

CABINET

DATE	22/01/2024
REPORT OF	Councillor Stephen Harness - Portfolio Holder for Finance, Resources and Assets
RESPONSIBLE OFFICER	Sharon Wroot, Executive Director – Place and Resources
SUBJECT	Budget, Finance and Business Plan 2024/25 – 2026/27
STATUS	Open
FORWARD PLAN REF NO.	CB 01/24/01

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 finance and commissioning plan which focusses on long term financial sustainability.

EXECUTIVE SUMMARY

The Budget, Finance and Business Plan 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 Business Plan for the period 2024/25 - 2026/27 (as detailed within Appendix 1) for consultation purposes in accordance with the Constitution, including:
 - a proposed 2.98% increase in Council Tax in 2024/25
 - a proposed 2% Adult Social Care precept in 2024/25
 - a proposed allocation of financial resources to deal with demand and inflation pressures, transformational activity, and key priority areas.
 - in accordance with established policy, that there continues to 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 or to ensure full cost recovery, where appropriate
 - a proposed increase to the net contribution to reserves in 2024/25 to reflect a range of risks including business rate instability, transformation and healthcare integration.
 - in order to create additional capacity and to support transformation activity and longer-term financial viability to increase utilisation of capital receipts generated through the disposal of property assets.

2. That the Draft Budget, Finance and Budget Plan 2024/25 - 2026/27 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 2025/26 and 2026/27, 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 2024/25 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. The plan is set within the context of continued economic uncertainty which is impacting on the Council's financial position. These economic challenges, on top of underlying demand and demographic pressures within the sector, create a significant challenge for the Council at the present time. As a consequence, the plan will be subject to regular review as we move through the forthcoming 12-month period.
- 1.2 The Council has faced significant challenges and associated demand pressures within children's services over the past few years. As a consequence, the Council has worked with partners, its commissioner, and the Department for Education to deliver an improvement programme designed to implement whole system improvement and improve outcomes for children and young people. However further action is still required to support longer term sustainability and stability. These actions include a reconfiguration of staffing structures to ensure the service meets the needs of children, a renewed sufficiency strategy to reduce reliance on high-cost external placements and a new case management system to support better decision making.
- 1.3 It is acknowledged that 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. As a consequence, the business plans incorporated within this Plan reflect the Council's continued focus on transformation and change and incorporate different ways of responding to demand and service pressures. In addition, the Council is progressing with its ambitious property rationalisation programme which will deliver efficiency savings, reduce the carbon footprint and support new ways of working. Where appropriate, it is planned that capital receipts will continue to be applied to support the wider transformation programme.
- 1.4 The Council is continuing to take a more commercial approach through its capital programme and investments are supporting the Council's strategic objective of enabling the growth of a strong and sustainable economy. Major investments such as the redevelopment of Freshney Place and Riverhead Square are progressing well and will support the Borough at a time of

significant economic challenge. The capital programme remains under regular review, to ensure it reflects the Council's current priorities, and ensure that our projects and programmes remain viable, particularly considering the increase in interest rates over the past 18 months. This approach will help to ensure that external borrowing remains affordable, sustainable, and prudent.

- 1.5 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 factors linked to the economic climate, demographic issues 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 economic and financial environment in which the Council is operating remains challenging and any significant issues will be communicated externally through a variety of media. The report has been 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 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 business 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 2023.
- 8.2 Following confirmation of the Local Government financial settlement in December 2023, 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 2024. The final budget is subject to Cabinet and Council approval in February 2024.

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).

11.2 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 2023/24
[Budget Book 23/24 \(nelincs.gov.uk\)](https://nelincs.gov.uk)

13.2 Financial Strategy 2020-2030
[Finance Strategy 2020-2030](#)

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

2024/25 –
2026/27



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

Our Council Plan pledges to work with partners to invest in our people and our place.

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Overview

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. The plan is set within the context of continued economic uncertainty which is impacting on the Council's financial position. These economic challenges, on top of underlying demand and demographic pressures within the sector, create a significant challenge for the Council at the present time. As a consequence, the plan will be subject to regular review as we move through the forthcoming 12-month period.

The Council has faced significant challenges and associated demand pressures within children's services over the past few years. As a consequence, the Council has worked with partners, its commissioner and the Department for Education to deliver an improvement programme designed to implement whole system improvement and improve outcomes for children and young people. However further action is still required to support longer term sustainability and stability. These actions include a reconfiguration of staffing structures to ensure the service meets the needs of children, a renewed sufficiency strategy to reduce reliance on high-cost external placements and a new case management system to support better decision making.

It is acknowledged that 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. As a consequence, the business plans incorporated within this Plan reflect the Council's continued focus on transformation and change and incorporate different ways of responding to demand and service pressures. In addition, the Council is progressing with its ambitious property rationalisation programme which will deliver efficiency savings, reduce the carbon footprint and support new ways of working. Where appropriate, it is planned that capital receipts will continue to be applied to support the wider transformation programme.

The Council is continuing to take a more commercial approach through its capital programme and investments are supporting the Council's strategic objective of enabling the growth of a strong and sustainable economy. Major investments such as the redevelopment of Freshney Place and Riverhead Square are progressing well and will support the Borough at a time of significant economic challenge. The capital programme remains under regular review, to ensure it reflects the Council's current priorities, and ensure that our projects and programmes remain viable, particularly considering the increase in interest rates over the past 18 months. This approach will help to ensure that external borrowing remains affordable, sustainable and prudent.

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.

Financial Outlook

The Provisional Local Government Financial Settlement announced on 18th December 2023 has provided the Council with a real term increase in funding of 6%, after taking into account additional tax raising powers. The draft settlement assumes 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. Whilst the increase in funding is welcomed, this needs to be considered within the context of rising social care demand, inflationary pressures, significant national pay awards and increased energy costs. It is acknowledged that the Council does not operate in isolation from the communities it represents and the impacts of the cost of living have been considered in the development of this plan.

As in 2023/24, the provisional settlement only covers a single year with longer term changes to the local government financial model, including fair funding and business rate retention, being postponed to 2025/26 at the earliest. Indeed, a review of relative needs and resources and a reset of the accumulated business rate growth remains well overdue. Regardless of this, the Council has worked with the other upper tier councils in the Greater Lincolnshire area to bring forward a wider devolution proposal where local leaders have sustainable funding and greater freedom to take decisions on how to provide vital services in our communities.

The draft medium-term financial plan (MTFP) incorporated within this report, reflects the outcome of the provisional financial settlement, updated priorities and an analysis of risk and opportunities. Whilst the 2024/25 budget, shows a balanced position, this is reliant on the delivery of ambitious business plans and reliance on non-recurrent funding streams. Current planning assumptions also indicate that the Council is facing budget gaps of £9.2M (25/26) and £9.2M (26/27) and further savings will be required to deliver longer term financial sustainability.

The Council holds strategic reserves to ensure it has the capacity to respond to emerging risks, policy change, or transformation. 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 current level of reserves and continued uncertainty necessitates regular review to ensure the Council has sufficient capacity to deal with the risks and opportunities it currently faces. The proposed increase to the net contribution to reserves in 2024/25 reflects a range of issues including business rate instability, transformation and healthcare integration.

As in 2023/24, it is proposed that the Council makes use of the Government's flexibility to use capital receipts to fund the revenue costs of transformation and change. For example, further investment is still required to fund transformation and change within Children's services and support the increased use of digitalisation and automation within wider service delivery. Investment will also be required to support a range of significant change projects including Greater Lincolnshire devolution, leisure and libraries review, health and social care integration and the EQUANS contract review.

Context

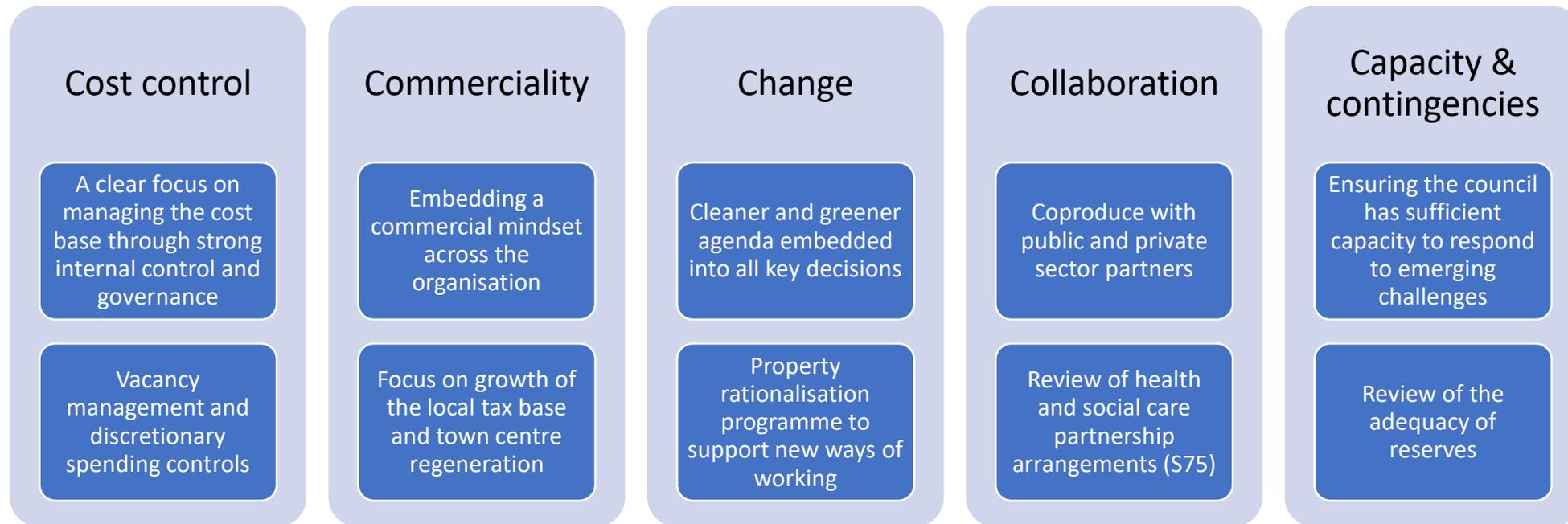
This financial plan is set within the context of significant change and challenge for the organisation. There are a wide range of issues, both local and national, that have been considered when developing the plan.



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 closely aligned to the Council Plan, Local Plan, Economic strategy and housing delivery plan and 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 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 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 ongoing 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.

Provisional Local Government Finance Settlement

The Government's Budget and Provisional Local Government Finance Settlement announced in December 2023 confirmed that core spending on local services will increase by 6% nationally and will help councils deal with inflationary and other cost pressures next year. The increase in funding assumes that 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 and economic climate.

In terms of local government financial reform, this is not now expected until the next parliament and leaves the council with risks and uncertainty over the medium term. The provisional settlement has confirmed the planned additional funding for adult and children's social care which goes some way to dealing with the known issues and demand pressures we continue to face.

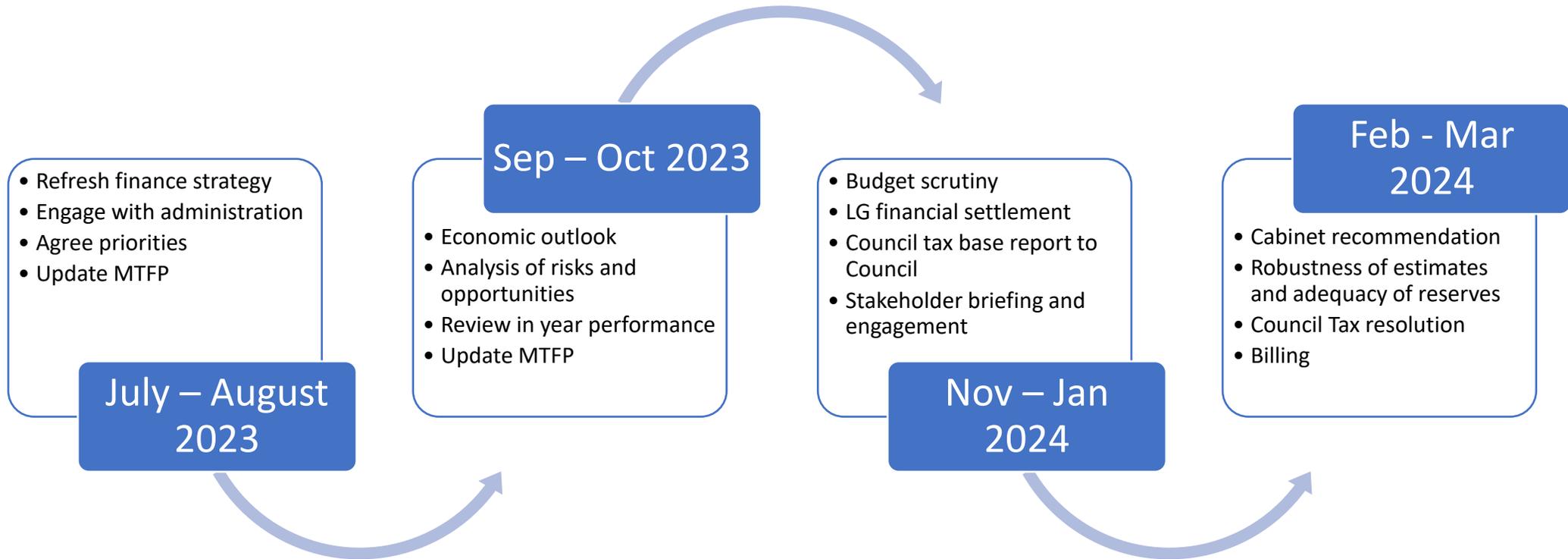
However, increased complexities and demand within both Adults and Children's social care is a key risk for the Council, and one which despite additional funding will require close monitoring throughout 2024/25.

Key headlines:-

- A full settlement for the 2024/25 financial year only
- A percentage increase in Revenue Support Grant based upon the Consumer Prices index (6.7%)
- Core council tax referendum principle of 3%, and a new 2% precept for Adult Social Care
- Continuation of the Better Care Fund at 2023/24 levels
- An increase in the Social Care Support Grant, the Market Sustainability and Improvement Fund and the Adult Social Care Discharge Grant
- Reduction in the Services Grant of £1.3M
- Increase in New Homes Bonus allocation to £0.7M

Timeline

The whole process of agreeing and approving the Budget, Finance and Business Plan is a process over many months. The key stages in the budget setting process are detailed below.



Medium Term Financial Plan

The medium-term financial plan (MTFP) reflects the outcome of the provisional financial settlement, updated priorities and an analysis of risk and opportunities. Funding assumptions have been made for years 2 and 3 of the plan due to the provisional settlement only confirming funding for 2024/25.

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 summarises the MTFP for 2024/25 to 2026/27. 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 resources monitoring process. Services have also been provided with indicative budget envelopes for Years 2 and 3 of the MTFP, though these will require savings to be achieved to manage within those envelopes and for the Council to achieve longer-term financial sustainability.

MTFP Position				
2023/24 £000		2024/25 £000	2025/26 £000	2026/27 £000
	FUNDING			
10,656	Revenue Support Grant	11,362	11,658	11,891
48,577	Business Rates Retention	54,442	56,013	58,035
70,012	Council Tax Income	73,817	76,031	78,312
11,730	Cumulative ASC Precept	14,044	14,466	14,899
525	Collection Fund - Council Tax	4,130	0	0
0	Collection Fund - Business Rates	(542)	0	0
296	New Homes Bonus	660	150	150
8,059	Improved Better Care Fund	8,059	8,140	8,221
12,961	Social Care Support Grant	15,422	16,193	16,517
1,826	Market Sustainability and Fair Cost of Care Fund	3,411	3,479	3,549
1,607	Services Grant	253	0	0
1,130	Adult Social Care Discharge	1,883	1,977	2,017
167,379	TOTAL FUNDING	186,941	188,107	193,591
158,454	Budget Envelopes	165,290	169,694	172,006
8,037	Other Budgets	14,797	25,163	28,384
166,491	TOTAL REVENUE SPEND	180,087	194,857	200,390
	Net Contributions to Earmarked Reserves -			
1,400	- Transformation	2,400	2,400	2,400
0	- Business Rate Risk	2,000	0	0
(562)	- Management of Change (e.g.devolution, major contracts)	2,404	0	0
50	- Hardship	50	50	50
167,379	TOTAL BUDGET REQUIREMENT	186,941	197,307	202,840

Shortfall 0 9,200 9,249

* At the present time, years 2 and 3 of the MTFP are uncertain given ongoing review of the LG financial model. Uplifts in grants only assume inflation and no additional adult social care precept applied.

Medium Term Financial Plan

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.

There has been significant work undertaken to review the level of investment required across budget envelopes including intelligence from budget monitoring information. Ongoing risks in strategic demand sensitive areas will need to be mitigated through transformational activity and investment.

The table shows the proposed budget envelopes for each service area.

Service Budget Envelopes	2024/25					
	Opening Cash Envelope	In year Budget Transfers	Service Moves/Relinks	Pressures	Savings	Closing Cash Envelope
Resources	20,187	2,461	707	(1,036)	(427)	21,892
Environment	13,454	1,008	1	397	(498)	14,362
Economy and Growth	24,515	251	(707)	(1,488)	(1,052)	21,519
Children and Family Services	42,089	2,580	(63)	2,202	(994)	45,814
Public Health and Wellbeing	(64)	0	146	0	0	82
Adult Services	57,983	(72)	(84)	3,794	0	61,621
Total	158,164	6,228	0	3,869	(2,971)	165,290

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 once again been postponed until the next Parliament acknowledging emerging challenges in relation to social care demand and the business rate system.

Growth and Outlook

The Council is continuing to drive and support economic and housing growth which in turn will deliver improved levels of local taxation. Business Rates growth has been planned over the MTFP period; this is in addition to normal inflationary (CPI) uplifts which are also assumed. There are several key schemes in the Borough that are expected to contribute to this growth:-

- Freshney Place Leisure development
- Towns Fund Investments in Grimsby Town Centre (St James House, Riverhead, Garth Lane)
- Levelling up investment / Cleethorpes Masterplan (Sea Road, Pier Gardens)
- South Humber Infrastructure and Investment Programme (SHIIP)

In addition, the establishment of the Humber Freeport will 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 2023/24. This position is considered when assessing the levels of bad debt provision required as part of the NNDR return which is submitted in January 2024 to central government. Forecasting the overall collection rate is particularly challenging in the current economic environment and is dependent upon a range of factors, including the level of business rate reliefs available to local business. For this reason, the Council maintains a Business Rates Reserve to smooth income.

Funding – Retained Business Rates

Business rates are a key source of income for the Council with approximately £54.4M estimated for 2024/25 this will be reviewed as part of the NNDR return due at the end of January.

Ratings List

A new business ratings list came into effect on 1st April 2023, based upon valuations as at 1st April 2021. The impact from the changes to individual business ratings bills is being managed through transitional reliefs.

Collection Fund Deficits

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 Reserve and surpluses being used to replenish reserves.

Funding – Council Tax

Changes to the Council Tax Base (CTB) 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 from new homes has been factored into the financial plan.

Council Tax Base

The CTB report, set the tax base for 2024/25. The increase in the tax base to 46,801.1 from the 2023/24 position of 45,710.4 equates to an additional 1,090.8 Band D equivalent properties. This delivers an extra £1.95M 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

The CTB report also recommends no further changes to the CTSS and to maintain the maximum discount at 65% for working age residents. 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 2024/25 and over the life of the MTFP and is aligned to anticipated need. An additional empty property surcharge is to be applied to encourage long-term empty properties (12 months+) to become sustainably occupied.

Collection

There is discretion in estimating the Council Tax collection rate. Collection rates do not appear to have been strongly impacted by the cost-of-living crisis and rates remain at expected levels. Therefore, the decision to maintain the current 98.2% collection rate has been made (as part of CTB report). 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 2023/24 has been reviewed during December 2023 and is forecast to be £4.1M 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

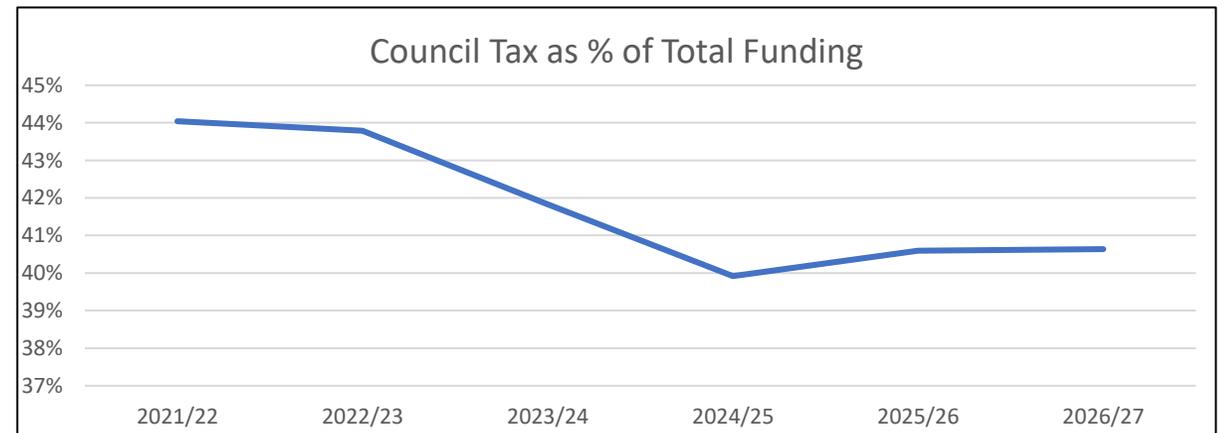
Council Tax is the most significant source of income for the Council with approximately £73.8M (excluding adult social care precept) forecast for 2024/25. This represents around 40% of total funding.

The core referendum limit for council tax remains at 3%. This financial plan has therefore utilised a 2.98% increase to Council Tax for 2024/25. Planning assumption for 2025/26 and 2026/27 is that referendum limit will reduce to 2%.

In addition, a 2% Adult Social Care (ASC) precept is factored into the MTFP in line with this latest legislation. The ASC precept will raise a total of £14.0M in 2024/25 which will mitigate increased social care demand pressures. The table shows historical and forecast levels of Council Tax and associated tax base levels, this excludes the ASC 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.

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

Council Tax	2023/24	2024/25	2025/26	2026/27
Base	45710.4	46801.2	47269.2	47741.9
Price Increase	1.98%	2.98%	1.98%	1.98%
Funding	£70.7m	£73.8m	£76.0m	£78.3m



Funding - Other Funding

The Council receives notification of a range of other grant funding for the next financial year.

Revenue Support Grant - There has been an increase in Revenue Support Grant in 2024/25 based upon the Consumer Prices index (CPI), and It has been assumed that this continues over the MTFP period.

Social Care Support Grant - The provisional settlement has confirmed an uplift to the Social Care Support Grant in 2024/25 to £15.4M, the additional allocation has been put in place to deal with known demand pressures within the system. 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 2024/25 have remained at 2023/24 levels. The Council works closely with the Health and Wellbeing Board to ensure the funds are targeted effectively to meet Adult Social Care needs. The 2024/25 allocation for NELC is £8.1M.

Services Grant - For NELC the allocation in 2024/25 is £0.3M, a reduction from £1.6M on 2023/24. It is assumed that this grant phases out completely in 2025/26.

Adult Social Care Market Sustainability and Improvement Funding - This grant is to address issues such as discharge delays, social care waiting times, low fee rates, and workforce pressures. NELC's allocation for 2024/25 is £3.4M.

Adult Social Care Discharge Fund - This funding is 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 allocation for NELC is £1.9M

New Homes Bonus (NHB) – NHB is paid as an incentive to encourage housing growth by rewarding local authorities for net additional homes to the council tax base. An increase in the tax base has seen the NELC allocation increase to £0.7M in 2024/25.

Funding – Service Grants

In addition to general support grants, the Council receives grants for specific services.

Public Health – Based upon indicative allocations published by Government earlier this year, a grant of £12.5M is anticipated for 2024/25.

Education Funding - The national funding formula for each of the Dedicated Schools Grant (DSG) notional blocks introduced in 2018/19 remains in place.

Schools Block – The total core schools budget for 2024-25 will be £59.6 billion. Funding through the mainstream schools national funding formula (NFF) sees an increase of 1.9% per pupil compared to 2023-24.

High Needs Block (HNB)- The HNB of the DSG will increase by 4.3% for 2024-25 to £31.4M before any deductions, compared to £30.4M in 2023-24. Whilst this increase is welcomed it is expected that the HNB will continue to face financial pressures, and deficits, due to increasing demand and complexity, with this position expected to continue for the foreseeable future.

Early Years Funding - As in previous years 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. Significant investment has been made in Early Years funding with extensions to free entitlement for 2-year-olds from April 2024 and 9-month year olds from September 2024.

Pupil Premium - Pupil premium rates will increase from April 2024 by £25 for primary pupils (from £1,455 to £1,480 per child) and £15 for secondary (from £1,035 to £1,050). The rates for children looked after, and children who cease to be looked after, will rise by £40 (from £2,530 to £2,570). The rates for service children will increase by £5 (from £335 to £340).

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 range of different sources and will contribute towards longer term financial sustainability. Listed are just some of the most significant areas where the Council has already secured external funding to support future service delivery.

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 2024/25 yet to be confirmed.

Start for Life Grant, approximately £1.0M expected in 2024/25, to be used to fund a range of initiatives across early years.

Delivering Better Value, £1M grant to support the Council and local area partners to improve the delivery of SEND services for children and young people whilst working towards financial sustainability

Funding

These sources of external funding are reflected within business 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.

£20M from the Government's Levelling Up Fund to support regeneration and redevelopment of Freshney Place.

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

£8.4M of DLUHC 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.

Successful bid for a 150-place free school for children & young people with social, emotional and mental health (SEMH) needs was successful. Council is working with the DfE to secure a provider for the identified site.

£18.4M Cleethorpes Levelling Up Funds to support regeneration including a new building at Sea Road, refurbishment of Pier Gardens and a new pedestrianised/event space in the Market Place.

Other Budgets and Issues

In addition to service plans and issues covered within the commissioning plans, there are some general corporate type issues to be considered

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. In line with established policy, 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 2024 is 3.9% (based upon November CPI).

Vacancy Management

The Council is to maintain a vacancy factor of 5% over the financial planning period, which is effectively an efficiency target to achieve staff cost savings and to maximise the benefits from turnover of staff and utilising the remaining workforce.

Discretionary Expenditure

Controls to reduce discretionary expenditure will continue into 2024/25, 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

The Council continues to face significant demand pressures within children's services which are above and beyond core funding allocations. The Council is continuing to work 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 in the system over time.

Other Budgets and Issues

Use of Capital Receipts

The Council has been successful in generating significant capital receipts from a disposal of land to encourage wider regeneration and investment and the disposal of other assets as part of a wider property rationalisation programme.

As a result, the Council can extend its flexible use of capital receipts plans in support of the Medium Term Financial Plan and to fund transformation activity towards the achievement of longer-term financial sustainability. Further details will be provided within the policy statement in the budget and council tax setting report, but a summary table is provided below of planned usage.

Flexible Use Plans	2024/25	2025/26	2026/27
Utilisation on transformational activity	£12.0m	£2.0m	£2.0m

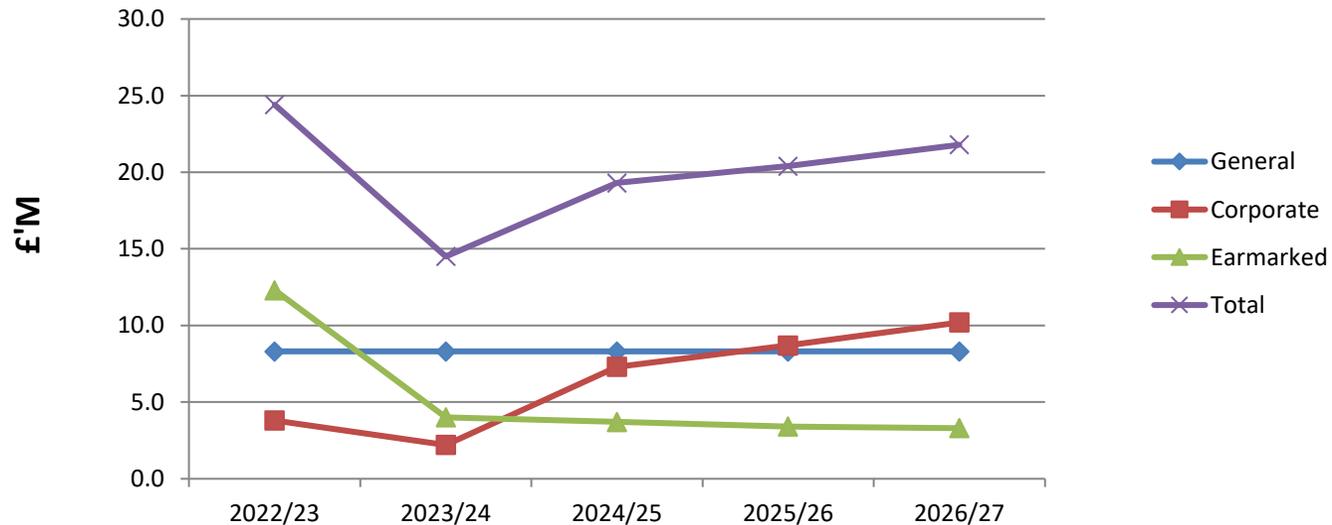
It is also recommended that the Council use £5.5m of capital receipts generated to reduce its effective debt liability and reduce ongoing borrowing costs over the Medium-Term Financial Plan and beyond. The revenue savings from the write down of the Capital Financing Requirement over the MTFP period is as follows –

Debt Write Down Plans	2024/25	2025/26	2026/27
Savings on borrowing costs	£1.8m	£1.2m	£0.9m

Reserves

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.

Council Reserves - Forecast Closing Balance



General Fund

Retained to deal with unexpected events. The level is reviewed annually as part of budget setting to ensure it is adequate and appropriate. Currently approximately 4.5% of annual budget requirement. This is comparable to other authorities.

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.

Reserves

The ongoing risk and uncertainty around the economy, service demand and transformational activity may mean we incur additional expenditure over the period of the MTFP, where this is currently 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.

Corporate 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 Reserves		Forecast Closing Balance			
		2023/24	2024/25	2025/26	2026/27
		£000	£000	£000	£000
Transformation	To support costs of key transformation	0	1,400	2,800	4,200
Business Rates Equalisation	To mitigate fluctuation in business rates income	2,000	5,704	5,704	5,704
Council Tax Hardship	Used to support council tax hardship claims	200	220	240	260
Total		2,200	7,324	8,744	10,164

* Please note that closing balances exclude any drawdowns at this stage³³ which are TBC

Reserves

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:

Earmarked Reserves	Forecast Closing Balance			
	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000
Resources	796	438	80	29
Economy and Growth	1,575	1,573	1,571	1,569
Environment	35	35	35	35
Public Health	742	220	220	220
Adult Services	0	700	700	700
Childrens Services Reserves	215	131	131	131
Partner Reserves	415	373	373	373
Technical Reserves	255	255	255	255
Total	4,033	3,725	3,365	3,312

* Please note that closing balances exclude any drawdowns at this stage³⁴ which are TBC

Capital and Long-Term Investment

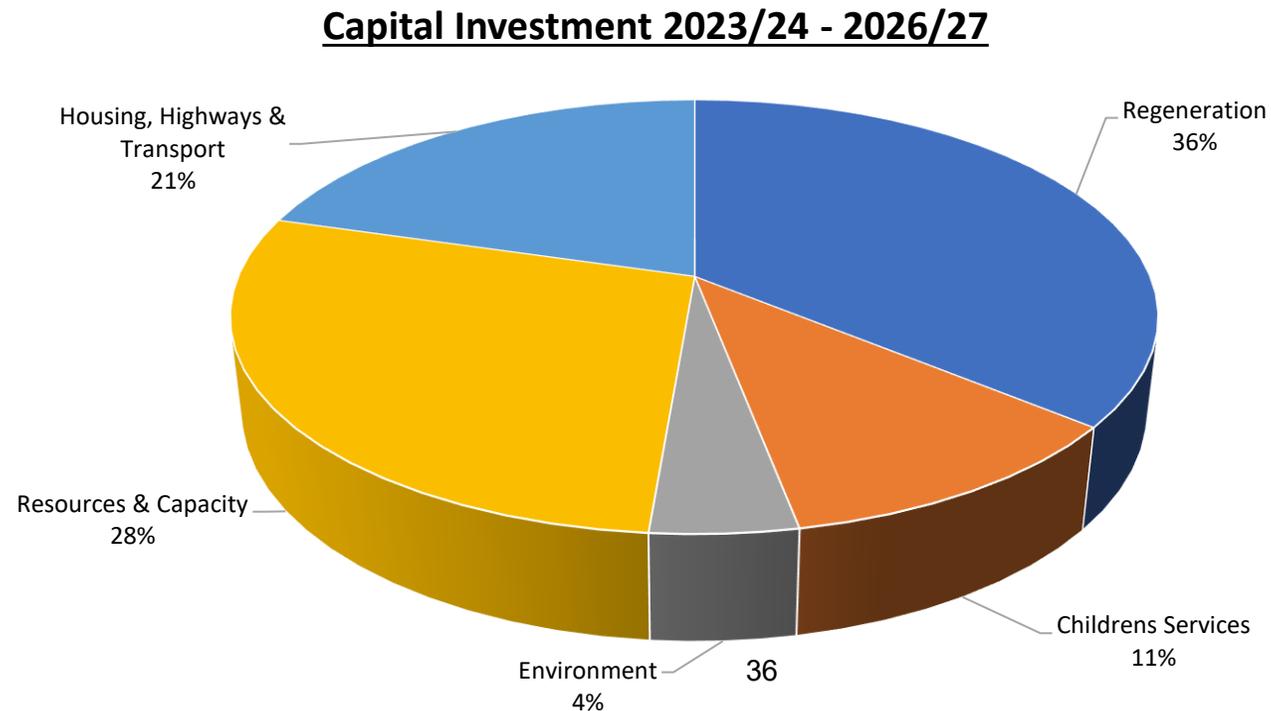
Capital and long-term investment has both legal and regulatory requirements which sets out the powers the Council has and the frameworks it must comply with and operate within for capital investments. The Council is guided by the Local Government Finance Act, DLUHC guidance and CIPFA Codes of Practice, including CIPFA’s revised Prudential Code of Practice 2021 that brought in new restrictions on borrowing which are focused on 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 Council’s investments.

The underlying principles of the capital strategy follow the financial strategy -	
Commissioning	Aligning capital investment to support priorities that contribute to the outcomes framework
Regeneration and Growth	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 -
Links to Strategic Planning
Ensures effective Asset Management
Delivers Value for Money
Is prudent and sustainable
Is subject to an affordability assessment
Can be delivered practically

Capital and Long-Term Investment

The Capital Investment Strategy will drive the long-term focus of the capital programme. Significant investment will focus on sustainable business growth, skills and place making. The Capital Programme is undergoing a process of review and reprofile in line with the priorities set out. Below is the investment planned across service and priority areas



Member Scrutiny and Consultation

The role of scrutiny in the budget setting process is key to ensure sufficient challenge and governance is in place to support the robustness of the Budget, Finance and Commissioning Plan. Informal briefing sessions have been held with members in December 2023 and formal briefing sessions in January 2024.

Members Overview & Scrutiny	Budget scrutiny informal workshop to consider the initial outlook during December 2023.
	Post Finance settlement, formal scrutiny of business plans during January 2024
	All member briefing prior to budget council
Political Groups	Targeted Budget Setting Meetings held between Finance and Service areas to discuss budget detail
	Political group briefing
Engagement Events with Other Stakeholder Groups	Budget issues and surveys to be publicised via local and social media channels
	Engagement with public organisations, partners and local businesses
	Information provided with Council Tax bills
Cabinet & Council Meetings	Council December 2023 Council Tax Base (Inc. Support Scheme)
	Cabinet February 2024 - Final Budget
	Council February 2024 - Final Budget

Annex 1

Draft Business Plans



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

Our Council Plan pledges to work with partners to invest in our people and our place.

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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.



Resources Service Areas

Key areas of activity include:-

Legal services

Governance (democracy, registrars, elections, coroners, civic)

Strategy, Policy and Performance

Communication and Customer

Audit and Assurance *

Local Taxation and Benefits *

Finance

ICT & Digital

People and Culture

Estates (operational and commercial)

Business Support

Print & Design

* Shared service with North Lincolnshire Council

Resources

Summary of delivery against 2023/24 business plan

Business support redesign	Business Support Re-design is ongoing with structure and role profiles being developed ready for formal consultation with workforce and Trade Unions. On target to implement new structures from 1st April 2024. Offer, statement of service, service agreements, final catalogue and Sharepoint Hub to be available as part of whole Central Business Support Model by mid-January 2024.
People strategy	Delivery of the key activities within the People Strategy is ongoing with clear service priorities and governance arrangements in place to track and manage progress. Launch of the Employee Voice will provide opportunity for the workforce to have a voice and Academy NEL launch in February will provide a springboard for the Academy to continue to develop.
Procurement/social value	Procurement/Social Value – our new Procurement Strategy and Social Value policy adopted by Cabinet in November 2023. We have developed training related to this which we are rolling out, and we are developing our reporting methodology.
Children’s services ICT	ICT – the procurement of the new Children’s Services ICT platform is being finalized following the tender exercise.
Customer service management platform	Implementation of the new Customer Service Management Platform is on-going with no major issues. After the initial pilot with a small number of reporting forms that is reflected in the dashboard data, we are simplifying and amalgamating existing forms where possible to move to the new platform with the aim of providing a more user-friendly experience and improved integration with the back-office systems.
Digital platform	Cabinet approved the business case for the implementation and development of a new digital platform that will improve the security and functionality of our websites.
Asset rationalisation	Assets – the property rationalisation programme, which aims to reduce our carbon footprint and building costs, is on track for delivery as planned with staff moves taking place between January and March 2024. The property disposal programme remains on track to deliver the required capital receipts for 2023/24, with further plans developed for the 2024/25 disposal programme.

Main Budget Areas	Current budget (£000)
People & Organisation	6,123
Finance & Local Taxation	2,934
Law & Governance	4,342
ICT, Assets & Policy	4,459
Other	3,240
Total	21,098

Year	Planned budget (£000)
2024/25	21,892
2025/26	20,858
2026/27	20,826

Key planning assumptions

Energy pressure reduced by £1.8M from previous MTFP assumption.

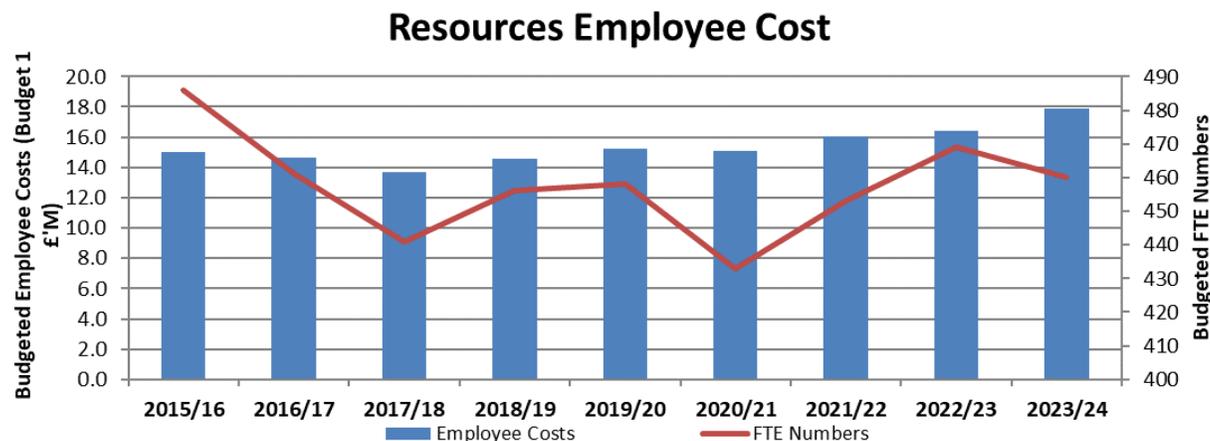
Cleaning contract inflation and audit fee increase funded as well as National living wage increase.

Organisational Development and Academy investment £0.5m.

One-off £0.1m to support commercial estate/market pressures pending full savings from property rationalisation

Savings from property rationalisation, Holiday Extra, Business Support Review, staff capitalisation will be used to manage/offset other pressures.

Vacancy factor savings of £0.4m build into budget envelope.



Resources

Overview, challenges and opportunities

Overview	
Key challenges and opportunities	<p>Resources cover a wide range of support services that facilitate and enable delivery of the Council's priorities. There are continued Capacity challenges across the service area at present linked to ongoing transformational activity and significant investment programme. Support for children's services improvement plan and activities is central to this.</p> <ul style="list-style-type: none">➤ Capacity challenges across the service area at present linked to ongoing transformational activity and significant investment programme. Support for children's services improvement plan and activities central.➤ People strategy - Delivery of the key activities is ongoing with clear service priorities and governance arrangements in place to track and manage progress.➤ ICT and Digital – Significant work programme linked to new children's ICT system, website redevelopment and customer services management platform.➤ Property rationalisation – remains a major focus aligned to Council aims to reduce carbon footprint and building costs and drive footfall within the town centre.➤ Procurement / social value – development of new procurement strategy and social value policy➤ Economic conditions – challenging economic conditions continue to impact upon communities. Range of support provided for local communities and businesses over past year.
Plans to achieve long term financial sustainability	<p>Main focus will be on driving efficiencies through new ways of working and maximising digital opportunities through automation, digitalisation and system enhancements.</p> <p>Ensuring that resources has the capacity to support the significant change and transformation programmes across all service areas.</p>

Resources

Priorities for 2024/25

Priority	Description (incorporating targets and outcomes)	Financial benefit	Improved performance	Improved outcomes
<p>Priority 1 – Academy NEL</p>	<p>The Academy’s key purpose is the provision of essential and developmental knowledge and skills to the NELC workforce at all levels of the organisation. Each service area’s responsibility is to then embed the learning into common practice. The Academy Learning and embedding of effective practice will have a positive financial impact by:</p> <ul style="list-style-type: none"> • Eliminating in-effective or outdated ways of working and process • Managing people and performance effectively will support a reduction in absenteeism and poor performance creating an engaged, retained and skilled workforce • Attract new, diverse talent to the organisation and area which has a positive effect on the local economy and Place <p>Our target is to provide the full curriculum of the Academy by the end of 24/25 to NELC and its associated partners with potential commercial opportunities.</p>			
<p>Priority 2 – External legal fees</p>	<p>This is a volatile budget area led by the number of cases in public proceedings for Children’s Services. Whilst case numbers have reduced by a third over the past year, cases that are left are more complex. Continued improvements in Children’s Services should see spend start to reduce. In turn, budgets around court fees and expert (translators/drug and alcohol analysis/psychology etc) will also reduce.</p>			

Resources

Priorities for 2024/25

Priority	Description (incorporating targets and outcomes)	Financial benefit	Improved performance	Improved outcomes
Priority 3 – Property rationalisation	Continuation of the Council's property rationalisation programme. To become a modern and efficient Council, we will 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. Capital receipts from the programme will be used to support other transformational activities.	✓	✓	✓
Priority 4 – Capitalisation of salary costs	In line with the Council's significant ongoing capital investment programme, additional opportunities exist to capitalise professional and support staff salary costs where it is appropriate to do so. This approach will reduce pressure on revenue budgets, enable additional capacity to be brought in where appropriate.	✓		
Priority 5 – Local Taxation and Benefits	A service review of systems and processes within Local Taxation & Benefits will focus upon Housing Benefits performance and the administration of single person discounts.		✓	✓
Priority 6 – Cyber	Further development of cyber arrangements to protect business critical systems, loss of confidential data, integrity, and availability of information.	✓		

Resources

Priorities for 2024/25

Priority	Description (incorporating targets and outcomes)	Financial benefit	Improved performance	Improved outcomes
Priority 7 - Agency Framework	<p>To deliver an effective solution to the engagement of agency workers, with considerations of cost, maintenance, quality, and assurance of compliance. The final model will consider internal process enhancements to ensure we have a complete record of our workforce which will highlight any areas of risk or high reliance of temporary workers and result in improved induction compliance and management of assets in line with the engagement of our permanent workforce. The new model would also ensure tighter financial control within contracts, cost savings and governance of safer recruitment practices.</p>	✓		✓
Priority 8 – Business Support Re-design	<p>Deliver and embed a professional, centrally managed Business Support model which is locally deployed, flexible and resilient to meet the changing demands of services across the Council. Central management of resourcing the varied service requirements and fluctuation in demand will result in tighter financial control.</p> <p>Foster a collaborative and inclusive culture for Business Support with a focus on contract and relationship management to monitor performance and continuous improvement against regularly reviewed service agreements.</p> <p>Drive efficiencies and process and ways of working across Business Support and the services supported through automation, digitalisation and system enhancements which will create financial savings.</p>	✓	✓	

Resources

Priorities for 2024/25

Priority	Description (incorporating targets and outcomes)	Financial benefit	Improved performance	Improved outcomes
Priority 9 – Planning and implementation for the new Procurement Act	The Procurement Act 2023 received Royal Assent in October 2023 and we expect that the new regulations will be implemented in October 2024. The new act aims to improve public procurement to be simpler, more flexible, and improve transparency. Prior to it going live we will need to ensure that all relevant officers are trained in the new requirements, there is engagement with members, stakeholders and suppliers to ensure that they understand the new arrangements, and ensure that we have the necessary policies, processes and governance arrangements in place to meet the new requirements.	✓	✓	✓

Resources

Capital investment to support delivery of business plan

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
RESOURCES	16,184	25,429	17,000	22,000
Law and Governance				
Audio Visual System for Grimsby Town Hall	0	72	0	0
Deputy S151				
Capital Investment	847	7,058	13,203	20,000
Capital Rec't Flexibility	9,000	12,000	2,000	2,000
Policy, Strategy and Resources				
Backlog Maintenance	2,839	0	0	0
Property Rationalisation Programme	341	0	0	0
Cartergate Office Development	137	0	0	0
ICT Refresh	652	578	0	0
Heritage Assets at Risk	500	3,568	0	0
Business Centre Improvement	200	0	0	0
LMS Implementation	21	0	0	0
Bradley Replacement 3G Pitch	5	0	0	0
M365 Transformation Programme	164	131	0	0
CRM Developments	104	77	0	0
Changing Places Fund	84	0	0	0
Childrens Services Platform	1,188	1,746	1,626	0
Motor Caravan Parking Pilot Scheme	17	0	0	0
Digital Platform	49 85	199	171	0

Environment & Regulatory Services

Vision

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

We recognise that we are part of a larger system of change and need to work with others to achieve a sustainable future for our place.

We must prioritise our actions so that we use our resources in the best way to have the greatest impact. We will do this by considering our strengths as an organisation and sphere of influence, to guide where our resources are best placed.

Environment & Regulatory Service Areas

Key areas of activity include:-

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

Environment & Regulatory services

Summary of delivery against 2023/24 business plan

Depot Rationalisation	Completion of single modern depot site by Q2 2024 to deliver higher town centre footfall and more efficient service delivery. Office block refurbishment brought forward in the plan delivers benefits to programme. Will deliver service and environmental efficiencies.
Fleet Rationalisation	This work is data led with some low usage vehicles identified and disposed of. This work will gain momentum once all services operate from a single depot at Doughty Road and will underpin the wider transition towards a low carbon fleet.
Waste Quality Improvements	Work is ongoing to identify opportunities to increase both the quality and quantity of recycling whilst ensuring it aligns to the Government Strategy on Simpler Recycling published in October 2023.
Waste Contract Partnership	The partnership with neighbouring councils is working well operationally in accordance with the partnership arrangement and is delivering greater resilience to the waste disposal arrangements.
Fees and Charges, including Green Waste	Our fees and charges were increased where possible to ensure that we operate on a full cost recovery basis which is in line with other Local Authorities.
Regulatory Services – Border Target Operating Model	The Commercial Regulatory Team are working to implement the new Border Target Operating Model on 30 April 2023 which will see a new risk-based approach to inspection of both EU and non-EU imports.
Street Cleansing	Street cleansing within the expanded Zone 1 area within the Town Centre has delivered improved cleanliness and response times to issues and incidents.

Main Budget Areas	Current budget (£000)	Year	Revised budget (£000)
Waste Disposal	5,877	2024/25	14,362
Waste Collection Services	2,816	2025/26	13,741
Street Cleansing	1,298	2026/27	13,910
Grounds Maint. & Parks	1,201		
Other	814		
Total	12,006		

Key planning assumptions

Additional waste contract inflation funded of £0.272m.

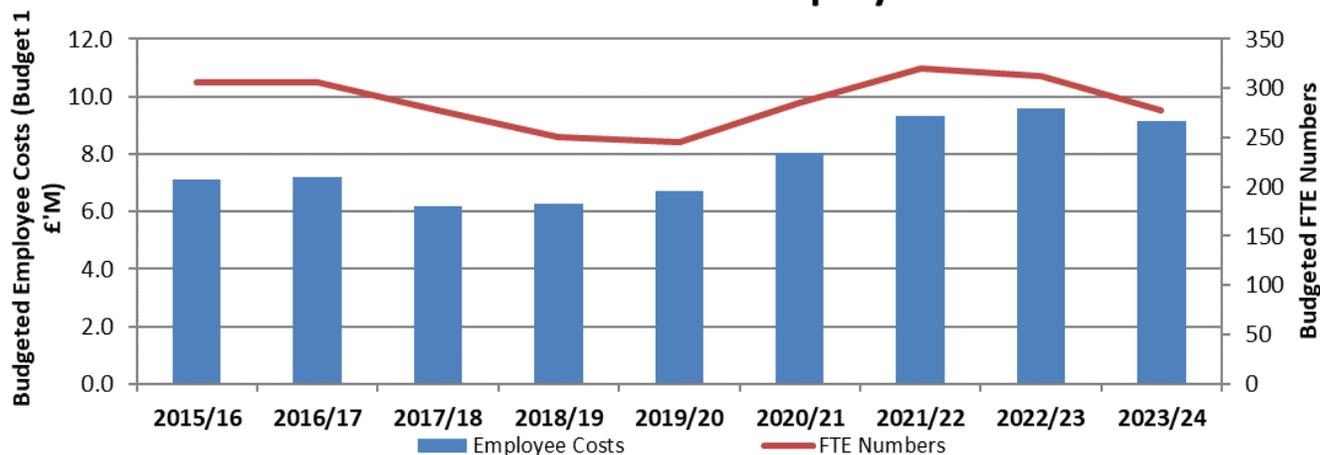
Reduced spending of £0.5m per annum on waste disposal

Income generated from increased fees and charges to be utilised towards managing other service pressures.

Energy price inflation and National Living Wage changes funded.

Vacancy factor savings of 0.5m assumed.

Environmental Services Employee Cost



Environment & Regulatory services

Overview, challenges and opportunities

Overview	
Key challenges and opportunities	<p>Vacancy Management Factor: The service employs a large and diverse workforce responsible for delivering a range of frontline operational and technical regulatory functions. The retention of fees and charges within the service will help to mitigate the impact of the vacancy management factor. This will be supported by limiting overtime in Street Cleansing and managing agency spend where appropriate.</p> <p>Cleethorpes Habitat Management Plan: The new plan will require the council to carry out additional maintenance on the SSSI. In the absence of additional resources this work will need to be absorbed into the existing work programme which will reduce capacity to deliver on the existing work programme.</p> <p>Unachievable Enforcement Income: The operating model for the Environmental Enforcement Team includes a level of fixed penalty notice income. This level of income is unsustainable and further vacancies may need to be held to manage this pressure.</p> <p>Emissions Trading Scheme (ETS) The Autumn Statement announced the inclusion of energy from waste will be part of the ETS scheme from 2028. This will bring additional financial burdens to waste disposal operations.</p> <p>Border Target Operating Model The Commercial Regulatory Team are working on the new approach due to be implemented on 30 April 2023. This will see a new risk-based approach to inspection on both EU and non-EU imports. There is some uncertainty about the level of resource and income generation.</p>
Plans to achieve long term financial sustainability	<p>Full Cost Recovery: Ensure services achieve full cost recovery and are benchmarked with neighbouring councils.</p> <p>Review energy consumption: Align with demand at Bereavement Services.</p> <p>Waste Disposal Options: Consider future waste disposal options post 2029, including potential risks following introduction of Emission Trading Scheme.</p> <p>Depot Rationalisation: Contributes to a more efficient and integrated workforce.</p>

Environment & Regulatory Services

Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority 1	Consolidate operational services at Doughty Road Depot site.	✓	✓	
Priority 2	Explore opportunities to reduce energy consumption at Bereavement Services and review operating model during periods of lower demand.	✓	✓	
Priority 3	Ensure Full Cost Recovery for all services including Garden Waste Collections	✓		
Priority 4	To review the operational fleet and identify vehicles with a low usage data and challenge the reasons why to optimise our vehicle fleet.	✓	✓	

Environment & Regulatory Services

Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority 5	Consider future waste disposal options post 2029.	✓	✓	
Priority 6	To identify areas of poor recycling performance and contamination and seek to improve performance. Improved performance will reduce penalty costs associated with diverting recycling to disposal.	✓	✓	
Priority 7	Implement the Border Target Operating Model for EU and non-EU imports	✓		
Priority 8	Explore place-based approach to Cleethorpes Resort	✓	✓	

Environment & Regulatory Services

Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority 9	Deliver Cleethorpes Habitat Management Plan within existing resources	✓	✓	✓
Priority 10	Design Food waste Service for Implementation in 25/26	✓	✓	✓
Priority 11	Plan the journey to Net Zero			✓

Environment and Regulatory Services

Capital investment to support delivery of business plan

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
ENVIRONMENT	9,353	1,012	72	107
Fleet Replacement Programme	720	835	0	0
Enhancement of Bereavement Services	507	27	0	0
Depot Rationalisation	6,458	0	0	0
Scarcho Cemetery Lodge & Waiting Rooms	539	0	0	0
Environmental Services Mgt System	47	0	0	0
Regulatory Services Management System	14	0	0	0
Memorial Testing & Repairs	81	0	0	0
Play Areas	763	0	0	0
Cremators - Relining	106	0	0	0
Urban Tree Challenge Fund	64	95	72	107
LA Treescapes Fund	54	55	0	0



Economy (Regeneration)

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.

Economy (Regeneration) Service Areas

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.

Key areas of activity are:-

Regeneration project delivery

Leisure services delivered by Lincs Inspire Ltd.

Culture, heritage, tourism, and sport

Skills

Regeneration

Summary of delivery against 2023/24 business plan

Skills, Strategy and Action Plan	Finalised and approved. We will now focus on the delivery of the actions to support the skills needs of the local economy and our residents.
Sport & Physical Activity Strategy	<p>Sport & Physical Activity Strategy finalised and approved to set a 5-year vision to support residents to become more active, more often and identify priority areas for action.</p> <p>Playing Pitch developments continue with the delivery of the Clee Fields project and wider grant funding investment secured for tennis court refurbishments to improve local sports and parks facilities.</p>
Tourism and Marketing	<p>UKSPF 'Coast Lovers Wanted' tourism marketing campaign completed in Q1 and 'Embrace Autumn' campaign launched in Q2. Engagement ongoing with Destination Lincolnshire on the development of a Local Visitor Economy Partnership & Destination Management Plan for Greater Lincolnshire and letter of support provided in Q3.</p> <p>Humber Museum Partnership activities commenced in Q1. HMP funded staff members joined the Grimsby Fishing Heritage Centre team in Q2. Technician commenced in Q2. Essential maintenance works completed on the Ross Tiger and reopened to the public in Q1.</p> <p>A total of 20 events held at the Meridian Showground during Q1 to Q3 giving more opportunities for local people to engage in events, and economic benefits for businesses and accommodation providers.</p>
Regeneration	<p>2025 Group launched to promote positive messaging from business and the community to support town centre regeneration as a result of High Streets Task Force support on Placemaking.</p> <p>Businesses and community groups continue to be supported through UK Shared Prosperity Fund until 2025. Launched in March 2023, the fund is supporting a total of £1.7m ringfenced activities including culture, leisure and tourism events and campaigns, and business support interventions, with a further £1.4m committed to projects through an open call.</p> <p>St James House planning application approved in October, work to start on site December 23. Freshney Place Pre-Contract Services Agreement underway including preparation works within the former BHS building.</p>

Regeneration

Summary of delivery against 2023/24 business plan

Regeneration (continued)	<p>Final detailed designs for new Sea Road building underway. Initial surveys of Pier Gardens commenced in preparation of future design work.</p> <p>Grimsby Town Centre projects progressing with Riverhead Square works to be completed in early 2024, Onside constructions works commenced, and early stage works to the Freshney Place Leisure scheme underway.</p> <p>The first two ecological sites on the South Bank of the Humber, Cress Marsh and Novartis Ings are fully operational, supporting wider investment in the South Humber area.</p>
Culture and Heritage	<p>£700,000 secured from Arts Council England and Heritage Fund for delivery of Create North East Lincolnshire which will support events and development activities over the next 3 years</p> <p>NEL announced as a Heritage Place by National Lottery Heritage Fund.</p> <p>Numerous successful events were delivered by partners including Reflections – A nighttime spectacular, Festival of the Sea, Our Future Starts Here and Edible Grimsby took place.</p> <p>Successful delivery of heritage led regeneration programmes including Heritage Fund supported Cleethorpes Townscape Heritage Programme and Historic England's support for the Partnership Schemes in Conversation Areas (PCiSA) on Grimsby Docks.</p>

Main Budget Areas	Current budget (£000)	Year	Revised budget (£000)
Freshney Place	(1,500)	2024/25	2,594
Leisure	2,270	2025/26	2,453
Planning	(824)	2026/27	2,455
Retained Function Team	816		
Other	506		
Total	1,268		

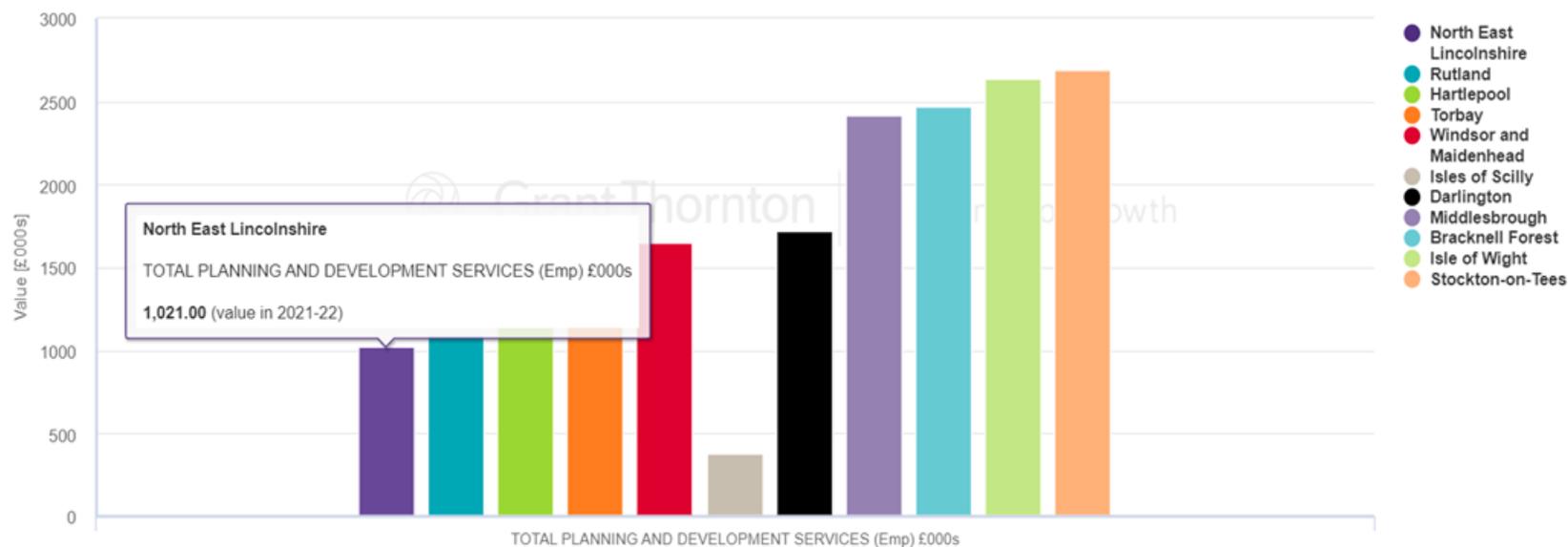
Key planning assumptions

Reduced energy pressure of £1.165m (compared to existing MTFP)

Estimated net income of £1m from Freshney Place operation.

National living wage increase funded.

Assumed increases in planning fees in accordance with Autumn Statement announcement.



Regeneration

Overview, challenges and opportunities

Overview	To promote the towns within North East Lincolnshire as great places to live, work, visit and stay, by revitalising our town centres, supporting the growth of existing businesses, and attracting investment. This will also provide opportunity and positive change for our young people.
Key challenges and opportunities	<p>Challenges:</p> <ul style="list-style-type: none">•Facility condition and backlog maintenance challenges across the services estate and historic vessels. There is an increasing need to identify funding and prioritise future investment.•Revenue budget performance across Meridian Showground and Grimsby Fishing Heritage Centre may be impacted by cost-of-living challenges for service industry.•The budgets for tourism, events and creative activities remain small, so continued success is dependent on external funding and encouragement of other organisations to deliver.•Ongoing challenge in recruitment and demand for a skilled workforce across North East Lincolnshire.•Inflationary price and supply chain pressures within the construction industry continue to affect project delivery. <p>Opportunities:</p> <ul style="list-style-type: none">•Through the Humber Museum Partnership and secured funding for the Dynamic Collection project to increase visitor numbers and school visits to grow income at Grimsby Fishing Heritage Centre.•Income development for Meridian Showground through additional bookings and fees from concession contracts etc.•Continue to utilise allocated UKSPF to deliver events during 2024-25 and carry out an 'out of area' Spring and Autumn marketing campaign to attract more visitors to the area.•Areas of priority & focus for funding partners: across Culture and Heritage where NEL is a Heritage Place for Heritage Fund, which provides a significant opportunity to increase investment over the next 10 years. And Sport & Physical Activity where Sport England have recently announced the potential of 5-year funding for Place Partnerships.•Delivery of people and skills projects funded by UK Shared Prosperity Fund in Financial year 2024-25.

Regeneration

Overview, challenges and opportunities

Key challenges and opportunities	<ul style="list-style-type: none">•Local Skills Improvement Fund projects beginning to be delivered in line with the actions outlined in the Greater Lincolnshire Local Skills Improvement Plan.•Continue to develop our long-term approach to leisure and libraries service provision.•Freeport - seed capital projects and future retained business rates which will be reinvested across the Humber to promote investment and trade.•Long Term Plan for Towns Programme – providing £20m across a 10-year period to support the regeneration of Grimsby town centre.
Plans to achieve long term financial sustainability	<ul style="list-style-type: none">• Capitalisation – continuing to maximise the capitalisation of staff costs through external funding opportunities.• Planning fee uplift in line with inflation.• Review of fees and charges across the service – review and increase prices and hire charges at the Meridian Showground and Grimsby Fishing Heritage Centre.• Leisure estate review – progress to the next stage of the sport and leisure review.• Library review – progress the planned review of libraries and archives service considering future opportunities for service development and priorities for future service delivery within the resources available, including options for co-location of services.• External funding – continue to successfully apply for external funding from a range of sources to maximise benefits e.g. Levelling Up Funds, Arts Council England, Heritage Fund, Sport England.

Regeneration

Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority 1	Commitment to review the leisure estate to develop our long-term plan for leisure facilities and developments.	✓	✓	
Priority 2	Strategic review of library and archives service to develop our long-term plan for these services.	✓	✓	
Priority 3	Delivery of Grimsby Town Centre and Cleethorpes Masterplan projects, supporting the transformation and regeneration of these areas			✓
Priority 4	Place culture and heritage at the heart of creative placemaking to bring vibrancy to Grimsby town centre and the resort of Cleethorpes	✓	✓	✓
Priority 5	Devolution – maximising the benefits to be achieved via the Greater Lincolnshire Devolution Deal	✓		✓
Priority 6	Enterprise Zones – continue to focus on development of these sites to deliver revenue income through 100% retained business rates to 2041	✓		✓

Economy (Regeneration)

Capital investment to support delivery of business plan

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
Regeneration	18,534	58,688	10,133	0
Clee HLF Townscape Heritage	426	1,082	0	0
SHIIP Scheme	1,332	2,996	0	0
Playing Pitch Reprovision	4,338	403	0	0
Cleethorpes Public Art	25	40	0	0
Heritage Action Zone	485	0	0	0
Town Deal Investment	30	4,583	0	0
Towns Fund - Central Library	250	3,685	0	0
UK Shared Prosperity Fund	256	672	0	0
Leisure Capital Grant	80	80	0	0
Freshney Place Leisure Development	5,500	17,565	5,547	0
Cleethorpes Masterplan - Market Place LUF Scheme	203	4,440	0	0
Towns Fund - St James House	500	579	0	0
Towns Fund - Garth Lane	265	3,089	4,410	0
Towns Fund - Activation Fund	223	223	176	0
Towns Fund - Riverhead Square	2,785	0	0	0
Towns Fund - Public Realm Connectivity	150	2,942	0	0
Cleethorpes Masterplan - Sea Road LUF Scheme	1,200	7,735	0	0
Cleethorpes Masterplan - Pier Gardens LUF Scheme	200	8,375	0	0
Tennis Court Refurbishment	276	0	0	0
Play Zone	670	199	0	0

Economy (Town Centre)

Capital investment to support delivery of business plan

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
Economy (Town Centre)	229	0	0	0
CCTV Review & Upgrade	73	0	0	0
Safer Streets 4	156	0	0	0

Housing Highways & Transport

Summary of delivery against 2023/24 business plan

Corporation Bridge	<ul style="list-style-type: none"> The Corporation Bridge project started on site on 6th February 2023. Restoration works are progressing, with the majority of the steel base plates exposed and detailed inspection on the condition completed. Scaffolding has been installed to allow an inspection of the underneath of the bridge. The initial inspection has identified the condition of the underneath has deteriorated greater than previously believed and additional surveys are ongoing to determine the extent of the deterioration and confirmation of what additional works are required. These additional works will mean the project will have the programme extended to enable the works to be undertaken. When the full extent of the additional works is known, the programme will be adjusted to accommodate. The council have identified additional funding to introduce a lighting scheme to the bridge, which is being progressed and will be erected and operational by the end of the project.
LTP	<ul style="list-style-type: none"> The Local Transport Plan (LTP) three-year programme has been agreed with the Portfolio Holder (PfH). The 2023/24 programme is in progress, with 35 schemes and with an expected successful completion on all schemes. 2024/25 programme will be reviewed in November 2023 to seek PfH approval in January 2024 to allow early mobilisation and longer lead in time to develop the schemes.
BSIP	<ul style="list-style-type: none"> Bus Service Improvement Plan (BSIP) has been adopted in February 2023. The programme of activity has been reviewed and agreed with Department of Transport (DfT) and is currently being delivered in conjunction with Stagecoach. An example of one of the improvements, is the introduction of CCTV, to George Street, Riverhead and Town Hall street where the existing bus shelters in the town centre are located. The CCTV is monitored by our Security control room and will provide reassurance to bus users that the shelters are being monitored to deter crime and Anti Social Behaviour (ASB) activity.
A180 Bridge Refurbishments	<ul style="list-style-type: none"> Funding of £8m DfT with a £2m NELC contribution from capital borrowing. Contract for first 2 structure has been awarded, works expected on site March 2024. Successful trail TM and inspection phase carried out Nov 2023, good insight into potential traffic management and network management issues identified.
Housing Strategy	<ul style="list-style-type: none"> Housing Strategy successful through scrutiny and full consultation period now complete. Approximately 140 responses to the consultation to review and consider. Overall positive contributions gained through the consultation and 69 scrutiny. Final version of the strategy is to be present to cabinet within quarter 4 23/24.

Economy (Housing, Highways & Transport)

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.



Main Budget Areas	Current budget (£000)	Year	Revised budget (£000)
Regeneration Contract	11,947	2024/25	18,925
Supporting People	1,990	2025/26	18,407
Concessionary Transport	3,401	2026/27	18,844
Housing Support	1,135		
Other	749		
Total	17,724		

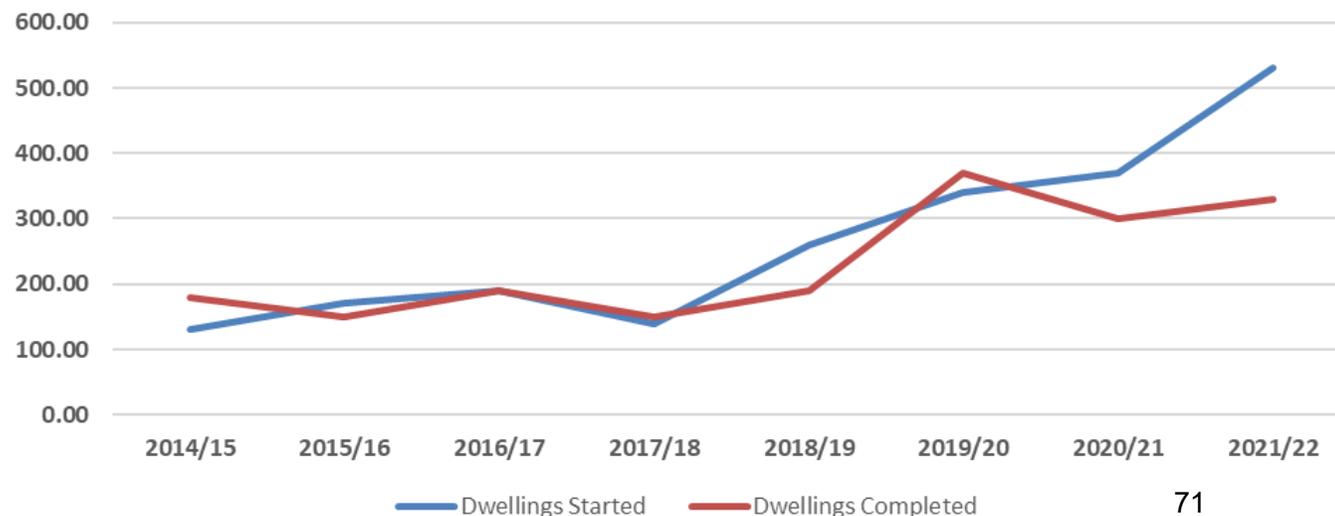
Key planning assumptions

Reduced energy pressure of £0.76m (compared to existing MTFP)

Increased contract inflation impact of £0.44m funded.

Potential options around increased fees and charges for Planning and HMO licensing to be used to cover any existing pressures.

Dwellings Started V's Dwellings Completed



Economy
(Housing
Highways &
Transport)
Service Areas

Budgets managed by EQUANS on behalf of the Council including:

Car parks, Public Transport, Highways, Housing, Planning, Building Control.

Housing development and regeneration.

Home Options

Disabled Facilities Grant

Housing Highways & Transport

Overview, challenges and opportunities

Overview	
Key challenges and opportunities	<ul style="list-style-type: none">• Cost of temporary housing and demand from both adult social care and children's services increasing staff resource and financial resource within the homeless service. Swan House offers an opportunity to reduce these pressures and improve the future outlook for residents.• Cost of materials leading to spiralling construction costs within highways and housing, requires close monitoring of project costs and innovation in terms of materials or construction methods.• Reviewing Street Lighting technology to gauge opportunities for capital investment to improve the energy efficiency of NELC assets and reduce energy costs.• Partnership / Stakeholder Management is a key challenge for both Highways and Housing, managing these relationships between multiple organisations with different objectives and drivers is essential to providing quality public services.• Homes England relationship is developing well with their appetite to deliver within NELC strengthening, Greater Lincs devo specifically brownfield funding is an opportunity to maintain momentum.
Plans to achieve long term financial sustainability	<p>Fees and charges review across the service, highways, housing and car parks will provide a more commercial approach to how the business recovers costs for chargeable services, providing year on year income with an established methodology for then reviewing and raising charges in line with inflation.</p> <p>LTP Review will help to identify opportunities to maximise spend efficiency while maintaining a high standard of service delivery across the highway network. Maximising the reach of the LTP funding for projects outside of traditional schemes could also reduce NELC capital borrowing.</p> <p>Capitalisation of staff costs through external funding opportunities is being explored across both the Housing and Highways to reduce staff costs along with associated capital costs such as software, equipment and other oncosts etc.</p> <p>A full review of housing service provision and its links to other areas of the council and external organisations is being considered to provide a more structured service offering that can help to stabilise spending hand demand more efficiently.</p>

Housing, Highways and Transport

Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority 1	Fees & Charges Review – Street Works income including permit fee review, full cost recovery on licences (skips, scaffolds etc)	✓		
Priority 2	Housing Service Provision Review – Currently at scoping stage, interaction with corporate resources being discussed, completion end of quarter 4.		✓	
Priority 3	Programme Management EQUANS – better forecast and manage spending on large programme or civil engineering schemes. (corporation bridge, A180, annual resurfacing)	✓	✓	✓
Priority 4	Western & Matthew Humberstone Disposals	✓		
Priority 5	Review of Street Lighting and opportunities to increase energy efficiency	✓		

Housing, Highways & Transport

Capital investment to support delivery of business plan

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
Housing, Highways and Transport	18,773	23,093	7,788	0
Disabled Facilities Grants	5,274	3,700	3,500	0
Local Transport Plan Schemes	5,923	4,864	4,288	0
Housing Assistance Grants and Loans	205	384	0	0
Immingham Lock Flood Def Gates	62	0	0	0
Corporation Rd Bridge Refurb	3,613	1,655	0	0
Rough Sleeper Accom Grant	61	0	0	0
Gy and Imm Flood Innov Funding	1,550	1,563	0	0
Sustainable Warmth - new scheme	237	0	0	0
Flood Defences - Humberston Fitties	118	0	0	0
A180 Structures	318	10,927	0	0
Abbey Walk Car Park Security Measures	23	0	0	0
Weelsby Avenue Depot Works	41	0	0	0
Grimsby Surface Water Flood Alleviation	85	0	0	0
Bus Service Improvement Plan	1,011	0	0	0

Children and Family Services 'Our children our future'

Vision

A place our children can grow up happy and healthy, safe in their homes and communities, with people that love them.

We are ambitious for a child's future with a focus on learning and aspiration so they can be the best they can possibly be.



Children and Family Services areas

Key areas of activity include:-

Regulated Services

Safeguarding & Early Help

Education and Inclusion

Safeguarding, Early Help & Regulated Services

Summary of delivery against 2023/24 Business plan

Overview of achievements this quarter:	<p>North East Lincolnshire Children Services are undertaking a significant period of change to ensure children and parents live in safe, supportive and loving families. Together with partners, we have agreed an improvement plan bringing together the findings of the inspection, Ofsted reviews and recent diagnostic work undertaken by our strategic partners to improve outcomes for children and young people.</p> <p>The feedback and recommendations from these reviews/inspections have been collated thematically and have been used to shape our improvement plan along with the measures that will be put in place to monitor our effectiveness.</p>
Improving Outcomes For Children	<p>Ofsted Monitoring Visit October 2023: Extra Familial Abuse was the subject of this monitoring visit which included children missing, children at risk of sexual and criminal exploitation. The feedback will be published on the 15th November 2023.</p> <p>Family Hubs: The development of family hubs is continuing at pace. Immingham Hub was successfully launched in September with over 100 people from the local community attending the opening.</p> <p>Launch of Team Around the Family: The TAF was successfully launched in September with just over 200 partners attending workshops. Despite not being officially launched until September 124 children have been supported by the TAF and 89 individual Early Help assessments have been submitted by 51 educational settings. The impact of this is children and their families getting the right support at the earliest opportunity .</p>
Stable & Resilient Workforce	<p>Average Caseload for Qualified Social Workers: this stands at 19 cases, which has declined since February 2023 (22 cases). With a lower caseload, social workers can dedicate more time and attention to each child and family they work with.</p>

Main Budget Areas	Current budget (£000)	Year	Revised budget (£000)
Commissioning	13,292	2024/25	45,814
Fostering and Adoption	10,342	2025/26	44,821
Residential Care	5,305	2026/27	45,241
Education and Inclusion	6,463		
Safeguarding and Early Help	9,295		
Other	2,221		
Total	46,918		

Key planning assumptions

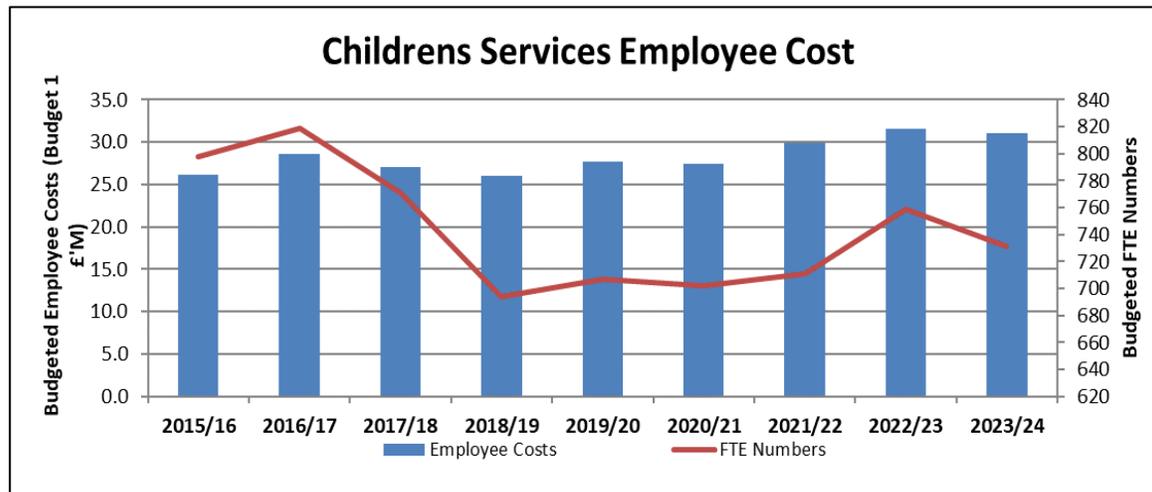
Estimated contract inflation impact of £0.68m funded.

Demand reduction of £1.5M built in to budget

Ongoing further review of resources and needs to be undertaken in year.

Vacancy factor of £0.8m.

Other risks to be managed within service.



Children & Family Services

Overview, challenges and opportunities

Overview	North East Lincolnshire Children Services are undertaking a significant period of change to ensure children and parents live in safe, supportive and loving families. Together with partners, North East Lincolnshire have agreed an improvement plan bringing together the findings of Ofsted inspections and recent diagnostic work undertaken by our strategic partners to improve outcomes for children and young people.
Key challenges and opportunities	<p>The improvement plan focuses on two priority areas: improving outcomes for children and building a stable and resilient workforce. The plan has been designed to deliver meaningful short-term improvements, while also establishing a longer-term programme of work and continuous improvement within the service.</p> <ul style="list-style-type: none">• Improving Outcomes For Children<ul style="list-style-type: none">• Workforce performance: As part of regular reporting against the improvement plan, the service tracks key performance metrics and over the past year these have generally improved, however we continue to focus on improving quality as well as compliance.• Sufficiency: The service are focusing on assessing sufficiency in a holistic and strategic way, ensuring that we are able to support current and future demands. This work will impact a variety of services, such as fostering where we have identified the need to increase the number of foster carers and reassessing our recruitment strategy in line with best practice• Number of CIN, CP and CLA: these measures are relatively high when compared to statistical neighbours and the England average. We want to ensure that children, young people and families receive the right support at the right time, enabling them to live in safe and loving families.• Stable & Resilient Workforce<ul style="list-style-type: none">• Permanent Workforce: We have recruited new permanent senior managers, including a new Director of Children’s Services and assistant directors to lead the service, support the wider initiative to increase the number of permanent staff.

Children & Family Services

Overview, challenges and opportunities

Plans to achieve long term financial sustainability

We are supporting the push for long term financial stability in three main ways:

- **Right support at the right time:** Ensure that the children in our care are in the right placement to meet their needs, at the right time. There will be robust tracking and review of this, ensuring both quality of care and value for money.
- **Reducing reliance on agency spend:** Implement a targeted recruitment campaign to increase the number of permanent staff and reconfigure the Service to meet the needs of children in NEL. This will enable more stability for families and allow children to develop closer, and more meaningful relationships with their social workers so that their needs can be identified and met at the earliest stage in our involvement with them.
- **Embedding Performance Management:** Embedding the use of performance information and audit activity across all service areas to ensure that leaders and managers have an accurate analysis of the quality of practice across early help and social care. This includes a move towards the smarter capture of needs, cost, and outcomes to change practice and commissioning and improve outcomes and life chances of children and young people.

Children and Family Services Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority 1	Improving outcomes for children workstreams – continue to support a wide range of service improvement activities, aimed at improving the key performance metrics in the improvement plan and supporting better outcomes for children in NEL.	✓	✓	✓
Priority 2	Children in Care Sufficiency – better capture needs, cost and outcomes of our children in care. This will support children to get the right support at the right time, ensuring they are supported at the lowest level need and therefore reducing reliance on high-cost placements.	✓	✓	✓
Priority 3	Reconfiguration – consult, agree and implement the reconfiguration of Children’s Services, ensuring that the service meets the needs of children in NEL.		✓	✓
Priority 4	Case Management System – procure and implement the new case management system by December 2024, ensuring that we redesign processes around to new operating model to ensure they are fit for purpose, efficient and support the practice model.		✓	✓

Children and Family Services

Capital investment to support delivery of business plan

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
CHILDREN SERVICES INVESTMENT (DETAILED WITHIN RESOURCES CAPITAL PROGRAMME)				
Childrens Services Platform	1,188	1,746	1,626	0

Education & Inclusion

Summary of delivery against 2023/24 business plan

Free School	Our bid for a 150-place free school for children and young people with social, emotional and mental health (SEMH) needs was successful. We are in the process of securing the land and reviewing the site condition and are working with the Department for Education to secure a provider.
Delivering better outcomes	We were one of only 55 councils to be selected to be part of a new project funded by the Department for Education dedicated to improving outcomes for children and young people with special educational needs and disability (SEND) in North East Lincolnshire.
EHE	The numbers of Electively Home Educated (EHE) children continues to high in line with other local authorities, who have also experienced significant increases of parents choosing to EHE. However, positively, Qtr 3 shows a stabilisation in numbers at 396.
Timeliness of EHCP Assessments	Whilst significant efforts have gone into increasing efficiencies within the Local Authority's statutory process, there continues to be work to be done, to reduce the number of requests for assessment coming into the statutory assessment system. The programme of work under Delivering Better Value in SEND will support this. Collectively SEND teams have worked hard to reduce the backlog of EHCP requests awaiting assessment by an EP from 123 to 42 at the end of 2023.

Education & Inclusion

Overview, challenges and opportunities

Overview	
Key challenges and opportunities	<p>The SEMH free school is progressing as planned and is on track to open a year earlier than originally planned, hopefully in September 2026 with possibility of a 2027 opening if DfE timescales slip . Applications for a Multi Academy Trust to deliver the new school has now closed and are being evaluated. The appointed Trust will be announced in the new year. Further communication/press release will be shared once legal documents are completed to announce the site and an update on progress. On target to deliver.</p> <p>2 x primary schools, Waltham and Scartho including 2 x 12 place Resource Specialist Provision units. Subject to planning and tender award, the opening of both the new schools is September 2025 .</p>
Plans to achieve long term financial sustainability	<p>The Local Authority is currently participating in the Delivering Better Value in SEND national DfE programme to explore and implement creative solutions to some of the current challenges that the Local Authority face regarding appropriate support and provision for children with SEND. The aim of this programme, is to begin to create sustainability across the SEND system.</p> <p>The Local Authority has applied for and received a £1M grant as part of this programme which will be invested in additional workforce development opportunities for education settings, providing some additional capacity to existing outreach terms and other key services children with SEND and their families' access. Pilot projects in new outreach services are also underway to understand better if there is the potential to improve access to education provision, earlier through a different model, therefore avoiding more specialist provision longer term, keeping children within their own localities. Running alongside this project, is an extensive capital programme of works to create additional places for children with EHCPs in North East Lincolnshire.</p> <p>The biggest project is part of the national DfE special free school wave 3 programme. This will enable the Local Authority to increase special school provision for children with SEMH by 150 places over two years from September 2027, thus reducing the number of independent non-maintained special school places by 150. Currently projected fees for a day independent non-maintained special school place are on average £50k. This is nearly twice the cost per place of funding for the new special school, generating a significant cost avoidance for future long-term planning. Alongside the new SEMH special school, there is also a programme working with mainstream partners to create resource specialist provision across the borough.</p> <p>The first setting was opened in September 2023, with further RSPs planned to open in September 2024, and January 2025. Both new Primary schools will also be built with RSP provision integral to the new build. These are also set to open September 2024. Each place in RSP cost avoids either an Academy Special school place, or an independent non-maintained special school place. This is not only then a more cost-effective model, but one that generates more positive outcomes for children appropriately placed in these settings.</p>

Education and Inclusion

Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority 1	Using allocated capital funding, deliver on 40-50 additional high needs places at key stage 1 and 2 for children with EHCPs. Pilot successfully in place at Littlecoates Primary, with further places at other local settings to be available from September 2024.	✓		✓
Priority 2	Complete all EHCP requests within the 20-week timeframe to ensure children and young people have timely and impactful support to access high quality educational provision.		✓	✓
Priority 3	Implement and embed a refreshed model for the virtual school to ensure children who are looked after, or are in need, receive the support they need to thrive and succeed.			✓
Priority 4	Work with children, young people, families and stakeholders to reduce the numbers of children becoming EHE, and reintegrating EHE children back into education settings.			✓
Priority 5	Review post 16 transport offer alongside wider transport review, to ensure that a refreshed model enables young people to be sufficiently prepared for adulthood and accessing their local communities and education provision.	✓		✓

Education and Inclusion

Capital investment to support delivery of business plan

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
Education and Inclusion	4,121	17,243	5,212	0
Schools - Devolved Formula Cap Grant	136	100	0	0
Schools - Backlog Maintenance	271	350	350	0
Schools - Basic Need Sufficiency of Places	3,418	12,493	3,796	0
SEND Special Prov Fund	288	4,300	1,066	0
New Nursey Places	8	0	0	0
TOTAL CAPITAL PROGRAMME	67,194	125,465	40,205	22,107

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.

Adult Services Service Areas

Key areas of activity include:-

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

Adult Services

Summary of delivery against 2023/24 business plan

Discharge	Discharge performance continues to be good and this has been recognised by NHSE/ECIST as well as within the ICB following deep dive analysis of processes.
MH Strategy	Mental Health Strategy launched as part of the HCP. This has been led by people with lived experience and is now in the implementation phase.
Reablement	Reablement and rehabilitation review programme continues to progress. We have established new data sets and have seen improvement in performance. The programme will continue throughout 2024/25
CQC	CQC preparation has started. There is an established system group. We have carried out a full policy review and have made good progress on reviewing and gathering key information required in readiness for the NEL inspection.
S75 Implementation	Agreement has been reached with the ICB on the timescales for the implementation of the new S75. We will operate in shadow form between January – March 2024 with the full operating arrangement to be in place from 1st April 2024. Drafting of the agreement is progressing well and the agreement is subject to formal agreement of both Humber and North Yorkshire ICB and North East Lincolnshire Council
Practice framework	The North East Lincolnshire Practice framework has been developed and launched which underpins a consistent approach to social work practice (strengths based) across the Health and Care Partnership

Main Budget Areas	Current budget (£000)	Year	Revised budget (£000)
Integrated Care Board	58,778	2024/25	61,621
Other	202	2025/26	60,136
Total	58,980	2026/27	61,404

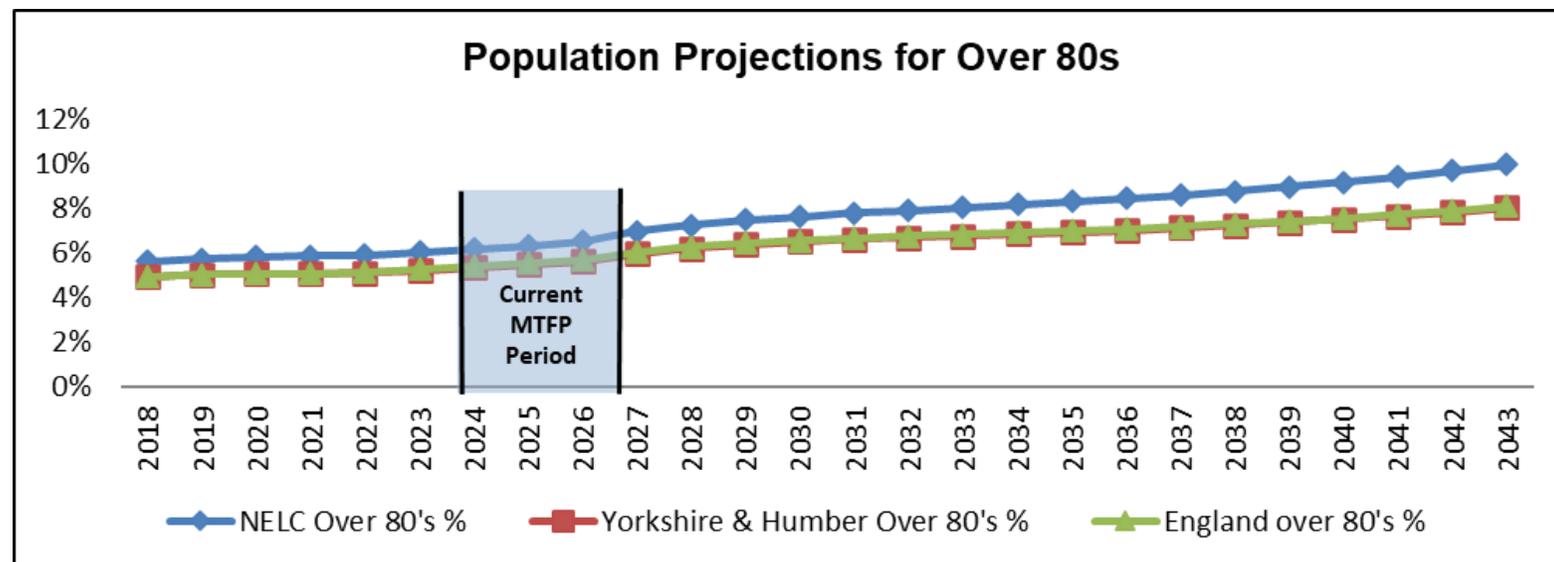
Key planning assumptions

Additional social care support grant arrangement continue over the MTFP period.

Adult social care precept applied in 2024/25 to create additional funding to meet pressure. Future of ASC precept uncertain.

Investment of £3.2M already factored into the 24/25 to cover inflationary and activity pressures. However other demographic risks to be managed.

Other demand and demographic pressure cannot be centrally funded at this time, need to understand risk that presents.



Adult Services

Overview, challenges and opportunities

<p>Overview</p>	<p>To ensure that NELC meets its statutory duties relating to adult social care within the context of rising demand and a challenging financial position. This will require innovation as well as ensuring that the approach to support people is strengths and asset based to support people to achieve better outcomes.</p>
<p>Key challenges and opportunities</p>	<p>Demand continues to rise in line with the growth in the number of older people in North East Lincolnshire.</p> <p>The significant increase in the national minimum wage creates challenges for adult social care fees for 2024/25 based on the methodology used.</p> <p>There are key pieces of commissioning activity that need to be undertaken between 2024-2027. These include shared lives, support at home, Extra care and market shaping of bed-based services for older people. All of these are significant pieces of work and present capacity challenges in their delivery.</p> <p>The structure of integration doesn't always enable us to determine the pace at which change happens</p> <p>Increasing complexity of care and support needs for working aged adults continues to be a challenge</p> <p>The S75 between NELC and ICB is a significant opportunity to innovate to improve outcomes and deliver financial efficiency. Different approach to contract/partnership oversight of key contracts Implementation of strength's-based practice, development of telecare and digital solutions</p> <p>New commissioning opportunities such as shared lives /Extra care are being developed which offers different models of delivery of social care support</p> <p>Organisational review of transport including adult social care.</p> <p>Review of working aged adults care packages</p> <p>Management of voids</p>

Adult Services

Overview, challenges and opportunities

Plans to achieve long term financial sustainability

Embedding strengths-based practice to manage demand

Telecare/digital – transformation and expansion

Review of out of hours care provision

Ensuring cost recovery and charging is optimised.

Transport review

Transfer of non-regulated provision from regulated providers

Commissioning frameworks that ensure a continued stable market and meet the needs of the people of North East Lincolnshire over the next 5 years and beyond.

Continuation of reablement/review programme (year 2)

Adult Services

Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority	Embedding of strength’s-based practice underpinned by the practice framework. This should be the foundation of managing demand and therefore delaying and avoiding the need for long term care packages	✓	✓	✓
Priority	Commissioning of shared lives and the completion of the frameworks for support at home, supported living, shared lives, telecare and Extra Care. Development of complex services with lead providers for people transitioning from children's services		✓	✓
Priority	CQC regulation – we will be inspected by March 2025. Preparation will continue to be a key priority throughout 2024/25	✓	✓	✓
Priority	Completion of the reablement review for pathway 1 (intermediate care at home) and pathway 2 (discharge to assess) will maximise the efficiency of the pathway ensuring people have the opportunity to be reabled avoiding the need to long term care packages	✓		✓



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.

Public Health Services

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.

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

Public Health

Summary of delivery against 2023/24 business plan

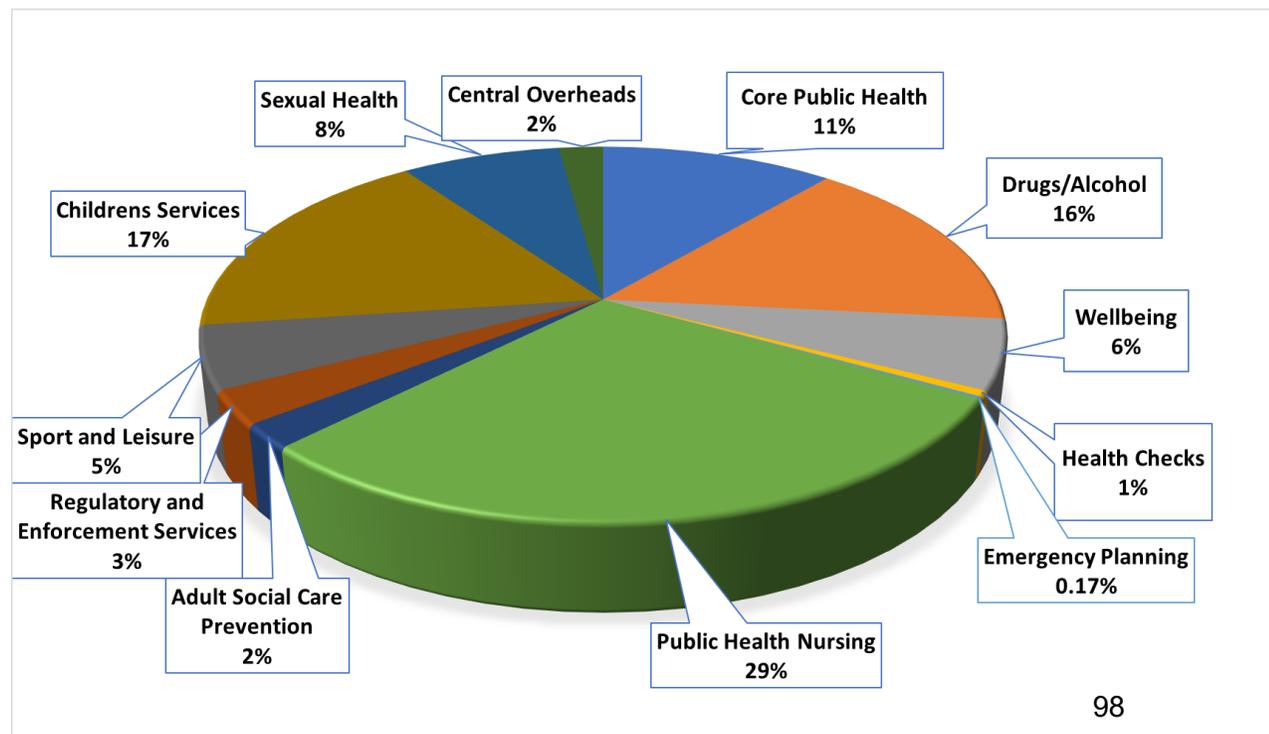
<p>Leadership and Strategy</p>	<p>During 2023/24 a decision was made to recruit to a Northern Lincolnshire Director of Public Health. NEL Public Health have continued to work in close partnership with colleagues from Northern Lincolnshire throughout the year and together have developed an initial plan scoping out areas of current and potential further joint collaboration.</p> <p>The NEL strategic frameworks for mental health, suicide prevention, healthy weight, workplace health and tobacco have continued to be implemented via their corresponding strategic boards. The review of the Health and Wellbeing Strategy has been delayed until 2024/25 due to the need to await the arrival of the new Northern Lincolnshire DPH.</p>
<p>Mandated Public Health Services</p>	<p>The Northern Lincolnshire Integrated Sexual Health contract and the Sexual Health contract with pharmacies are both on track for re-commissioning by the end of the financial year with a full health needs assessment informing the contract specifications. The Northern Lincolnshire Combatting Drugs Partnership has been established and the 10-year drug strategy is now being implemented.</p> <p>The main substance use contract is due for re-commissioning during 2024/25. The mandated healthy child programme has continued to progress in line with expectation and the first CQC inspection of The Public Health Nursing service has been completed with a Good rating achieved. The Greater Lincolnshire arrangements for Health Protection have come to an end and work is now focussed on a Northern Lincolnshire footprint, with a key focus on targeted screening for infectious diseases.</p>
<p>Key Programmes and Projects</p>	<p>Progress has been made on all key programmes of work including starting well, the tobacco programme, development of the wellbeing academy and a new revised approach towards workplace health.</p> <p>Of particular note is the receipt of the initial non-recurrent £312k ICB health inequalities grant, which has enabled Public Health to develop specific targeted projects focusing on the communities in NEL facing the greatest health inequalities. The projects include a targeted offer of the NHS Health Check Programme, a targeted tobacco control project, a maternal wellbeing project (focusing on reducing prematurity rates in NEL), a programme to support families in terms of achieving a healthy weight and grants for the VCSE sector for specific community-based projects.</p> <p>A further recurrent £293kp.a. inequalities funding has now been secured from the ICB. The Population Health Management Executive Group will develop the over-arching plan to tackle health inequalities across our region including identifying how this recurrent fund will be spent. In addition to the Health Inequalities Grant, Northern Lincolnshire Public Health have jointly received 2-year funding from the ICB to focus on healthy maternal weight. We have recruited to maternal weight posts and a referral process is now in place to provide this additional support to pregnant women.</p>

Main Budget Areas (excluding allocations to services)	Current budget (£000)	Year	Revised budget (£000)
Adults Wellbeing	147	2024/25	82
Public Health Grant Reserve	165	2025/26	78
Total	312	2026/27	78

Key planning assumptions

These figures relate to core council funding only and not the public health grant, which is netted off for this purpose.

Indicative public health grant allocations to individual service areas



The public health grant allocation in 2023/24 totalled £12.3m. Two thirds of this was used to fund core and mandated public health services. The remaining third was used to support other budgets which contribute to public health outcomes.

Pressures in public health are fully funded through the ring-fenced grant, including management of pay awards, contract and cost inflation.

Public Health

Overview, challenges and opportunities

Overview	To bring innovative solutions to reducing health inequalities within a constrained budget envelope
Key challenges and opportunities	<p>Financial challenges include inevitable increases in contract costs for the mandated commissioned services (sexual health and substance use), increase in demand led services and significant new pressures around pharmaceutical costs. Once the reserve is spent, this will also pose a financial pressure for the service.</p> <p>Other risks are that health outcomes remain poor in North East Lincolnshire with some of the highest levels of health inequalities both when comparing NEL to other authorities and between our most and least deprived wards. These include our life expectancy and Healthy Life expectancy rates, smoking prevalence rates (in particular, smoking in pregnancy), obesity levels (including childhood obesity), premature birth rates, teenage pregnancy rates, under 25 repeat abortion rate, breastfeeding rates, admissions into hospital for alcohol related conditions and alcohol related mortality indicators.</p> <p>Review PHG investment to ensure we can measure how effective they are in dealing with health inequalities.</p> <p>The appointment of a Northern Lincolnshire Director of Public Health and the continued partnership arrangements with North Lincolnshire Public Health could lead to further joint working in the future which may bring economies of scale eventually. Access to other fixed terms sources of funding eg tobacco grants is another opportunity which will be fully explored by the directorate in partnership with N Lincolnshire.</p>
Plans to achieve long term financial sustainability	<ul style="list-style-type: none"> • A detailed focus on those corporate budgets which receive public health grant investment to ensure that they are effectively tackling health inequalities in NEL • A review of the specifications of all internally delivered public health services (public health nursing / wellbeing service) • Continue to lobby central government for the appropriate uplifts to meet NHS pay deals • Continue to access other sources of funding (e.g. tobacco grants, health inequalities funding) • Use of reserve as a contingency risk pot for any unforeseen pressures, so as to not to pose any risk to the corporate budget.

Public Health

Priorities for 2024/25

Priority	Description	Financial benefit	Improved performance	Improved outcomes
Priority 1	<p>Focus on reducing health inequalities (both between NELC and other areas and between wards within NEL)</p> <p>This includes:-</p> <ul style="list-style-type: none"> • A review of the Health and Wellbeing Strategy for Northern Lincolnshire, which will need to dovetail with the integrated care partnership strategy and ensure a strong place focus for the ICP in North East Lincolnshire • Continued partnership work with the HNY Health Care Partnership on the Health Inequalities and Population Health Management Plans for the area • Continued partnership work with the ICB on the implementation of the agreed projects through the Health Inequalities Grant • Continued implementation of key strategic frameworks including Healthy Weight/ Healthy Lives and the new sexual health contract • Review of the public health grant investment into corporate budgets in terms of their impact on reducing health inequalities in our area 	✓	✓	✓
Priority 2	Continued implementation of the Starting Well Programme – with a focus on optimising a range of early years outcomes, and overall improving the percentage of children who are achieving a good level of development at 2-2.5 years and school readiness, including associated inequalities.	✓	✓	✓
Priority 3	Tobacco Control and Smoking Cessation – continued implemented of the tobacco control strategic framework	✓	✓	✓
Priority 4	Mental Health and Suicide Prevention – continued implementation of the Mental Health Strategic Framework and the Suicide Prevention Framework	✓	✓	✓
Priority 5	Re-commissioning of the Substance Use contract and continued implementation of the 10 Year Drug Strategy for North East Lincolnshire	✓	✓	✓

Annex 2

Capital Investment Programme



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

Our Council Plan pledges to work with partners to invest in our people and our place.

Capital and Long-term Investment

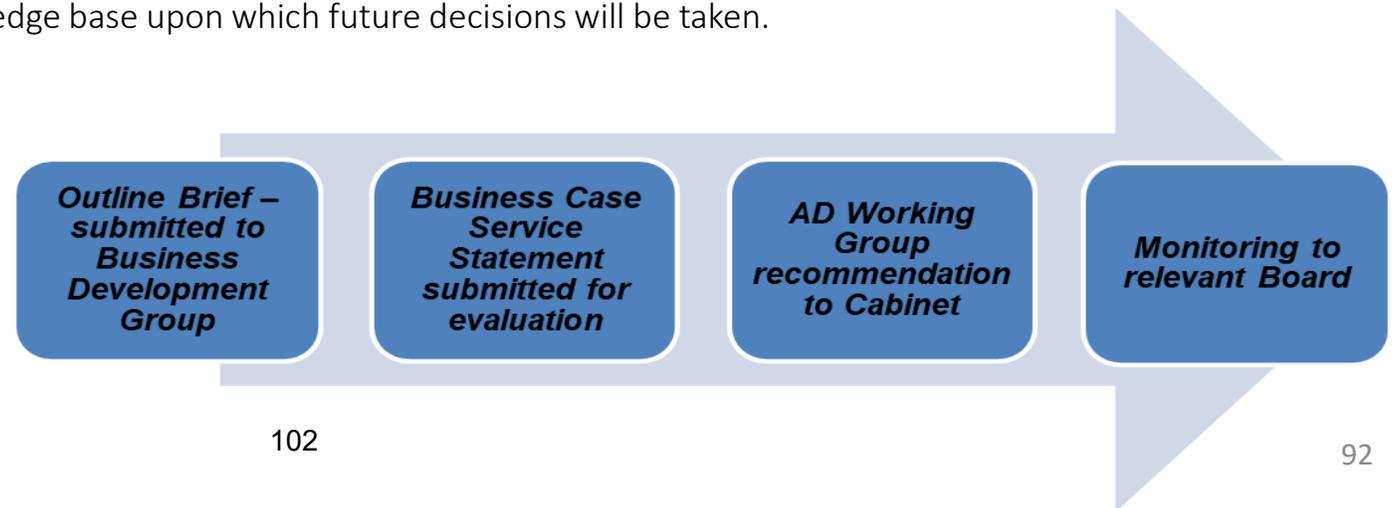
There is a robust Business Case Development Gateway Process for both revenue and capital funding. The well-established capital governance framework was extended to cover all aspects of investment including non-treasury. It's built on the HM Treasury Five case evaluation model.

All investment decisions will be supported by a Business Case Service Statement. The Business Development Group is represented by officers from the Assets, Finance, Policy, Strategy and Performance, Audit, Procurement, Legal, ICT and Economic Regeneration teams and the group scores the proposals and makes 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 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 through Council Plan Resources and Finance quarterly 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 will also be informed on the extent 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. Evaluation reports will be widely disseminated and published, where appropriate, to contribute to the knowledge base upon which future decisions will be taken.



Annex 2

Capital Investment Programme



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

Our Council Plan pledges to work with partners to invest in our people and our place.

Capital Investment Programme

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
ECONOMY AND GROWTH				
Regeneration	18,534	58,688	10,133	0
Clee HLF Townscape Heritage	426	1,082	0	0
SHIIP Scheme	1,332	2,996	0	0
Playing Pitch Reprovision	4,338	403	0	0
Cleethorpes Public Art	25	40	0	0
Heritage Action Zone	485	0	0	0
Town Deal Investment	30	4,583	0	0
Towns Fund - Central Library	250	3,685	0	0
UK Shared Prosperity Fund	256	672	0	0
Leisure Capital Grant	80	80	0	0
Freshney Place Leisure Development	5,500	17,565	5,547	0
Cleethorpes Masterplan - Market Place LUF Scheme	203	4,440	0	0
Towns Fund - St James House	500	579	0	0
Towns Fund - Garth Lane	265	3,089	4,410	0
Towns Fund - Activation Fund	223	223	176	0
Towns Fund - Riverhead Square	2,785	0	0	0
Towns Fund - Public Realm Connectivity	150	2,942	0	0
Cleethorpes Masterplan - Sea Road LUF Scheme	1,200	7,735	0	0
Cleethorpes Masterplan - Pier Gardens LUF Scheme	200	8,375	0	0
Tennis Court Refurbishment	276	0	0	0
Play Zone	10	199	0	0

Capital Investment Programme

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
Housing, Highways and Transport	18,773	23,093	7,788	0
Disabled Facilities Grants	5,274	3,700	3,500	0
Local Transport Plan Schemes	5,923	4,864	4,288	0
Housing Assistance Grants and Loans	205	384	0	0
Immingham Lock Flood Def Gates	62	0	0	0
Corporation Rd Bridge Refurb	3,613	1,655	0	0
Rough Sleeper Accom Grant	61	0	0	0
Gy and Imm Flood Innov Funding	1,550	1,563	0	0
Sustainable Warmth - new scheme	237	0	0	0
Flood Defences - Humberston Fitties	118	0	0	0
A180 Structures	318	10,927	0	0
Abbey Walk Car Park Security Measures	23	0	0	0
Weelsby Avenue Depot Works	41	0	0	0
Grimsby Surface Water Flood Alleviation	85	0	0	0
Bus Service Improvement Plan	1,011	0	0	0
Swan House	252	0	0	0

Capital Investment Programme

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
RESOURCES	16,184	25,429	17,000	22,000
Law and Governance				
Audio Visual System for Grimsby Town Hall	0	72	0	0
Deputy S151				
Capital Investment	847	7,058	13,203	20,000
Capital Rec't Flexibility	9,000	12,000	2,000	2,000
Policy, Strategy and Resources				
Backlog Maintenance	2,839	0	0	0
Property Rationalisation Programme	341	0	0	0
Cartergate Office Development	137	0	0	0
ICT Refresh	652	578	0	0
Heritage Assets at Risk	500	3,568	0	0
Business Centre Improvement	200	0	0	0
LMS Implementation	21	0	0	0
Bradley Replacement 3G Pitch	5	0	0	0
M365 Transformation Programme	164	131	0	0
CRM Developments	104	77	0	0
Changing Places Fund	84	0	0	0
Childrens Services Platform	1,188	1,746	1,626	0
Motor Caravan Parking Pilot Scheme	17	0	0	0
Digital Platform	85	199	171	0

Capital Investment Programme

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
ENVIRONMENT	9,353	1,012	72	107
Fleet Replacement Programme	720	835	0	0
Enhancement of Bereavement Services	507	27	0	0
Depot Rationalisation	6,458	0	0	0
Scartho Cemetery Lodge & Waiting Rooms	539	0	0	0
Environmental Services Mgt System	47	0	0	0
Regulatory Services Management System	14	0	0	0
Memorial Testing & Repairs	81	0	0	0
Play Areas	763	0	0	0
Cremators - Relining	106	0	0	0
Urban Tree Challenge Fund	64	95	72	107
LA Treescapes Fund	54	55	0	0

Capital Investment Programme

SCHEME	2023/24 Revised Capital Programme	2024/25 Revised Capital Programme	2025/26 Revised Capital Programme	2026/27 Revised Capital Programme
	£000	£000	£000	£000
Economy (Town Centre)	229	0	0	0
CCTV Review & Upgrade	73	0	0	0
Safer Streets 4	156	0	0	0
Education and Inclusion	4,121	17,243	5,212	0
Schools - Devolved Formula Cap Grant	136	100	0	0
Schools - Backlog Maintenance	271	350	350	0
Schools - Basic Need Sufficiency of Places	3,418	12,493	3,796	0
SEND Special Prov Fund	288	4,300	1,066	0
New Nursey Places	8	0	0	0
TOTAL CAPITAL PROGRAMME	67,194	125,465	40,205	22,107

Funding				
External Grants	33,481	71,714	17,051	107
Corporate Borrowing	22,800	41,047	20,854	20,000
Capital Receipts	9,000	12,000	2,000	2,000
Revenue Contributions	5	0	0	0
Other Private inc S106	1,908	704	300	0
TOTAL FUNDING	67,194	125,465	40,205	22,107