully achieved saving*	42	42	0	0	0	0	L
Totals		**320**	**320**	**228**	**228**	**228**	**228**	

Section 4 – Priorities to enable delivery within budget.

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.

Over the last 5 years, Environmental services have gone through a transformational process to deliver within a reducing local authority budget envelope. This has been achieved by changes in service design, adopting more modern working practices, reviewing priorities, and implementing a new approach to encourage our communities to take more responsibility and to contribute to keeping the place clean and tidy. Front line services are inherently staff intensive and the impact of inflationary pressures such as increases in national living wage, fuel, utilities and waste disposal costs are significant. The service is facing significant challenges to maintain the same budget envelope in future years, unless action is taken to compensate for inflationary pressures.

We recognise our responsibility to contribute to a sustainable Council budget and will approach our service planning with the ambition of cost reduction and cost control. We want to continue to deliver high quality and resilient front-line services, in line with the needs of our communities. Where savings are required to achieve a sustainable budget, our key principles will be:

- Service redesign and reducing any duplication across the service to meet demand within budget
- Increased cost recovery and commercial opportunities to reduce impact of inflationary pressures. We have bench marked what services we charge for and our pricing structure with other nearby authorities to continue to ensure our residents receive good value for money.
- Continued review of any high-cost services, to ensure these deliver expected outcomes in the most cost-efficient manner.
- Continued review of existing contracted services to ensure value for money.

Details of emerging budget pressures:

The service facing several areas of financial challenge, which requires resolution before any further budget savings can be realised, this includes:

- National delays in implementation of checks on EU goods will result in service pressures in our Port Health service until clarity is gained on new Border Operating Model and resources can be adjusted to reflect trade activity.
- Town Centre Regeneration and new infrastructure has increased the scope and complexity of public realm requiring cleansing. To ensure the service can continue to deliver high quality outcomes with increased workload and small increase in street cleansing resources are required.
- Increases in the national living wage has required a review of unskilled and skilled pay in operational waste collections to ensure fair reward and staff retention, which will result in a small budget pressure.

- Impact of inflation on fuel and equipment costs
- Impact of inflation on waste disposal contract
- Continued impact of extreme weather on our public open space, in particular drought and storm management.

Details of new proposals to manage budget pressures and deliver savings:
Depot Rationalisation (GREEN): Work is progressing to redevelop the Doughty Road Depot site to allow delivery of all front-line services from a single location. This will enable alternative use or disposal of the Gilbey Road Depot site. It will further deliver service efficiencies, in addition to savings on fuel, utilities, building repair & maintenance, and vehicle usage from 2024 onwards.
Fleet Rationalisation (AMBER): Work has started to review fleet and vehicle usage across the Council, with an ambition to deliver efficiencies sharing vehicles between teams and trialling pool cars solutions.
Waste quality improvements (GREEN): Continued improvements to our waste collection methods and increase materials recycling on our Community Recycling Centre, will ensure we can receive higher than average prices for our recycling, to compensate for other inflationary pressures on waste disposal costs.
Waste contract partnership (AMBER): We will continue to work in partnership with our waste disposal contractor and neighbouring Local Authorities to reduce the impact on inflationary pressures on waste disposal charges as far as possible.
Fees and charges (GREEN): To ensure continued cost recovery of any discretionary charge for services, it is proposed that all service fees and charges are increased in line with inflation from 1st April 2023.

Pressures / investments		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Waste Disposal & Strategy	Inflationary pressures and planned plant shutdowns requiring landfill diversion	0	42	293
Regulatory Services	Port Health Staffing (Awaiting Clarity of Impact From New Border Operating Model)	179	179	179
Street Cleansing	Cleansing Cost For New Public Realm (Town Centre/Bridges)	50	50	50
Waste Domestic & Recycling	Waste Driver Career Graded Pay	50	50	0
TOTAL		**279**	**321**	**572**

Savings		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Waste Refuse & Recycling	Increase To Green Waste Charge in Line With Other Local Authorities	(150)	(150)	(150)
Waste Refuse & Recycling	Waste Contract Efficiencies	(250)	(250)	(250)
Total		**(400)**	**(400)**	**(400)**

Section 5 – Proposed capital investment to support delivery of business plan

Capital programmes managed by the service have been designed based on the key principles of delivering value for money and best use of public assets. This includes:

- Work to buildings to enable rationalisation of assets and disposal of surplus assets to reduce costs, such as the Depot Rationalisation Programme.
- Where empty buildings are not suitable for disposal, such as heritage assets, carry out work to bring these back to operational use, to deliver public value and income generating services to recover costs, such as the Bereavement Service and Scartho Lodge projects.
- Continue improvements and investment in our household recycling systems to deliver better environmental outcomes.
- Through our Public Sector Decarbonisation programme, continued investment by government grant assistance to improve energy efficiency of our buildings to reduce future energy cost and transition the Council to a net zero authority.
- Repairs and maintenance to ensure continued safety of public assets, such as cemetery memorial testing & repairs and People Park's refurbishments.
- Planned improvements to public open space to encourage greater use to benefit the health and wellbeing of our residents, such as investment in play parks.
- Maintain a managed replacement programme for our fleet to ensure vehicles are replaced at end of life or at the point where vehicle repairs and maintenance costs would exceed the cost of replacement. Ensure all future vehicles are low emission to transition all Council Fleet to be net zero by 2030.
- Investment in technology, where this can deliver service efficiencies and better customer outcomes, such as the modernisation of the Environmental Services and Regulatory Services Management Systems.

Business Plan 2023/24 - Economy

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 new investment.

Section 1 – Service areas covered by this proposal

1. Economy and Growth function including town deal, strategic programme management, external funding and strategic business cases, contract and accountable body management, account management, economic development, and inward investment
2. Regeneration project delivery
3. Leisure services delivered by Lincs Inspire Ltd.
4. Culture, heritage, tourism, and sport
5. Skills

Section 2 – Current resources

2022/23 Current Budget (£000's)

Regeneration	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Culture	79	790	0	(765)	87	**191**	2.0
Events	0	75	(2)	(30)	51	**94**	0.0
Leisure	0	3,302	(61)	(650)	2,102	**4,693**	0.0
Marketing And Promotion	0	39	(5)	0	4	**38**	0.0
Museums & Fishing Heritage Centre	212	69	(73)	0	454	**662**	7.8
Retained Function	1,134	(187)	0	(387)	(780)	**(220)**	21.5
Totals	**1,425**	**4,088**	**(141)**	**(1,832)**	**1,918**	**5,458**	**31.3**

Section 3 – Summary of delivery against previously year plan

Regeneration	Proposed 2022/23 £000	Deliverable 2022/23 £000	Proposed 2023/24 £000	Deliverable 2023/24 £000	Proposed 2024/25 £000	Deliverable 2024/25 £000	Risk H/M/L
1 Meridian Events Arena *Fully achieved saving*	19	19	19	19	19	19	L
2 Regeneration Team *Fully achieved saving*	50	50	50	50	50	50	L
3 Additional Savings *Fully achieved saving*	11	11	0	0	0	0	L
Totals	**80**	**80**	**69**	**69**	**69**	**69**	

Section 4 – Priorities to enable delivery within budget.

The service areas covered by this proposal, delivering our major programmes and projects focusing on making North East Lincolnshire a better place to live, work, invest and visit, are referenced in the Council Plan.

As a service we regularly report and discuss our budgets at weekly Senior Managers Meetings, finance being a substantive monthly agenda item driven by an allocated lead. We are also collectively discussing and agreeing the justification of all our discretionary spend items and will continue to do this whilst there is a discretionary spending freeze. We are keeping a log of all items discussed, whether approved or not, in preparation of any retrospective challenge of spending. With robust reporting and governance in place we are constantly reviewing demands and ensuring any adjustments are made accordingly.

As a significant proportion of staff within the Economy & Growth Team have direct involvement in capital schemes, we regularly revisit all roles within the team and estimated % time allocation to individual capital projects.

In terms of specific activity we will:

- work with partners to determine a potential new strategic approach to Library Services and the cultural offer
- continue to focus on appropriate funding opportunities aligned to the priorities as set out in the Council Plan and where possible, ensure we utilise Management & Administration allowances to offset revenue costs

- seek to realise benefits from investment associated with the Humber Freeport opportunity
- continue to pursue development of our Enterprise Zone sites on the south humber bank
- complete the Sport and Leisure Strategy and consider opportunities to achieve efficiencies in the delivery of provision within the Borough

Section 5 – Proposed capital investment to support delivery of business plan

The capital schemes outlined in Annex 2 support the outcomes identified in the Council Plan. Each of the programmes/projects have been through the Council's BDG process and have established governance arrangements in place, including external engagement for schemes that are in receipt of external funding. Budget costs are developed in advance of tender packages and enhanced allowances are being made for construction inflation. Thereafter, costs and predicted spend are reviewed on a regular basis and contractors challenged on Compensation Events.

Looking ahead, it is anticipated further funding may be required to secure SHIIP land purchases and also, risks around inflation and moreover, interest rate increases, will continue to be high on the agenda and may present challenges in terms of the resilience of the contractor market and materials costs. The availability of project management resource, whether internal or external, continues to be a challenge and it is essential the right calibre of project management is in place to oversee what are in many instances complex and multi-faceted schemes.

Notable schemes that are expected to incur spend in year include:

- Riverhead Square
- Public realm and connectivity
- Freshney Place Leisure scheme
- Clee Fields sports development

Business Plan 2023/24 – Housing Highways and Assets

Vision

To responsibly support the economic development and growth of the borough through sustainable infrastructure and travel and by delivering housing, that meets residents needs and aspirations, promoting health and wellbeing – all underpinned by the effective and efficient use of council owned assets and resources delivering positive services/outcomes for NEL and its residents.

Section 1 – Service areas covered by this proposal

6. Budgets managed by EQUANS on behalf of the Council including
    - Car parks
    - Public transport including concessionary fares
    - Highways
    - Housing
    - Planning
    - Building Control
7. Housing development and regeneration
8. Home Options
9. Disabled
10. Assets

Section 2 – Current resources

2022/23 Current Budget (£000's)

Housing, Highways and Transport	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Building Control	0	0	0	0	0	**0**	0.0
Car Parks	0	339	(1,572)	(50)	699	**(584)**	0.0
Assets	359	2	(4)	(55)	(296)	**6**	9.0
Commercial Estate	0	729	(312)	(4,163)	247	**(3,499)**	0.0
Drainage & Coastal Defence	0	268	0	0	65	**333**	0.0
Engineering Design	0	0	(34)	0	2	**(32)**	0.0
Facilities Management	58	2,314	(368)	(192)	(1,175)	**637**	2.8
Highways Dso	0	575	(598)	0	118	**95**	0.0
Highways Management	0	0	(171)	0	10	**(161)**	0.0
Highways Structures	0	6	0	(1)	31	**36**	0.0
Home Options & Housing Related Support	726	1,277	(86)	(1,275)	510	**1,152**	23.6
In Scope Contract	0	10,930	0	0	0	**10,930**	0.0
Operational Management	0	247	(52)	0	4,418	**4,613**	0.0
Planning	0	1	(800)	(81)	51	**(829)**	0.0
Private Sector Housing	0	0	(13)	(15)	2	**(26)**	0.0
Security	0	115	(363)	0	44	**(204)**	0.0
SHIIP Pioneer Business Park	0	48	0	(156)	8	**(100)**	0.0
Strategic Housing	104	1	0	0	1	**106**	1.0
Strategic Housing Dev & Regen	0	93	(3)	0	1	**91**	0.0
Street Lighting	0	1,034	(135)	0	112	**1,011**	0.0
Streetworks Network Management	0	0	(233)	0	14	**(219)**	0.0
Supporting People	0	2,034	0	(50)	111	**2,095**	0.0
Traffic Management	0	47	(77)	0	8	**(22)**	0.0
Transport Policy	0	3,724	(9)	(115)	23	**3,623**	0.0
Totals	**1,247**	**23,784**	**(4,830)**	**(6,153)**	**5,004**	**19,052**	**36.4**

Section 3 – Summary of delivery against previously year plan

	Housing, Highways and Transport	Proposed 2022/23 £000	Deliverable 2022/23 £000	Proposed 2023/24 £000	Deliverable 2023/24 £000	Proposed 2024/25 £000	Deliverable 2024/25 £000	Risk H/M/L
1	Home Options - use supported tenancies *Fully achieved saving*	40	40	40	40	40	40	L
2	Housing - reduce use of temporary accommodation *Fully achieved saving*	80	80	80	80	80	80	L
3	Planning - increased income *Applications received lower and potential recession*	56	0	56	0	56	0	H
4	Car Parking - increase in Cleethorpes charges/remove free event parking *Fully achieved saving*	90	90	90	90	90	90	L
5	Car Parking - changes to permit charges/introduce cashless parking *Fully achieved saving anticipated over time*	26	26	43	31	43	43	L
6	Housing - contract negotiation efficiencies *Fully achieved saving*	36	36	36	36	36	36	L
7	Additional Efficiency Savings *Fully achieved saving*	54	54	0	0	0	0	L
8	Assets - rent reviews, lease changes and opportunities etc. *Some income generation opportunities proved not viable or delayed*	283	122	226	172	226	195	M
Totals		**665**	**448**	**571**	**449**	**571**	**484**	

There is continued scrutiny of planning process ensuring a seamless and robust process is in place delivering planning applications/fees in a timely manner and review of commercial estate is underway, ensuring lease and rents are accurate and the effective and efficient use of Council owned buildings/assets.

Section 4 – Priorities to enable delivery within budget.

Property Rationalisation – The Council has been clear in its aspiration to become Carbon Neutral and to fast-track options to reach this goal by 2030. Therefore, being a modern and efficient Council, means it's vital we utilise our estate (building and assets) to maximum opportunity and value, reducing emissions, waste and unnecessary costs, whilst ensuring the workforce and its partners remain connected, having the ability to work together in-person, benefitting creativity, culture, improving the delivery of services.

Taking on the learning from the Covid-19 pandemic, there are clear opportunities to optimise office space, release underutilised assets and invest in remaining buildings, modernising them, moving toward carbon neutral workplaces. This will reduce the financial burden on the Council and deliver on its Carbon Neutral ambition.

As well as potentially incurring unnecessary property costs, post pandemic, our emissions from buildings contribute to a significant part of our carbon footprint. Through the One public Estate Opportunity Development Fund the MACE Group are currently working on proposals which looks at options for the Council to locate many of its office functions, to the town centre. This option has numerous benefits and will bring forward the opportunity for disposal of a key assets (delivering a capital receipt) and potential for private investment, as well as supporting growth within the town centre through increased footfall and economic activity.

- Property rationalisations will be considered for all of the Council's assets,
- including any commercial estate. Current assets considered (by stage) include

NE Lincs Council Estate Review

2023 / 2024

Status	Property
Currently Marketing	**Welholme Galleries**
Currently Marketing	**Strand Street MUGA/ Skate Park**
Currently Marketing	**Land at Battery Street**
Currently Marketing	**Land at Humberville Road**

Currently Marketing	**Land adjacent to 9 Ashby Close & 19 Glenfield Road**
Currently Marketing	**Land r/o Cleethorpes Business Centre**
Currently Marketing	**Land adjacent to Immingham Business Units**
Currently Marketing	**Land at Southview Humberston**
In Procurement Process	**Former Matthew Humberstone School Playing Field (part)**
Reviewing Procurement Process	**Former School Playing Fields (Extra Care site)**
In Procurement process	**Former Western School, now offices/ education use – including the surplus land to the r/o Grange Primary**
Reviewing Procurement Process	**Reviewing Procurement Process**
In Procurement process	**Former Weelsby Avenue Depot**
	Estimated/potential capital receipt: £4,090m

2024 / 25

Under review	**Property**
	The Civic
	Former Lindsay Lower School Playing Field
	Second Avenue Playing Fields
	Land at Cartergate
	Estimated/potential capital receipt: £4,291m

2025 / 26

Under review	**Molson Centre**

Planning:
Planning Income shortfall - £56k pressure – The planning team will continue to manage/process applications efficiently which provides confidence to developers and will encourage them to engage with the team early and submit applications sooner. The team will review stalled sites, continue to provide sound planning advice to encourage growth and investment in the Borough.

Highways and Transportation:
Car Parking increase – Introduce an increase in existing charge rates to all non-resort Council off- street car parks, in line with inflation and consider the zero increases since 2012. Review charges for resident permits, trade parking waivers and off-street resident parking permit charges, this will require amendments to Parking Orders to be made and new signage/information to be installed, which will require a period of consultation. Potential additional income of £27k per annum.

Cashless payment - removal of all card readers from ticket machines to allow coin only payments alongside payment by phone (app, phone or online). Currently the cost to the council for customers using cards at a ticket machine is rising considerably and removing this option would bring a saving of monthly card storage costs currently paid. Potential saving of £34k per annum.

S278 and S38 rate increases – The rates have not been increased since 1998. Reviewing the rates and comparing with neighbouring authorities the existing rates are low. Potential additional income of £30k per annum.

Remove Phone n Ride bus service – Review/realign the phone n ride service, delivering a more efficient service, post pandemic ensuring those vulnerable residents receive the required service. The Council will review the booking system and manage communications, as well as promote/sign post other suitable transportation options.

Pressures / investments		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Planning	Planning income lower than originally budgeted	56	56	56
In Scope Contract	Increased pay inflation on EQUANS contract (linked to CPI)	631	796	796
Strategic Housing	Capacity funding to support service demand	67	67	67
Commercial	Commercial Estate Pressures – including reduced Business Centre occupancy and delays to planned developments	465	393	375
Utility	Energy costs linked to estate, leisure centres and street lighting	227	6,252	6,252
TOTAL		**1,446**	**7,564**	**7,546**

Proposed Savings		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Car Parking	Review car parking charges and arrangements in Cleethorpes	(109)	(109)	(109)
Highways	Increase s278 and S38	(30)	(30)	(30)
Transport	Remove bus subsidy	(162)	(162)	(162)
	Remove Phone n Ride Bus Service	(156)	(156)	(156)
Facilities Management	Property Rationalisation	(50)	(50)	(50)
	Family Hubs - Remove rent subsidy private day care providers	(20)	(30)	(60)
Commercial Estate	Rent Reviews	(18)	(18)	(18)
Total		**(545)**	**(555)**	**(585)**

Business Plan 2023/24 – Children Young people and Family Services

Vision

Creating a vision that puts children at the heart and centre of our ambition for children and families to have the best possible experiences.

That recognises our strength's, challenges and puts in clear action to improve.
A commitment to making NEL Children Services a great place to work, to feel proud of and know we are making a difference

A child could in their lifetime experience all of NE Lincs services…
Our ambition within Children Services is to support children and their families as a whole, where they live within their families where it is safe to do so:

Our commitment is

- Deliver one service that is recognisable to the communities, partners and staff?
- Provide consistent and supportive practice that achieves best outcomes?
- Where engagement supports transparency?
- Is relationship and strength based within a restorative approach?
- Is child and family centred?
- Decisions made with the child at the heart.
- Over-arching practice model is understood with multiple 'tools' to support?
- Offers the right service at the right time for the right duration.

Section 1 – Service areas covered by this proposal

We all have a part to play in doing our best to make sure our children and young people are safe and can achieve their absolute best here in North East Lincolnshire we are committed to improving ambition and better outcomes for the children and young people with whom we support and provide services to. Recent years have added pressures to an already busy and stretched service with the impact of the pandemic still being seen and increased children and young people having complex needs and living in challenging circumstances. This refreshed plan reflects on all aspects of the services we offer, in an honest way, highlighting our progress but also where we have further to go. We know that we have four key areas of work these are: -

- Safe reduction of numbers of children in care
- Improving the quality of social work practice
- Recruiting and retaining a highly skilled workforce
- Deliver the Family Hubs across Northeast Lincolnshire

To support the above priorities, we must undertake work to improve our services as much as possible –
this requires us to prioritise Place, People and Practice to improve and support those services we provide within children along with our safeguarding early help and regulated These services are categorised below:

Localities
Children in care
Children living in residential provision
Care Leavers
Substitute Family Care
Children with disabilities and complex needs
Children with a plan for adoption
Children placed at home
Children and young people on the edge of care
Strategy, Performance & Resources
Wellbeing, Protection & Support

Strategic context

The issue that we are facing: The lack of sufficiency of placements and accommodation for children looked after and care leavers has resulted in an increase in the number of children being placed in high cost placements and homes operating without registration. The duration of these placements has also increased. This is not in the best interest of the child and impacts on our ability to manage the market. It also has a subsequent impact on our ability to manage our budgets

Our response to the issue: We are looking for innovative solutions and developing a range of support services to ensure children can remain at home with their families when it is in their best interests to do so, including:

- Implementing a Review of plans
- Developing our safeguarding and assessment teams reducing the handoff
- Embedding a Reunification Framework
- Discharging Care Orders for children placed with their parents
- Converting kinship and foster care arrangements to special guardianship orders.

The issue that we are facing: We are experiencing an issue with the recruitment and retention of social workers, and particularly experienced social workers. This leads to over reliance on agency social workers which impacts on consistency of workers for children and families and our ability to manage the market - with a subsequent impact on budgets.
Our response to the issue: We are in the process of developing a Workforce Action Plan with a focus on recruiting and retaining social workers. The purpose of the action plan is to attract both newly qualified and experienced social workers with a view to growing our own and learning from the recruitment of overseas social workers
The issue that we are facing: There has been a continued and significant rise in demand for services and complexity of issues presented by children and their families throughout the child's journey. This is impacting on our ability to allocate and manage cases, leading to inconsistency of social workers for children and a risk of cases drifting and care plans not being progressed. It also has a subsequent impact on our ability to manage budgets.
Our response to the issue: developed a system to reduce the number of handoff points to support the streamlining, of our services and developing a process of future proofed so we can respond to the increase in demand and complexity. We will be focusing on our front door to address demand and shift our approach to supporting families, so we take a more integrated wellbeing approach, working too families' strengths to provide them with the support that they need. This focus on integrated prevention services will ensure that risk is managed appropriately throughout the service to safeguard children effectively and reduce the potential for a risk averse and oppressive practice.

Section 2 – Current resources

2022/23 Current Budget (£000's)

Safeguarding and Early Help	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Director Children & Fam Serv	189	9	0	(96)	(264)	**(162)**	1.6
Advice And Inspection	703	14	0	(49)	173	**841**	13.4
Ass Dir Child and Fam Services	104	274	0	0	41	**419**	1.0
Children in Care Disability	1,683	2,180	(6)	(1,641)	622	**2,838**	41.1
CS Commissioning Service	457	5,171	0	(134)	133	**5,627**	10.5
CS Residential Homes	4,113	684	0	(328)	1,361	**5,830**	117.8
Early Help Team	3,252	908	0	(3,306)	1,798	**2,652**	95.3
Family Time	2,311	940	0	(50)	693	**3,894**	61.1
Fostering and Adoption	1,093	7,966	0	0	511	**9,570**	23.4
Head Of Corporate Parenting	242	(701)	(7)	(96)	81	**(481)**	6.8
Head of Safeguarding	2,967	724	0	(49)	1,054	**4,696**	69.4
Head of Service Early Help	71	1	0	0	13	**85**	1.0
Safer and Partnerships Grant	126	63	0	0	44	**233**	4.0
Totals	**17,311**	**18,233**	**(13)**	**(5,749)**	**6,260**	**36,042**	**446.4**

Section 3 – Summary of delivery against previously year plan

Safeguarding and Early Help	Proposed 2022/23 £000	Deliverable 2022/23 £000	Proposed 2023/24 £000	Deliverable 2023/24 £000	Proposed 2024/25 £000	Deliverable 2024/25 £000	Risk H/M/L
1 Care Leavers Allowances *Fully achieved saving*	246	246	246	246	246	246	L
2 Placements costs reductions and residential homes review *Savings not achievable*	1530	0	2060	350	2590	530	H
3 New commissioning team savings *Fully achieved saving anticipated*	400	400	400	400	400	400	L
4 Forecast reduction in Children Looked After *Numbers increased rather than reduced*	500	0	500	500	500	500	H
5 CAO discretionary payments *Savings not achievable*	300	0	300	0	300	0	H
6 Additional Savings *Fully achieved saving*	126	126	0	0	0	0	L
Totals	**3102**	**772**	**3506**	**1496**	**4036**	**1676**	

Section 4 – Priorities to enable delivery within budget.

Priority 1 - The safe reduction in the number of children in our care (Red)

The vision will be realised through the strategic use of existing housing resources and proactive housing development, aligned to social care priorities for children and young people. This will be supported by a corporate commitment by the council and combined with joined up working across council directorates and partner organisation However, for some children and young people their needs are best met in an accommodation setting and we want to ensure that there is enough sufficiency in North East Lincolnshire. All children and young people deserve to have a place they call home where they are safe, nurtured and protected

We are focusing on ensuring that children are cared for safely within their own family networks and in their own community to do this we need to

- Safely reduce children looked after numbers
- Keep young people safely within their families and communities
- Reduce expensive out of area placements
- Develop a model of integrated partnership working, that places the young person at the centre of planning. Where the service provides a flexible and resilient integrated team that supports the young person throughout their journey to ensure that they are not passed from service to service and where they remain centre to planning and priorities centre on reducing handoffs and episodic planning.
- Right services, right time, right place to meet need.
- Always striving for permanence in family/community setting (connectivity).
- Strengths based and restorative approaches and practice.
- Is aspirational – building self-esteem, foundations for the future and improving the lived experience for young people. This leads to a systemic service wide integrity and delivering against the ambition of 'sticking with' young people.

Priority 2 - Improvement in the quality of Social Work practice (Red)

Improve the quality of social work practise ensuring children get the right support at the right time this will ensure-
Children's Rights- We will ensure that staff are aware of their obligation to respect, protect and fulfil children's rights and understand that they are accountable to children for meeting this obligation.

Priority 3 - Recruit and retain a high-quality work force (Amber)

Our vision is that we will develop a sufficient and stable workforce of appropriately skilled and experienced staff that will:

- Ensure caseload level are within agreed margins and levels that promote good practise and keep staff safe.
- Enable workers to have sufficient time to spend with children and young people and therefore improve the quality of practice.
- Promote better job satisfaction. By developing a range of effective social worker marketing, recruitment and retention materials which will seek to increase the calibre of good quality staff who apply for posts in North East Lincolnshire and are appointed with the commitment to deliver our vision.

A strategic direction that encourages and supports pre and post qualifying learning and encourages personal development and support will promote employee retention. We have successfully recruited 33 social workers from Overseas. We are working with our People partners to enhance and further develop our offer to attract and retain permanent social workers

Priority 4 - Deliver the Family Hubs across Northeast Lincolnshire (Amber)

We are working to deliver our plans for family hubs supporting children and their families at the earliest possible opportunity Preventing the need for escalation into statutory services.

Home First- We will identify preventative measures and/or develop solutions that enable people in need of care and support and their families to be as independent as possible and safe. This will include steps to support people to live within their local community, as close as possible to home, family, and friends wherever appropriate
What Matters – We will listen to and work with young people and their families in need of care and support, to find solutions that meet their needs, keep them safe and enable them to reach their full potential.

S**ustainable Resources** - We will make the best use of our resources to ensure quality outcomes and value for money. We will work with people and partners to develop a sustainable approach to support within the community so that people can access good quality and cost-effective solutions to meet their needs.

Our intentions:

Care and Support - Children looked after and care leavers experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them. Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence.

Safeguarding - Children and young people are protected from harm and are empowered to protect themselves.

evention and Intervention - Children and young people are supported to live safely within their families and communities with the lowest appropriate level of intervention.

Pressures / Investments		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Children's Homes	Investment in Residential Home Staffing to improve OfSted ratings and outcomes for children.	1,326	1,225	1,225
Children's Social Care	Demand for placements for Children Looked After above expectations, associated challenging market conditions, discretionary payments for children and lack on internal placement capacity.	8,610	8,960	8,960
	Forecast reduction from transformational activity	0	(3,000)	(6,000)
Assessment & Safeguarding	Other Staffing Capacity / investment to support recruitment and retention. For example, placement of ASYEs, funding of Practice Educators and family support workers.	1,764	1,797	1,797
TOTAL		**11,700**	**8,982**	**5,982**

Section 5 – Proposed capital investment to support delivery of business plan
No schemes in the current approved capital programme.

Business Plan 2023/24 – Children's Services – Education & Inclusion

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.

Section 1 – Service areas covered by this proposal

Education and Inclusion Services to be included in the plan are:

- Home to school transport
- Development of in-borough education provision for children and young people with additional needs (including new school development)

Section 2 – Current resources – 2022/23 Current Budget £'000s

Education and Inclusion	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Ass Dir Education	99	(29)	0	0	17	**87**	1.0
Asset Rents	0	(20)	0	0	945	**925**	0.0
Attainment and Progress	853	9,860	(553)	(824)	419	**9,755**	27.4
Education Transport	961	2,482	(25)	(16)	461	**3,863**	35.8
Employability and Skills	739	78	(118)	(188)	235	**746**	21.7
Funding	0	1,808	0	(43,382)	87	**(41,487)**	0.0
Holding Accounts	0	0	0	0	762	**762**	0.0
Pensions	0	1,728	0	0	87	**1,815**	0.0
Pupil Support Safeguard/Wellbeing	733	19	(104)	(217)	276	**707**	22.1
Schools	8,937	5,163	(48)	(1,897)	0	**12,155**	0.0
Sen/Inclusion	2,704	17,556	(533)	(248)	1,048	**20,527**	67.1
Totals	**15,026**	**38,645**	**(1,381)**	**(46,772)**	**4,337**	**9,855**	**175.1**

Section 3 – Summary of delivery against previously year plan

Education and Inclusion	Proposed 2022/23 £000	Deliverable 2022/23 £000	Proposed 2023/24 £000	Deliverable 2023/24 £000	Proposed 2024/25 £000	Deliverable 2024/25 £000	Risk H/M/L
1 Education Welfare Service *Saving is factored in and achievable*	25	25	50	50	50	50	L
2 Home to School Transport review *Fully achieved saving anticipated, subject to Cabinet Decision in December 2022*	0	0	200	200	400	400	M
Totals	**25**	**25**	**250**	**250**	**450**	**450**	

Section 4 – Priorities to enable delivery within budget.

The education and inclusion service are managing pressures emerging in our home to school transport provision.

Home to School Transport (amber):

- The home to school transport budget contains a current pressure of £344k and this is projected to rise unless it is mitigated.
- The current economic position has created an increase in fuel prices, there are difficulties recruiting drivers and an increase in the number of young people requiring transport support. All of which, is creating a consistent pressure on the transport budgets, across social care and education services.
- To mitigate the budget pressures, a Children's Transport Review has been commissioned and is looking at understanding current SEND (Special Educational Needs and Disability) and children's social care transport arrangements to identify issues, develop ideas, and solutions for future children's services transport policies.
- Cabinet received a report in December 2022, this report outlined options for change and will help us achieve a large proportion of the necessary savings required on the post 16 home to school transport activity.
- Following on from December 2022, the other aspects of the Children's Transport Review will be planned to ensure future years saving are achieved to mitigate the remainder of the existing pressure.

Pressures / investments		2023/24 £'000s	2024/25 £'000s	2025/26 £'000s
Home to School Transport	Increased home to school transport costs linked to fuel and staffing.	344	344	344
TOTAL		**344**	**344**	**344**

Section 5 – Proposed capital investment to support delivery of business plan

The capital investment within the service is maximised to either maintain our school estate, seek ways of achieving efficiencies, and/or build new school settings to ensure we have enough places for our school pupils. Highlighted are some key investment activities of interest:

New Free School – Special Needs

The *Governments 2021 Spending Review* allocated significant funds (2.6 billion) to support children with special educational needs and disabilities (SEND), and build 60 new free schools, which will be a mixture of 40 special schools and 20 schools for alternative provision, under the banner of 'The Free School window'. The Government has provided an opportunity for Local Authorities to bid for one or more of these Free Schools, which will be funded by the Department for Education.

North East Lincolnshire Council (NELC) submitted a bid for a 100-150 place Free Special School on 21st October 2022 and will be notified if the bid has been successful in January 2023 / February 2023.

Context: NELC has a large amount of young people educated outside of its local mainstream schools. School places at these other education establishments come at a significant cost to the Local Authority and create a pressure within the High Needs Block element of the Dedicated Schools Grant (DSG) and, in fact across the whole system. We currently spend a significant amount of expenditure outside of our local mainstream schools on education fees, and additional funding on transport for these young people.

The cost of educating our learners with Social, Emotional and Mental Health needs (SEMH) in our local mainstream schools and/or a local free school would be less than the cost of educating them in independent special SEMH provision.

A new 100-150 place SEMH free school would reduce the number of young people educated outside of our local mainstream schools and assist in reducing budget pressures once it is built. Subject to a successful bid, the new free school is anticipated to be built by 2024/2025, our projections show that spend on young people with SEMH will start reducing within 2 years. Whilst the DSG will see the biggest benefit, there will be a positive impact on other budgets as well, such as transport expenditure.

Primary aged young people: Our high needs capital allocation (for SEND) is being used creatively across the school estate to help maximise opportunities and minimise spend. The development of primary resource-based provisions (this could be a classroom and/or new units on existing school sites) will cater for the growing cohort of primary aged young people with SEMH. This will also improve outcomes and provide a reduction in spend on the DSG.

Two new primary schools: Two new schools will be built in our villages (Scartho and Waltham) in the next two years, with a primary resource-based provision attached to them, catering for the ever-growing demand of primary aged young people with SEMH needs. The aim is to future proof NELC and assist in catering for the projected demand in the system and improve outcomes for our young people within their communities.

Pupil places/maintenance: All capital and associated projects are aimed directly at either managing the maintained schools, developing pupil places and/or creating opportunities for efficiencies.

Business Plan 2023/24 – Safer & Partnerships

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.

Section 1 – Service areas covered by this proposal

The areas covered by this proposal covers all areas of Children and Family Services: -

- Safer & Partnerships – Strategic Support for the Safeguarding Children Partnership & Community Safety Partnership and strategic response to domestic abuse, contextual safeguarding, anti-social behaviour, youth justice & youth engagement, preventing violent extremism and modern slavery. The service also oversees the Child Safeguarding and Reviewing Service and LADO (Local Authority Designated Officer) function.

Section 2 – Current resources

2022/23 Current Budget (£000's)

Safer and Partnerships	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Ass Dir - Safer	179	208	(40)	(49)	33	**331**	2.0
Child Protect & Planning Team	834	123	0	0	235	**1,192**	16.0
Safeguard Board / Dom Violence	196	269	(23)	(349)	69	**162**	4.5
Young And Safe	1,011	162	(132)	(899)	357	**499**	28.1
Totals	**2,220**	**762**	**(195)**	**(1,297)**	**694**	**2,184**	**50.6**

Section 3 – Summary of delivery against previously year plan

Safer and Partnerships	Proposed 2022/23 £000	Deliverable 2022/23 £000	Proposed 2023/24 £000	Deliverable 2023/24 £000	Proposed 2024/25 £000	Deliverable 2024/25 £000	Risk H/M/L
1 Youth Zone Delayed start *Fully achieved saving*	118	118	150	150	56	56	L
2 Young & Safe- Business as usual staffing reduction *Fully achieved saving*	17	17	17	17	17	17	L
Totals	**135**	**135**	**167**	**167**	**73**	**73**	

Section 4 – Priorities to enable delivery within budget.

SAFER and Partnerships sits within Children's services and covers several service areas, some of which are statutory functions under the Crime and Disorder act 1998, the Children's Act 1989 / 2017 and the Working Together to Safeguard Children 2017. All current priorities and areas of work as mentioned in Section 1 will continued to be delivered within the agreed budget envelope for 2022/23 and 2023/24. Currently Safer and Partnerships is projecting a balanced budget within the financial year 2022/2023. There are no perceived issues and pressures that should cause the budget to show an overspend this financial year. Any financial pressures for the 2023/2024 financial period will be managed within the current budget envelope.

It is important to note that majority of services within Safer and Partnerships are externally grant funded, both Community Safety Partnership and the Domestic Abuse services are 100% externally funded. The statutory Youth Justice Service is funded through the Youth Crime Grant of the Youth Justice Board who have a clear expectation and requirement of match funding from the local authority.

The Safeguarding Children Partnership and the Safeguarding Adults Board (whilst having core funding) are managed via Board arrangements, so require acceptance of the boards to vary spend. Overall Safer & Partnerships contains over 60% external grant funding across all services.

All grant agreements contain performance conditions for which *Safer and Partnerships* are meeting all their obligations. The quality assurance of these grants is through statutory boards, such as the Community Safety Partnership Executive, the

Safeguarding Children Partnership Executive, the Safeguarding Adults Board, the Domestic Abuse Strategic Board, Modern Slavery Partnership, Prevent Partnership strategic and the Youth Partnership Board which has strategic oversight of the Youth Justice Service in North East Lincolnshire.

Savings		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Youth Zone	Revised drawdown of contributions	(140)	(121)	(90)
Total		**(140)**	**(121)**	**(90)**

Section 5 – Proposed capital investment to support delivery of business plan

The CCTV Review and upgrade will be completed and delivered within budget by January 2023.
The Safer Streets projects are funded via Home Office monies and enable community engagement and physical improvements to be undertaken in the East & West Marsh around street lighting, alleyways and target hardening of properties and wider engagement to improve community safety. The Safer Streets 4 is a pre-agreed Home office grant with all spend aligned to a Home Office Budget tool kit.

Name of Scheme	**2022/23 Approved Capital Programme (£000's)**	**2023/24 Approved Capital Programme (£000's)**	**2024/25 Approved Capital Programme (£000's)**
SAFER & PARTNERSHIPS			
CCTV Review & Upgrade	2,066	0	0
Safer Streets 2	5	0	0
Safer Streets 4	408	199	0
TOTALS	**2,479**	**199**	**0**

Business Plan 2023/24 – Public Health

Vision

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.

Section 1 – Service areas covered by this proposal

The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 sets out the mandatory public health responsibilities of local authorities. These mandated services are bound together with the conditions associated with the Council's receipt of the public health grant, which top tier councils have been in receipt of since April 2013 to enable them to deliver the responsibilities that transferred from the NHS. The public health mandated services include: -

- Health Protection
- Providing public health expertise and advice to NHS.
- Open Access to Sexual Health Services
- The National Child Measurement Programme
- 0-5 Healthy Child Programme
- NHS health check assessment
- Drug / Alcohol Services (condition of the Public Health Grant)
- Oral health epidemiology survey

As well as the core mandated services, local authorities are funded to commission discretionary services as they believe appropriate after considering local need and other factors. These were set out in the public health supplement to the NHS Constitution.

Public Health is entirely funded through the Public Health Grant. In order to fulfil the local authorities' duties for public health, the Director of Public Health is charged with the effective spend of the public health grant to commission services to meet local population health needs and reduce inequalities. The public health investment made by North East Lincolnshire Council as part of its overall budget has been dispersed across a number of programme areas. This proposal considers only the mandated public

health services which are the elements of public health under the direct responsibility of the Director of Public Health. Other public health initiatives funded through the public health grant, including community protection, adult social care/prevention, road safety, fuel poverty and financial inclusion have all been incorporated into other commissioning summary proposals.

The public health grant is funding from the Department of Health and as such it is defended and closely performance managed by the department. Internally imposed savings cannot be made from the public health grant - we can only re-allocate. The Director of Public Health is accountable for the use of the Public Health Grant in line with strict guidance, local authority duties and mandation. We are therefore restricted in our ability to prioritise services, de-invest and re-invest the Public Health Grant. Any re-allocations of the grant have an immediate impact on the authority's financial returns and published peer comparison data which analyses spend versus outcomes and identifies areas of significant variance.

The North East Lincolnshire Public Health Grant allocation has not yet been confirmed for 2023/24. If the level of investment remains the same (or is reduced) for North East Lincolnshire, this will lead to significant pressure for all those public health grant funded services which do not receive any corporate investment, due to the Agenda for Change pay deal and expected salary inflation for NJC employees. This will particularly impact the salary budgets for the core public health team, the wellbeing service and children's health.

COVID 19 continues to impact different cohorts of the population. We therefore still anticipate significant increased demand across all public health services over 2023/24 and expect additional action to address increased health inequalities across the borough, as a direct and indirect impact of COVID-19.

Section 2 – Current resources

2022/23 Current Budget (£000's)

Public Health	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Childrens Health	3,381	195	0	(3,576)	818	**818**	82.0
Director Public Health	918	2,072	0	(3,209)	177	**(42)**	24.3
Drug / Alcohol Action Service	0	2,966	0	(2,966)	0	**0**	0.0
Recovery Community	0	58	0	(58)	1	**1**	0.0
Sexual Health	0	870	0	(880)	0	**(10)**	0.0
Wellbeing Service	631	146	(3)	(843)	212	**143**	21.2
Totals	**4,930**	**6,307**	**(3)**	**(11,532)**	**1,208**	**910**	**127.5**

Section 3 – Summary of delivery against previously year plan

Public Health and Well Being	Proposed 2022/23 £000	Deliverable 2022/23 £000	Proposed 2023/24 £000	Deliverable 2023/24 £000	Proposed 2024/25 £000	Deliverable 2024/25 £000	Risk H/M/L
1 Utilisation of COVID grant funds *Fully achieved saving*	235	235	0	0	0	0	L
Totals	**235**	**235**	**0**	**0**	**0**	**0**	

Section 4 – Priorities to enable delivery within budget.

Due to the ongoing focus of public health on the continued recovery from COVID-19 in combination with the cost-of-living crisis, the plans and programmes from our 2022/23 business plan will all continue throughout 2023/24. These plans will need to adapt to enable us to respond to the health and wellbeing needs of our local communities. They are as follows: -

Development Plans / Projects	Overview of the plan / proposal	Delivery timescales
Health Inequalities		
Tobacco Programme	We will ensure that our approach to tackling smoking is updated in light of the Government's response to the Khan review once it has been published and any other relevant papers. We will implement the Northern Lincolnshire Tobacco Strategy 2022 in our area We will continue to work with families and schools to de-normalise smoking around children and reduce future smoking prevalence. We will continue to work with NLaG to enable them to achieve their ambition to provide an earlier diagnosis for 3 out of 4 people with Lung Cancer. The HCV Cancer Alliance Lung Health Check initiative will start in 2023 in NE Lincolnshire for those eligible population. The aim is to improve diagnosis for those smokers aged 55-75 by 15%. We will also signpost current smokers with no evidence of cancer into stop smoking support. It is anticipated that this initiative will increase the number of smokers wanting to quit and consequently being referred to the Wellbeing Service.	March 2024. March 2024 March 2024.
New alcohol service	The Alcohol Liaison Nurse post will continue within Diana, Princess of Wales hospital throughout 2023/34 and a review of the outcomes will be undertaken by Public Health during the year. A single provider model that can be potentially utilised across a Greater Lincolnshire footprint will be developed to deliver the	March 2024

	primary care aspect of the alcohol and drugs plan from April 2023.	
Community Mothers	We will continue to work in partnership with the voluntary sector to further develop and expand the 'Community Mothers' peer to peer approach of targeted support for local parents. This offers advocacy, support and connection to community resources. This service is a key element of our Starting Well Programme which aims to improve child development and school readiness.	March 2024
Re-Commissioning of Dental Epidemiology Surveys and the Oral Health Promotion Service	We will scope options regarding the re-commissioning of the dental epidemiology surveys and the oral health promotion service for Northern Lincolnshire across a wider Humber and North Yorkshire footprint, working closely with ICB colleagues to maximise all opportunities for improving oral health. The recommissioning exercise was postponed in 2022/23 due to the changes in NHS arrangements at a national level and the Greater Lincolnshire Public Health pilot which could also impact on future commissioning arrangements.	March 2024
Improving Health		
Wellbeing Check for the Over 75s	We will continue the roll out of the check at home to eligible households every two years	March 2024
Weight Management	We will continue the implementation of the Healthy Weight Healthy Lives Strategic Framework and Action Plan	March 2024
The Wellbeing Academy	We will further develop and roll out the online place-based workforce development initiative, based on the Making Every Contact Count (MECC) programme focusing on increasing the wellbeing workforce across NEL.	March 2024
COVID 19 and Health Protection		
Impact of the pandemic specifically on mental health	We will implement the Mental Health Strategic Framework and the Suicide Prevention Plan	March 2024

Control and prevention of COVID-19	This will remain a focus of the Greater Lincolnshire Health Protection Team throughout 2023/24	March 2024
Targeted screening for diagnosing treatable infectious diseases	We will continue with the feasibility study exploring the potential impact of targeted screening for diagnosing treatable infectious diseases such as TB, HIV and hepatitis B and C in under-served communities. The original timescales for this were delayed due to the pandemic and the emerging Greater Lincolnshire Public Health arrangements. Therefore, it will roll over into 2023/24.	March 2024
Implementation of the Drug and Alcohol Plan / Re-commissioning of the Drug/Alcohol Contract	We will implement year 1 of the NELC Supplemental Substance Misuse Treatment and Recovery Grant plan and the Northern Lincolnshire Individual placement and support plan. Substance misuse will continue to be one of the priority areas for the Community Safety Partnership in the next financial year and work will continue in relation to the development of a Combatting Drugs Partnership for Northern Lincolnshire	March 2024
Re-commissioning of the Sexual Health contract	Following a 12-month extension, this contract will be re-commissioned in 2023/24. This will either continue on a Northern Lincolnshire footprint or will be extended to a Greater Lincolnshire footprint.	December 2023

In addition to the plans above that have rolled over from 2022-23, there are also other plans and projects that will form part of the 2023/24 public health work programme. These are included in the separate list below, however, this plan will need to be adaptable due to both the ongoing impact of the pandemic and cost of living crisis, which we will need to continue to respond to, but also the decision regarding the future arrangements of public health in terms of our geographical footprint and whether or not there will be one, two or three Directors of Public health and how we will operate on a wider geographical footprint in the future. This decision will influence the scope and breadth of the public health 2023-24 work programme.

Development Plans / Projects	Overview of the plan / proposal	Delivery timescales
Review of the Health and Wellbeing Strategy	As well as reviewing this as part of the Greater Lincolnshire approach, the strategy will need to be reviewed in light of the emerging place arrangements for the ICS. Most notably, the strategy will need to dovetail with the integrated care partnership strategy and ensure a strong place focus for the ICP on North East Lincolnshire	March 2024
Children's Public Health Nursing	We will continue to embed children's public health nursing within the core Public Health Directorate, whilst maintaining strong links with Children's Services and strengthening the links with our Health and Care Partnership. The service will also be key to our new Start for Life and Family Hubs programme. We will continue the delivery of the mandated health child programme by our Health Visiting Service ensuring it is in line with national delivery expectations and ensuring the national roll out of the ELIM language screening tool is advancing within our local service. We will complete the school nursing service specification.	March 2024 March 2024 June 2023
Start Well Programme	We will continue to progress our Starting Well Programme comprising a range of	March 2024

	workstreams collectively aimed at improving school readiness, with a focus on improving healthy child development; communication, speech and language; and building capacity to enhance parent-infant relationships.	
Continued response to the Adolescent Lifestyle Survey	We will work with colleagues to develop a collaborative action plan in response to the findings of the recent Adolescent Lifestyle Survey, including exploring the potential for the development of a substantive resilience programme for children and young people	March 2024
Population Health Management and Health Inequalities Plan	To effectively address some of the widening health inequalities which are a result of the pandemic, we will work with the North East Lincolnshire Integrated Care Partnership and the North Yorkshire and Humber Integrated Care Board to develop a Population Health Management and Health Inequalities Plan for North East Lincolnshire taking a population approach to effectively address the causes of health inequalities and build upon good practice.	March 2024
Health Check Outreach programme	Alongside our commissioned, systematic delivery model of the statutory NHS Health Check programme through GP's, we will develop an outreach model that targets key settings across the borough in line with the national guidance and local insight. This project is a joint	March 2024

	initiative with N Lincolnshire Council and will enable staff to complete health checks in external settings and enable us to target our approach with a view to reaching people from NEL's more vulnerable cohorts helping to focus on reducing CVD in our most deprived areas. This will also mean that the NHS Health Check could potentially be taken into workplaces and community venues using a targeted approach.	
Workplace Health Programme	Delivery of "Healthy Places", which is a workplace wellbeing programme, supporting local business, community and educational settings to promote, enhance and deliver wellbeing solutions, promoting a cultural shift in workplace health, focussing on systems and employees to improve business and health across the area.	March 2024

Section 5 – Proposed capital investment to support delivery of business plan
There are no public health schemes in the current Capital Investment Programme

Business Plan 2023/24 – Adult Services

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

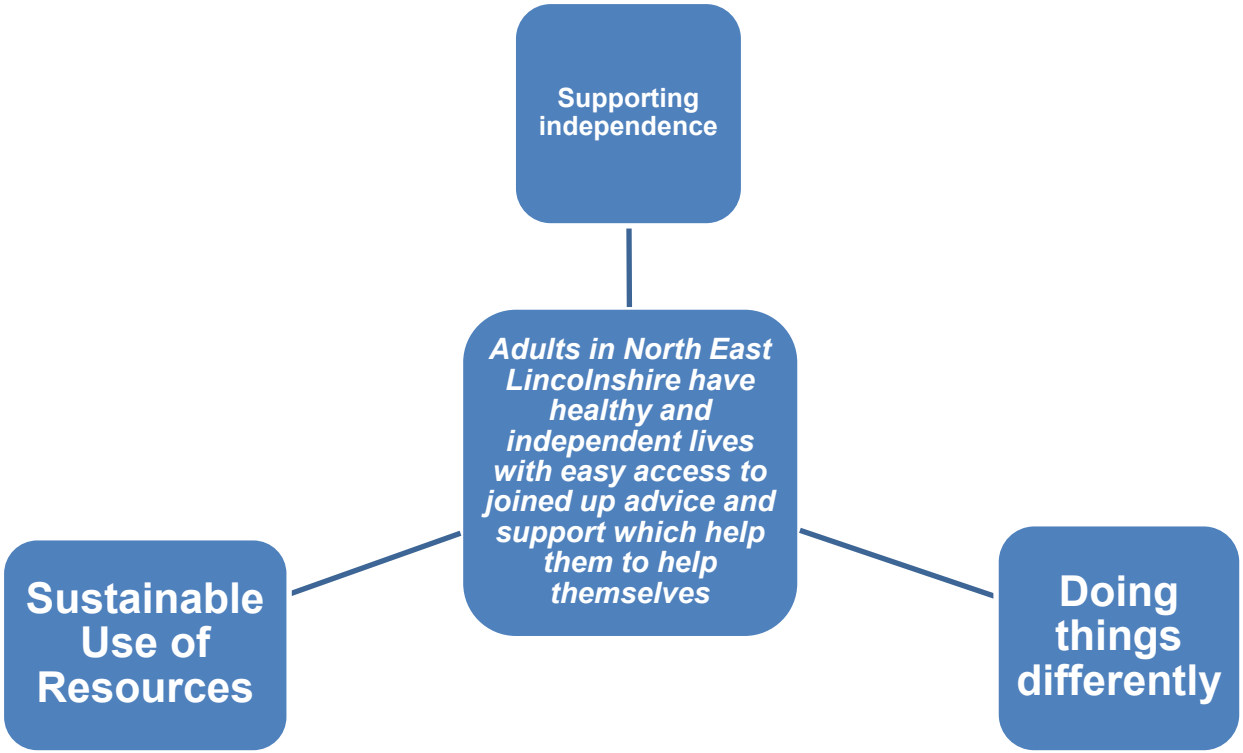
The draft of the Council Plan for Adult Services in 2023/ 2024 looks at work across all ages as follows and also includes a focus on support for family and unpaid carers who provide essential support to their family members and those they support.

- ***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 focusses aim 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 unpaid carers who are looking after family members or those they support).
- ***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).

Adult Social Care Delivery Programme

The Council Plan focusses on proposed developments in Extra Care Housing, Rehabilitation and Reablement Review and the creation of a Supported Living Plus Service. Each of these projects remain part of the Adult Social Care Delivery Programme for the coming financial year.

A refreshed delivery programme is in place for Adult Social Care. This will support monitoring of key projects which aim to deliver duties and responsibilities, good quality support and sustainable use of resources. The following graphic provides an outline of the programme. The notes at the end of this section detail the strategic context and risks and pressures at the time of the budget setting process for 2023/ 2024.



Strategic Context.

There are some key changes that will impact on the delivery of adult social care in North East Lincolnshire in the 2023/ 2024 financial year.

- Continued growth in both volume of people and increasing complexity of the support that people require as the number of older people increases alongside steady growth in the numbers of working age adults who require care and support.
- The vision to change the balance of care to support more people to remain as independent as possible in their homes for as long as possible.
- The proposed introduction of 'Social Care Reforms' which will introduce a cap of the lifetime cost of care and will mean that more NEL Residents will be eligible for financial support from the Council towards the cost of care and support.
- The introduction of Liberty Protection Safeguards which will refine the way we deliver Deprivation of Liberty Safeguards.

Pressures and Risks

Pressures

- Young disabled people moving to adulthood – assumed demand of £790K.
- Increased complexity of care needs (currently proposing to manage increased complexity within the base budget).
- Projected pressure in relation to increasing numbers of people in residential care during Q3 and Q4 of 22/23.
- Principal Social Worker

Financial Risks

- Risk of market failure if wage and non-pay inflationary pressures for providers of support and care are not met.
- Risk of overspend if preparation for adulthood pathways are not quickly established and functioning across children's and adults.
- The risk that efficiency targets are not achieved.
- Dependency on NHS to meet additional winter pressures, at a time when ICB and Place arrangements and funding are not yet finalised.
- Joint work across the Health and Care Partnership on accelerated Home First discharge from hospital and prevention of avoidable admissions creates increase in both acuity of need and volume of demand for out of hospital services.
- Risk of inability to sustain a care at home model if demand increases beyond capacity of providers, which would lead to more people receiving care in residential/nursing settings.
- Adult Social Care Reforms Funding assumptions are part of our base - £384k extra staffing and license fees for IT development. This assumption is no longer matched by funding so therefore is a pressure.
- Budget setting is yet to be informed by analysis of current activity that may also impact on pressures for next year.

Section 1 – Service areas covered by this proposal

Adult social care services were commissioned by North East Lincolnshire CCG under previous delegated arrangements and are now part of the Integrated Care Partnership arrangements introduced in July 2022. The integration of health and social care services enables peoples' needs to be met in a more personalised, and co-ordinated way.

All services included in the budget envelope, as well as the social work functions, are contracted out to third party providers. The council has a duty to ensure that appropriate arrangements are in place for safeguarding adults, including support to the safeguarding adults board.

The areas of service covered by this proposal are adult social services and disabled facilities grants.

The following services are included:

- Single point of access (SPA)
- Home based care and support (domiciliary care)
- Residential care
- Intermediate bed-based care
- Extra care housing
- Supported living
- Rehabilitation and re-ablement
- Aids, adaptations (assisted living) and telecare
- Carers' support services
- Mental health, connected mental health act functions and learning disability support,
- adult mental health practitioners, guardianship and appropriate adult functions
- Disability residential, and day services
- Social work statutory functions
- Specialist community transport
- Safeguarding
- Charging functions
- Deputyship
- Mental Capacity Act/deprivation of liberty safeguards
- Preventative services
- Market intelligence, care market sustainability

Section 2 – Current resources

2022/23 Current Budget (£000's)

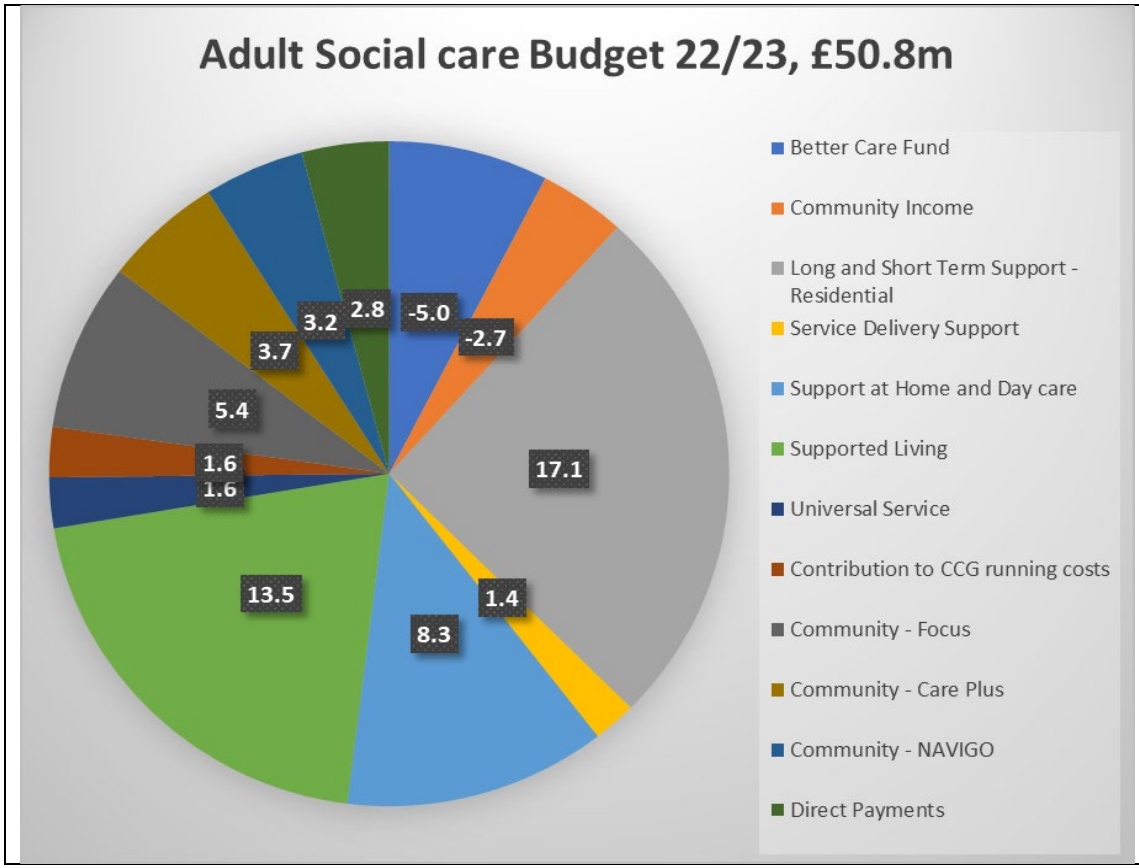
Adult Services	Pay	Non- Pay Expenditure	Fees and Charges	Grants and Other Income	Non-Cash (recharges etc.)	Total	2022/23 - Original FTE's
Adult Social Care	0	50,851	0	(313)	93	**50,631**	0.0
Assisted Living Centre	0	493	0	(493)	35	**35**	0.0
Director Of Adult Services	122	2	0	(124)	16	**16**	1.0
Prevention And Wellbeing	61	306	0	(221)	27	**173**	2.5
Totals	**183**	**51,652**	**0**	**(1,151)**	**171**	**50,855**	**3.5**

Notes:

Delivery Partners: The adult social care commissioning and social work duties and responsibilities are delivered through a combination of the Integrated Care Board and by Focus, Care Plus Group and Navigo. A range of social care services are provided by Care Plus Group. Focus delivers assessments of need, support planning and reviews for most of the people who receive adult social care support from the Council. Navigo carry out social work support for those with mental health support requirements.

Adult Care and Support in North East Lincolnshire is largely delivered by independent sector providers.

Key Areas of Spend in 2022/ 2023:



The largest spend area in North East Lincolnshire is long and short term support in care homes.

The next largest areas of spend are supported living services (care for people living as tenants in supported accommodation) and support at home and day care.

The vision will require a shift from spend on care homes towards support at home and supported living if we are to support more people to live as independently as possible.

Section 3 – Summary of delivery against the 2022/ 2023 plan.
The current projection is for a balanced budget at year end. There is increased demand for care home places which places a potential £190k pressure on the budget for 2022/ 2023. Adult Social Care has tabled a series of in year savings in addition to planned efficiencies which will deliver £810k towards Council pressures in the current financial year.

Section 4 – Plans to deliver within budget in 2023/ 2024.

4.1. The Proposed Budget for 2023/ 2024

The proposed adult social care budget for 2023/ 2024 is £54,8m. This proposed budget figure is achieved by identifying ways to reduce expenditure in 2023/ 2024 by £3m including transfers of funding, managing demand arising from projected growth, initiatives to get better value for money and use of funding from ring fenced grants (the hospital discharge and fair cost of care grants) which have specific conditions attached.

4.2. Components of the £3m proposed savings for Adult Social Care in 2023/ 2024.

There are three categories of savings which are transfers of funding and new ring-fenced grants which support hospital discharge and the social care market, managing demand and better use of resources.

Category	**Amount**
1. Transfers of funding and use of ring-fenced social care grants	£2,429k
2. Better Use of Resources.	£170k
3. Managing Demand.	£401K
TOTAL	£3M

Category 1.

Disabled Facilities Grant underspend, Better Care Fund Reserves and social care grant funding.

- Disabled Facilities Grants - Underspending from previous years will be used to fund community equipment.
- Use of Better Care Fund Reserves - In partnership with partners in Health we have maximised use of BCF reserves.
- Use of social care grant funding - Funding from the fair cost care and hospital discharge grant to maintain capacity in services which will provide support and care for residents who require support when returning home following a hospital stay.

Category 2.

Sustainable Use of Resources.

Adult Social Care is already a relatively low spender (whilst delivering high benchmarked levels of outcome measured by the Adult Social Care Outcomes Framework) when compared to statistical neighbours. Further work to develop this track record has been developing since the launch of the Better Value for Adult Care project.

Category 3.

Managing Demand

The use of preventative and advice and guidance services in partnership with voluntary sector and health partners has enabled us to manage growth in North East Lincolnshire.

4.2. Pressures for 2024/ 2025 and 2025/ 2026

The projected pressures on the Adult Services Budget for 2024/ 2025 and 2025/ 2026 in addition to those already noted in the current Medium Term Financial Plan are as follows:

Adult Services		**2023/24** pressures built into to budget through previously agreed MTFP	**2024/25** £'000s	**2025/26** £'000s
Commissioned services	Cost base and Inflation		1,961	6,061
Additional demand	Complexity of need		Pressures built into budget through previously agreed MTPF	250
Additional demand	Support for young disabled people who will require support in adulthood.		Pressures built into budget through previously agreed MTPF	790
TOTAL			**1,961**	**7,101**

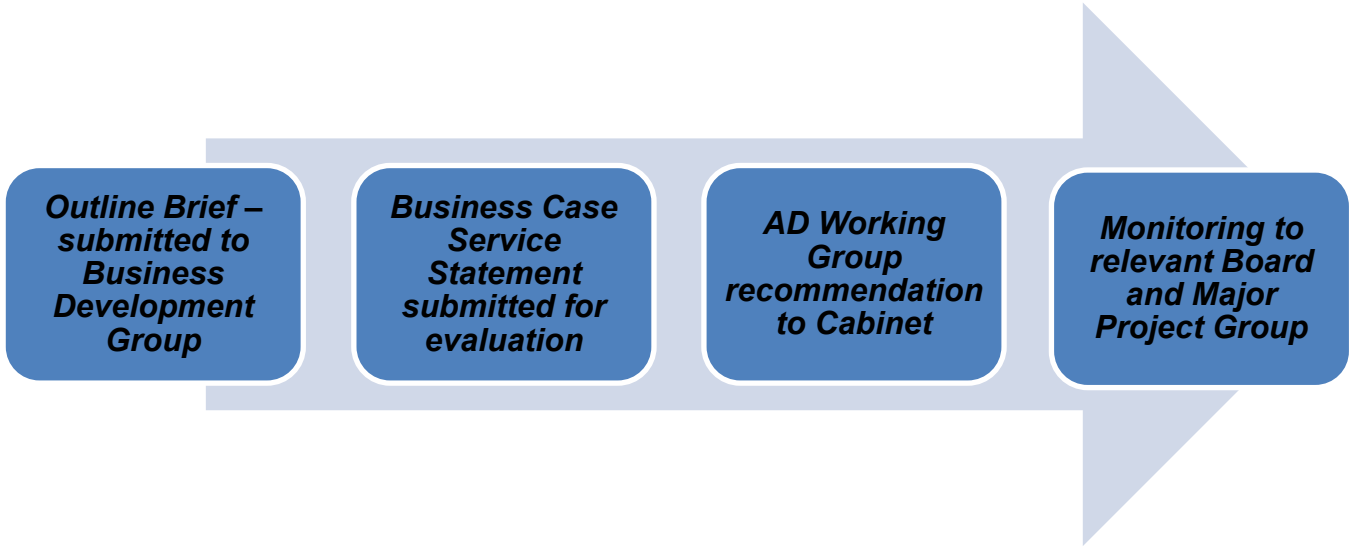
4.3. The Delivery Programme. In order to deliver on the vision and realise opportunities for better outcomes and best value we will need to ensure we have a delivery plan that has owners for key projects, has clear accountability for delivery from members of the ASC Senior Team, regular reporting and the ability to accommodate changes in the context we work in. This programme has been developed with support from the Council and will enable the Director of Adult Social Services in NEL to oversee progress and take action where the programme needs refining.

Summary of savings		**2023/24** £'000s	**2024/25** £'000s	**2025/26** £'000s
Adult Services	Reduction to adult social care budget envelop through combination of increase of BCF and DFG contributions, better management of complex care, improvement commissioning including using the "Care Cubed" placement negotiation tool. Some of the savings are non-recurrent as they relate to the utilisation of BCF and DFG reserves.	(3,027)	(1,406)	(1,406)
Total		**(3,027)**	**(1,406)**	**(1,406)**

Annex 2
Capital Programme

Capital and Long-Term Investment.

There is a robust Business Case Development Gateway Process for both revenue and capital funding. The well established capital governance framework was extended to cover all aspects of investment including non-treasury. Its Built on the HM Treasury Five case evaluation model. All investment decisions will be supported by a Business Case Service Statement.



The Business Development Group represented by Assets, Finance, CSSU, Audit, Procurement, Legal, ICT and Economic Regeneration score the proposals and make recommendations to the Assistant Directors Working Group. Supported schemes that require Cabinet Approval then progress onwards to full Cabinet approval. All in year approved schemes are listed for approval in the quarterly budget monitoring reports.

The significant programmes all have specific Boards in line with the Councils Project Management Framework that govern delivery and performance. The Overall Capital programme delivery is reported to the Assurance Board and financial performance also reported in the Quarterly Budget Monitoring reports.

Evaluation is essential and requires management initiative and intensive monitoring. The thoroughness of an evaluation will depend upon the scale of the impact of a programme or scheme, and also be informed on the extent on the level of public interest. There may be a high level of media interest around a project which has required a significant degree of expenditure, or one which is highly complex, unusual, or represents a pilot for future large-scale programmes.

SCHEME	2022/23 Approved Capital Programme	2023/24 Approved Capital Programme	2024/25 Approved Capital Programme
	£000	£000	£000
ECONOMY AND GROWTH			
Regeneration			
Clee HLF Townscape Heritage	725	1,026	290
SHIIP Scheme	5,502	130	2,996
Playing Pitch Reprovision	1,555	2,500	300
Unlocking the Potential	162	0	0
Cleethorpes Public Art	109	0	0
Heritage Action Zone	633	300	0
Town Deal Investment	2,005	1,300	0
Central Clee Regeneration	257	352	3,168
CDF - Open for Culture	209	0	0
Future High Street Fund	16,262	10,571	0
Towns Fund	1,492	12,348	0
Strategic Land Acquisition	500	0	0
Housing, Highways and Transport			
Disabled Facilities Grants	4,000	3,500	3,500
Local Transport Plan Schemes	5,318	4,688	4,864
Housing Assistance Grants and Loans	236	478	0
Backlog Maintenance	1,615	841	0
Property Rationalisation Programme	183	0	0
Gllep Junction Improvement	93	0	0
Cartergate Office Development	220	0	0
Immingham Lock Flood Def Gates	63	0	0
A18 Laceby to Ludborough	407	0	0
Heritage Assets at Risk	307	200	0
Accelerated Cons Funding	309	0	0
Corporation Rd Bridge Refurb	500	4,063	0
Poplar Road Expansion	9	0	0
Business Centre Improvement	100	327	0
Grimsby to Imm Ext Cycle Track	1,035	0	0
Rough Sleeper Accom Grant	111	0	0
Green Homes Grant LAD Phase 2	726	0	0
Gy and Imm Flood Innov Funding	1,392	1,980	0
Bradley Replacement 3G Pitch	260	0	0
Grant St Car Park	90	0	0
Sustainable Warmth - new scheme	1,094	0	0
Flood Defences - Humberston Fitties	125	0	0
Changing Places Fund	86	0	0
A180 Structures	3,500	4,358	3,387
Abbey Walk Car Park Security Measures	35	0	0

SCHEME	2022/23 Approved Capital Programme	2023/24 Approved Capital Programme	2024/25 Approved Capital Programme	2025/26 Approved Capital Programme
	£000	£000	£000	£000
RESOURCES				
Deputy S151				
Capital Investment	612	5,500	15,000	25,000
Capital Rec't Flexibility	400	5,400	4,400	0
Policy, Strategy and Resources				
ICT Refresh	748	646	0	0
System Investment	44	0	0	0
LMS Implementation	21	0	0	0
Sentinel Master Data Mgt	209	65	0	0
M365 Transformation Programme	173	175	131	0
CRM Developments	85	0	0	0
Education Management Platform	86	783	343	0
ENVIRONMENT				
Fleet Replacement Programme	1,332	1,669	0	0
Household Recycling Scheme	0	57	0	0
Litter Bin Upgrade Plan	29	0	0	0
Enhancement of Bereavement Services	566	383	195	0
Peoples Park Refurbishment	41	0	0	0
Depot Rationalisation	2,519	4,000	0	0
Scartho Cemetery Lodge & Waiting Rooms	527	291	0	0
Resort Management	41	0	0	0
Public Sector Decarbonisation	1,404	0	0	0
Environmental Services Mgt System	125	0	0	0
Regulatory Services Management System	92	0	0	0
Memorial Testing & Repairs	82	0	0	0
Play Areas	50	600	150	0
CHILDRENS SERVICES				
Safer and Partnerships				
CCTV Review & Upgrade	2,066	0	0	0
Safer Streets 2	5	0	0	0
Safer Streets 4	408	199	0	0
Education and Inclusion				
Schools - Devolved Formula Cap Grant	157	60	0	0
Schools - Backlog Maintenance	292	400	400	350
Schools - Basic Need Sufficiency of Places	3,700	8,500	8,000	1,500
SEND Special Prov Fund	257	4,452	883	883
Service Imp Educ	61	0	0	0
New Nursery Places	5	0	0	0
TOTAL CAPITAL PROGRAMME	**67,362**	**82,142**	**48,007**	**35,441**

Funding	2022/23 Approved Capital Programme	2023/24 Approved Capital Programme	2024/25 Approved Capital Programme	2025/26 Approved Capital Programme
	£000	£000	£000	£000
External Grants	42,031	38,898	9,498	10,441
Corporate Borrowing	23,959	32,720	33,673	25,000
Capital Receipts	441	5,400	4,400	0
Revenue Contributions	280	0	0	0
Other Private inc S106	651	5,124	436	0
TOTAL FUNDING	**67,362**	**82,142**	**48,007**	**35,441**