

North East Lincolnshire Council

Council Plan

2024-2025



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

Foreword

We agreed our original Council Plan in February 2022, setting out our aspirations, aims and objectives for 3 year period from 2022-2025. The plan is focussed on our priorities with a clear agenda to protect our children and young people, improve the lives of all our residents, aspire to our low carbon agenda, and provide a sound economy where aspirations are nurtured, and people can live better lives. None of this has changed, and we remain committed to our vision for **‘stronger economy, stronger communities’**.

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

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

Cleethorpes has a vibrant future ahead and the next three years will see more positive change thanks to the awarding of £18.4m of Levelling Up Fund (LUF) monies. The successful Levelling Up Award for Grimsby of £20m and the 10-year Long Term Plan for Town endowment of £20m, will build on the ambition of the Town Deal and deliver significant improvements to the prosperity of Grimsby Town Centre. We are accelerating our contribution to tackling the effects of climate change, with a view to achieving a net zero carbon impact by the council and our assets by 2030. We will work with partners, communities, and businesses to achieve this ambition across the borough, and our commitment to Grimsby Town Centre remains firm.

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

- ✓ **Where business can sustain and grow.**
- ✓ **Where our negative impact on the environment has reduced and we are on the path to a sustainable and carbon neutral future.**
- ✓ **Where citizens of all ages live active, healthy, and independent lives and are much less dependent on public institutions as a result.**
- ✓ **Where young people have choice and are equipped with the skills to exercise that choice.**
- ✓ **Where people are proud to live, work, invest and visit.**

Together we can be stronger.



Our aspiration

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

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

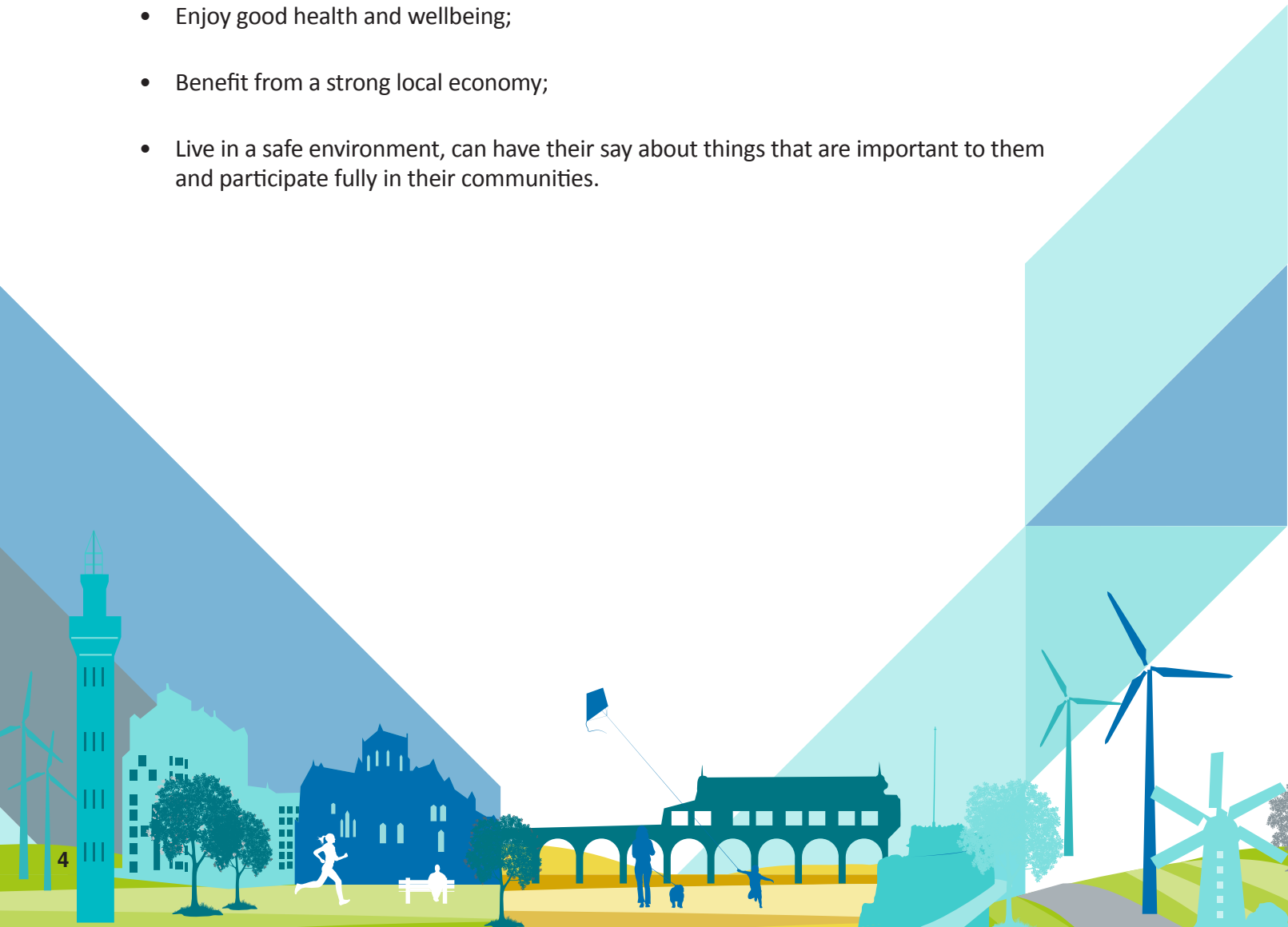
To be successful, it is important that our key objectives for North East Lincolnshire are owned by our anchor organisations and sectors. Along with our key partners in 2021 we revisited the Outcomes Framework for North East Lincolnshire.

This has five outcome areas, and those are that our people should:

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

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

- ✓ **Regeneration** - we will deliver our major programmes and projects focussed on making North East Lincolnshire a better place to live, work, invest, visit, and stay.
- ✓ **Green Future** - we will continue our journey to be a carbon neutral organisation, support others to reduce their impact and our work in partnership to protect and enhance our natural assets.
- ✓ **Environment** - we will ensure we have the capacity to keep our streets clean and maintain our parks and open spaces for everyone to enjoy.
- ✓ **Enforcement** - we will advocate a zero-tolerance model by continual review of the effectiveness of our delivery models, increasing capacity where it is needed and increased police/partnership working that is focused on outcomes and create public places where our residents, visitors and businesses feel safe.
- ✓ **Education and Skills** - we will work with our early years settings and education providers for children to remain in mainstream settings in order to improve their attainment and attendance outcomes. There will be a priority focus on vulnerable cohorts, including, but not exhaustive to children in care and care leavers, children with a social worker, children with SEND, and young people not in education, employment, or training. (NEET) We will support our key economic sectors with their skills needs by collaborating with training providers, ensuring all our residents have access to, and awareness of, the skills needed for our future workforce.
- ✓ **Children, young people, and their families** – building on the progress of our improvement journey to date, we will continue to focus on ensuring a strong, stable, and resilient workforce, to strengthen practice and deliver the best outcomes for children, young people, and families, and with a focus on providing family help and intervention at the right time.
- ✓ **Adult Social Care** - we will maximise the benefit to North East Lincolnshire through the Health and Care Partnership arrangements, building on the legacy of the former NELC/CCG Union arrangements, to join up Health and Social Care provision in a way that provides better support and care and makes best use of resources.
- ✓ We will work with our communities to develop specific strategies aimed at tackling the issues faced by communities in East and West Marsh, especially in relation to housing.
- ✓ We will increase the level of marketing of the area both as a whole and in terms of the unique selling points of Grimsby, Cleethorpes, Immingham and the Wolds, as great places to invest, work, live, visit, and stay.
- ✓ We will work with colleagues from across Greater Lincolnshire to further explore opportunities for collaboration and closer working between the upper tier councils, including seizing the opportunities afforded by the Greater Lincolnshire Devolution deal.



How we will work to deliver the plan

With partners

Our Council Plan clearly states our ambitions, and our desire to work with businesses, people, partners, the Voluntary and Community Sector and community groups in **‘our place’** to build a stronger North East Lincolnshire. We use the phrase ‘Team NEL’ to capture our pride in North East Lincolnshire and our ambition for the future. We are ambitious for our place and people, and we want to celebrate our collective successes and share in the benefits from our opportunities for growth.

Engagement

We benefit from a shared North East Lincolnshire approach to engagement. We are committed to this continuing through the new health partnership arrangements. Our engagement teams worked with local groups, community members and the voluntary sector alliance to develop a better way to talk, listen and work with the community. This resulted in a commitment to ‘make every conversation count’. The principles are built into our operating model, which encompasses new ways of working that we are embedding into the organisation. The Engagement Strategy is available to view here: [NEL Talking, Listening and Working Together Strategy \(nelincs.gov.uk\)](https://nelincs.gov.uk)

Inclusion and addressing inequalities

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

How will we monitor and report the plan?

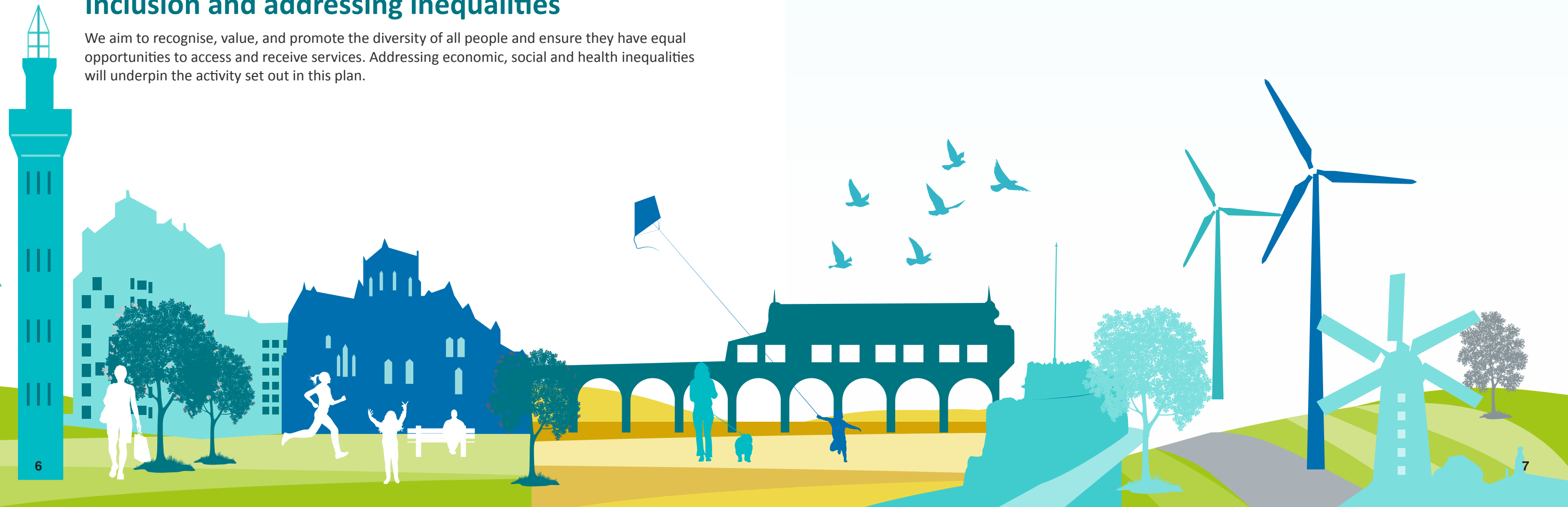
We will report our progress to Cabinet on a quarterly basis, using our Key Performance Indicators. We call these our ‘Vital Signs’, and they are included in each section of the plan.

There are five scrutiny panels:

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

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

During 2024/25 we will continue to develop our performance framework to improve consistency and visibility of performance reporting.



Economy & Growth, Leisure & Tourism

Our Vision

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

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

We know challenges remain, and recent issues with energy costs, high inflation and interest rates have hit our economy. That aside, the potential to create a sustainable, safe, and resilient environment for our businesses, our workforce and our communities is huge.

Some of the activities that will support this are:

- Maintaining an up to date and relevant Local Plan;
- Substantial investment in Grimsby Town Centre with repurposed creative business space and family leisure activities, supported by Levelling Up and other funding;
- With the Cleethorpes Masterplan in place, and £18.4m Levelling Up funds secured, there will be investment in priority projects for Cleethorpes Town Centre and the resort to enhance the future tourism offer and support local businesses;
- Freeport status – bringing increased trade and investment, innovation and the promise of high value jobs to the area;
- Renewable energy – emerging technologies and opportunities through innovation for businesses and our workforce;
- A focus on industrial development to support our growing businesses and attract new investment;
- Activities to support greater engagement in culture, heritage, leisure and tourism through events and activities as outlined in the Creativity Strategy and supported by Historic Fund award as a priority Heritage Place;
- Reshape our priorities with businesses and communities to implement the 10-year Long Term Plan for Towns;
- In partnership with Homes England, delivery of the Route Map for housing in the town centre underpinned by the Grimsby Town Master Plan;
- Working together with our partners to tackle crime and anti-social behaviour across the borough focusing on the priorities agreed through the Community Safety Partnership arrangements;
- Work with Destination Lincolnshire and Local Authority colleagues across Greater Lincolnshire to develop a Destination Management Plan for the area, which will set out our future tourism priorities.

The Government's Ten Point Plan for a Green Industrial Revolution and Energy White Paper entitled 'Powering our Net Zero Future' offers opportunity for investment across the borough and links in with our own Carbon Road Map and the Humber 2030 vision for industrial decarbonisation.

Restore, Reshape and Replenish: Our Economic Recovery Plan includes these three roadmaps, which will continue to guide us through challenge. The information will be updated to respond to changes, challenges, and opportunities as they emerge and will feed into our Economic Strategy action plan. By creating an environment where businesses flourish and ensuring that both adults and young people have access to the necessary skills to adjust to a changing business environment, we will create new opportunities for the local workforce, now and in the future. Key elements include:

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

These include:

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

Highways and Transportation

The Local Transport Plan (LTP) sets out a bold vision for North East Lincolnshire. The strategy identifies that the LTP has a major role in helping to facilitate sustainable growth by enabling and supporting the transport infrastructure necessary to make North East Lincolnshire a place where people want to live, work, and visit and supporting the transition to greener transport options. Working closer with Authorities across Greater Lincolnshire on Transport priorities will provide a stronger voice for improvements to public transport, alignment of priorities to the strategic road network and opportunities for enhanced future funding.

Skills

We need to ensure that our growth is inclusive and that residents in all parts of our borough have access to the jobs, which our proposed economic growth will bring about. There is a need to improve educational attainment, participation in learning and career opportunities and for our young people to go into Further Education where take up levels are lower here than in other parts of the country. Our adopted Skills Strategy sets out how we will work closely with our businesses to ensure that we identify skills shortages and work with our partners to take action to address them. It further raises the aspirations for an improved careers provision across all our schools, academies, and colleges and more generally to ensure that our residents of all ages are aware of the wide-ranging new opportunities available to them – whether on leaving school or throughout their careers. This includes working with partners to support our adults to upskill and retrain to support the needs of our growing economy and benefit from the high skilled jobs available.

What will the council do?

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

- Continue to focus on our Economic Recovery Plan, assisting and signposting businesses to access meaningful support;
- Engage with the Development and Growth Board and other key partners to create a supportive environment that encourages local business growth;
- Capitalise on the Humber Freeport opportunity and deliver programme for enhanced industrial business infrastructure supported by £15m of seed capital funding;
- Review the South Humber Industrial Investment Programme (SHIIP) initiative following transfer of assembled land to industrial developer and completion of phase 2 of, ecological mitigation land. This will focus on securing final occupiers for Council owned land at Pioneer Business Park and development of business units supported by Freeport Capital. In tandem, we will support landowners and developers to bring their sites forward for development;



- Continue the success of the Town Deal by way of progressing the Freshney Place Leisure Scheme supported by Levelling Up Funding, Future High Streets Fund project, and the £21.9m Towns Fund programme;
- Through Levelling Up funding which has been secured, deliver projects identified in the Cleethorpes Masterplan, such as Pier Gardens and Market Place, for the benefit of the resort and town centre of Cleethorpes;
- Also, as part of the Levelling Up funding deliver the landmark building at the Sea Road development site;
- Continue to focus on appropriate funding opportunities and bids in 24/25 to take forward ambitions set out in Grimsby and Cleethorpes Masterplans;
- Implement the skills strategy and action plan in partnership with local businesses, geared towards increasing levels of participation in learning for our young people and our adults whether in work or economically inactive;
- Implement our sport and physical activity strategy to get residents moving more and continue to highlight priority areas for investment, and supports future funding opportunities;
- Build upon our status as a Heritage Priority Place together with the Heritage Action Zone and Create North East Lincolnshire to enhance community engagement in culture, heritage and the arts and also, deliver a broader range of activities for residents and visitors to enjoy as outlined in the Creativity Strategy;
- Approve and implement the Strategic Housing Plan, reflecting the needs and aspirations of North East Lincolnshire residents;
- Work closely with housing partners to improve the overall housing offer in the borough, including development of housing on council owned sites and a more streamlined and joined up approach to housing support;
- Continue to build strong working relationships external funders/agencies/partners, seeking opportunities to promote and deliver the Strategic Housing Plan;
- Deploy our highway and transportation programme in a manner that supports the wider regeneration of the borough and a shift to green means of travel;
- Continue to deliver the Local Transport Plan and one-off insignificant infrastructure projects, addressing the key transport challenges that residents and businesses in North East Lincolnshire regularly face. These challenges have their foundations in national transport policy and are aligned to national goals for highways and transport. The challenges are grouped into four broad headings and the team will ensure we deliver these by:
 - o **Supporting economic growth** - Enabling sustainable growth through effective transport networks, reducing the impact of congestion and supporting connectivity between businesses, their suppliers, staff and customers;
 - o **Accessibility** - Enabling disadvantaged (transport) groups or people living in disadvantaged (transport) areas to connect with employment, health, social and leisure opportunities;
 - o **Safety, security and health** - Improving people's physical and mental health by encouraging and enabling more physically active travel and providing safe access therefore reducing the risk of injury or death due to transport collisions;
 - o **Transport and the environment** - Ensuring that wherever possible transport infrastructure contributes to environmental excellence, including, managing air quality, and reducing transport related carbon emissions.
- Look to the future emerging job roles and sector changes by seeking to attract new business investment and equip people with those skills for the future opportunities;
- Ensure low carbon and green energy runs through all that we do;
- Continue our work with partners to complete the review of our library and archive services;

- Work with partners to progress to the next stage of the sport and leisure review to develop our long term plan for leisure facilities and developments;
- Promote a year-round events programme for the area for the local community and encouraging visitors to stay;
- Work in partnership with Destination Lincolnshire and Greater Lincolnshire Local Authorities to develop a Destination Management Plan to help benefit the visitor economy, tourism and hospitality sectors;
- Through the Humber Museum Partnership National Portfolio Organisation at the Grimsby Fishing Heritage Centre, improve community engagement and develop further learning opportunities.

What will be different? Our milestones are:

The next 12 months:

- The Grimsby Town Centre Masterplan will have been through its first review;
- The Route Map for town centre living should achieve implementation stage by award of a development partner for Phase 1 Alexandra Dock;
- We will have worked with businesses and communities to identify priorities and set out an action plan to access the endowment awarded under the Long-Term Plans for Towns;
- Delivered a range of interventions to improve safety and security in Grimsby Town centre reducing the threat of crime and anti-social behaviour as part of the Safer Streets programme;
- Restoration works to have been completed on Corporation Bridge;
- Support creative activities and grow the local creative and heritage sectors through the Creative North East Lincolnshire programme;
- Funding will be secured by the council and partners to deliver outcomes in the Creativity Strategy;
- The Onside Youth Zone will be in advanced stages of construction;
- UK Shared Prosperity Fund will be in its 3rd and final year, providing access to capital and revenue grant funded projects within the three priority areas – Communities and Place, Supporting Local Business, and People and Skills;
- Significant progress will be made on the council owned housing sites and a start date for construction on site will be established;
- A business case for Selective Licensing Business to have been developed
- Implement a revised Disabled Facilities Grant Policy;
- The Skills Action Plan will be implemented bringing industry and educators together to begin to meet the area's future skills needs;
- A Sport and physical activity Strategy will be implemented and assist in securing more funding for an improved leisure offer;
- Clee Fields playing pitch development will have been delivered;
- The review of library and archives services will be complete and future proposals for service development identified;
- The consultation around the review of the Local Plan will have been completed;
- The Bus Service Improvement Plan will have delivered its aims of increasing the attractiveness of the bus as an option for travel to encourage sustainable accessibility;
- Local Transport Plan will be delivered on time and on budget for the financial year;
- More people will be encouraged to walk and cycle for work and leisure;

- The Freshney Place Leisure Scheme will be contractually committed and, subject to planning and tender, early works will have commenced;
- The private sector led Humber Freeport will have grown in strength and influence and start delivering enhanced investments around the Humber;
- All site occupiers will have been identified at the Council owned parts of Pioneer Business Park and construction of new business units underway;
- Three priority projects, identified in the Cleethorpes Masterplan will enter delivery stage;
- A Destination Management Plan will be developed for Greater Lincolnshire and a bid will have been submitted for Destination Lincolnshire to become a Local Visitor Economy Partnership;
- A year-round event programme will be in place across NEL;
- The Humber Museums Partnership National Portfolio Organisation and the National Lottery Heritage Fund Dynamic Collection projects at the Grimsby Fishing Heritage Centre will be underway
- Subject to full Council approval, post public consultation, the Greater Lincolnshire Mayoral Combined Authority will be in the process of forming and preparing for elections of its first Mayor;
- The council will continue to monitor the wider economic environment and take appropriate action to ensure projects/regeneration progresses;
- The review of library and archives service will be complete and set a new strategic approach to Library Services and the cultural offer.

Two to five years:

- All Towns Fund projects will be substantially complete;
- The Freshney Place Leisure Scheme will be complete;
- The action plan for Long Term Plans for Towns is implemented and delivering a difference to the priorities identified by our businesses and communities around the themes of safety and security, high streets, heritage and regeneration, and transport and connectivity;
- Freeport Capital projects will be advanced and a pipeline of future projects in development;
- Subject to approval, we will work closer across Greater Lincolnshire as part of a Mayoral Combined Authority in areas such as skills, economy, transport, and housing to improve prosperity for our geography;
- Remaining ecological mitigation sites will be progressed as investment into development advances;
- The successful Cleethorpes Levelling Up Fund projects will be complete;
- There will be reduced homelessness within the borough and an improved housing offer for those in need;
- Development of housing at Phase 1 Alexandra Dock, Matthew Humberstone and Western to have commenced on site;
- Continued progress in reducing long term empty homes;
- We will maximise external funding opportunities to deliver influential projects towards the aims and objectives of the Local Transport Plan;
- Travel will be safer and greener with less congestion and increased accessibility;
- There will be an improved sport and leisure offer to support residents be more active and move more;
- Local heritage and culture organisations will play a prominent role in a broad range of projects that deliver the Council Plan;
- The Skills Strategy and Action Plan will be fully implemented and bringing more awareness of opportunities to our young people and adults.

Vital Signs: our barometers to identify our progress

Business Growth:

- Net additional employee jobs;
- Net increase of registered enterprises;
- Gross weekly pay for full-time workers resident in NEL, as a % of England average;
- Number of workless households;
- % of adults qualified to level 2 and above;
- % of adults qualified to level 4 and above;
- Number of businesses in rated premises;
- Total rateable value of NEL business premises.

Housing

- Number of rough sleepers identified in the borough;
- Number of people presenting as homeless and placed in temporary accommodation;
- Number of long-term empty properties;
- Annual net new homes built in the borough;
- Interventions carried out by the Housing Enforcement Team;
- % of people living in fuel poverty;
- Track Disabled Facility Grant performance, ensuring effective use of the budget, delivering comfort and independence for service users;
- Care leavers and care experienced adults living in suitable accommodation.

Highways and Transportation

- Improve road safety via engineering, education and enforcement;
- Complete the planned highways inspection regime and conduct necessary maintenance;
- Delivery of the LTP programme;
- Levels of physical activity in adults and children & young people.

Place-making

- A reduction of Town Centre units vacant for six months or longer as a percentage of total town centre units;
- Increase footfall figures for Grimsby and Cleethorpes;
- Increase visitor numbers and overnight staying visitors;
- % of adults, children and young people that are identified as physically active (active at least 150 minutes per week);
- % of adults, children and young people that are identified as physically inactive (active less than 30 minutes per week).

Children and Families

Our Vision

Children, young people and their families are at the centre of all we do. We want North East Lincolnshire to be a place our children can grow up happy and healthy, safe in their homes, 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 be throughout their lives.

By being stronger together, we can achieve our vision of **'Our Children, Our Future.'**

Led through our strengthened Children's Services Leadership Team, we will continue to embed our aspirational vision for North East Lincolnshire Children's Services that puts children at the heart and centre of all our work, addressing our key priorities.

As our improvement and transformation journey continues, we are committed to building on the progress to date to continue to drive forward system change to significantly improve the quality of practice across Children's Services and to achieve sustained change for children, young people, and families.

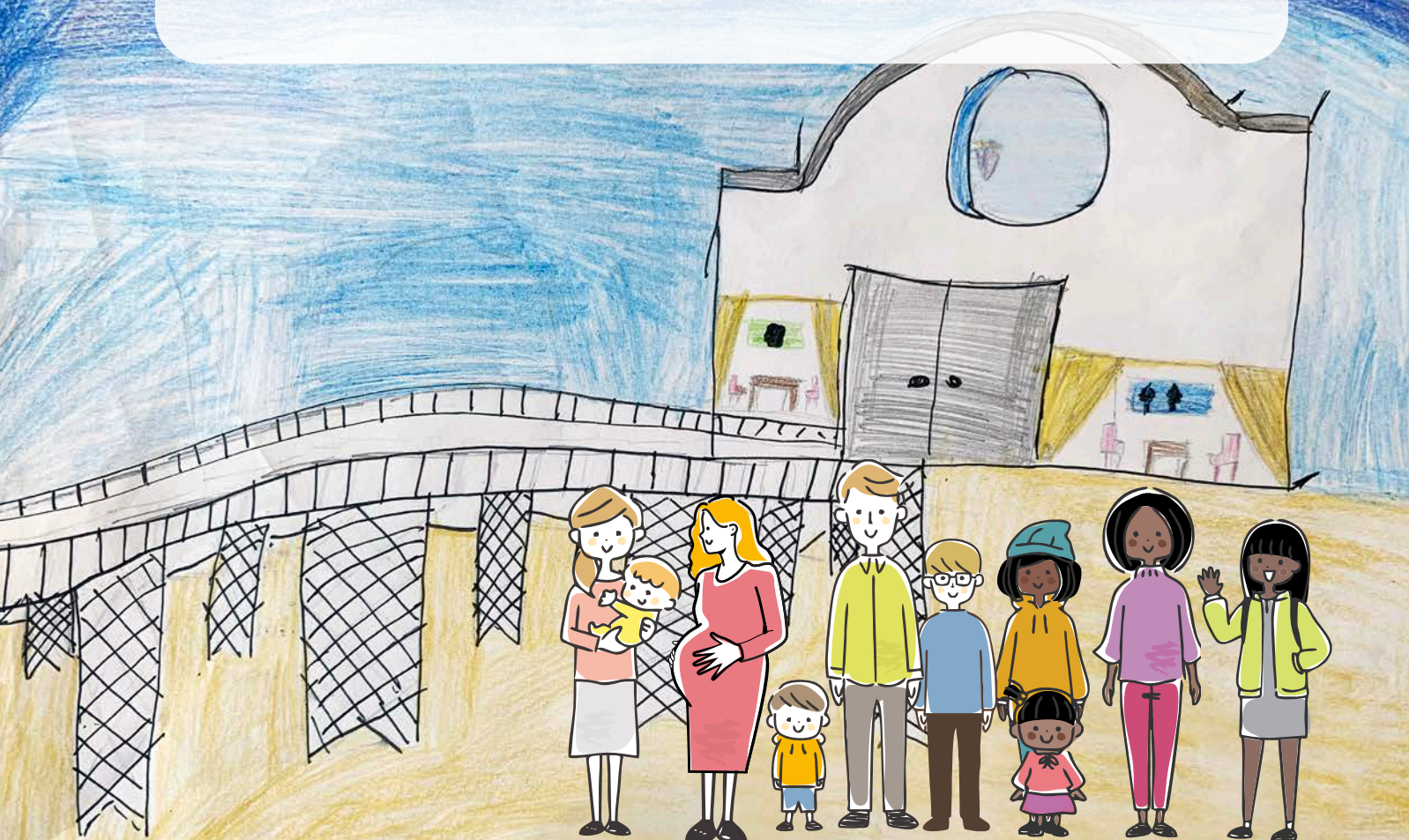
Our seven key areas we are prioritising improvement over the next one to five years are:

- Working with our partners to enhance early conversations, interventions, support and utilise universal provision to ensure children have the right support at the earliest opportunity;
- Improving outcomes for specific vulnerable children and young people including children in need and children in need of protection to reduce need and risk;
- Enhancing the experiences and outcomes of children who do need to come into care through sufficient high quality foster carers, support that enables re-unification with family members and care that meet the child's needs;
- Working with our partners, including children's social care, health, education, schools and settings (including early years), to improve outcomes for children with emerging or identified SEND to reduce the need for statutory assessment and services;
- Recruiting, retaining, and developing our workforce to be able to support children and families in the best possible way that builds on the importance of relationships, knowledge, and skills;
- Enhancing the opportunities for children and families to share their views and experiences and to have a voice in order for them to shape and influence the local offer;
- Developing a sustainable infrastructure that contributes to a safe system for children across the scope of Children's Services, including education, schools, and settings (including early years), the wider Council and partnership.

We will also continue to develop further opportunities to work collaboratively on our priorities and to embed the Children's Services vision 'Our Children, Our Future' across the wider partnership, underpinned by strategic planning, governance, and reporting processes.

Over the next one to five years, we will:

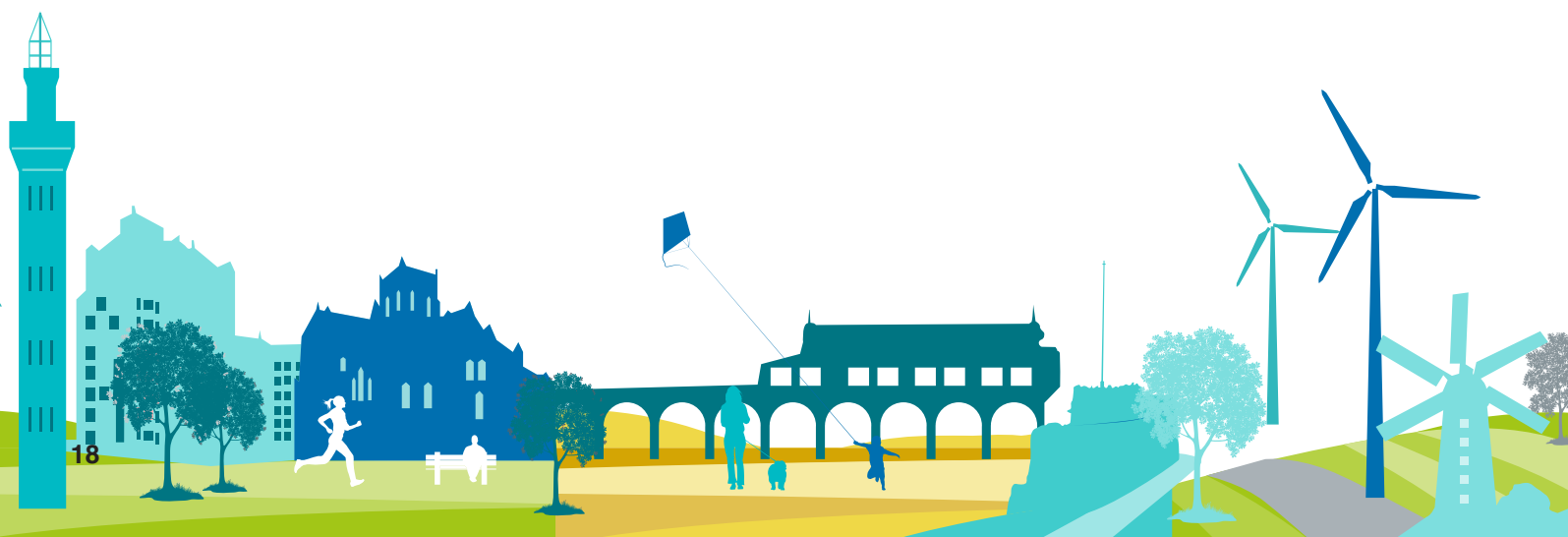
- Further develop the corporate parenting offer and encourage and support corporate parenting action across Children's Services, the Council, and the wider partnership, including businesses;
- Review, refresh and relaunch the Workforce Strategy to build on and further develop relationships with local universities and learning settings to develop the pool of social work students and to develop the apprenticeship offer;
- Strengthen the quality and consistency of first line and middle managers across Children's Social Care;
- Focus on education, training and practice development across the workforce to ensure managers and staff are supported to fulfil their roles and provide a quality offer to children, young people and families;
- Focus on practice development to meet need at the lowest level;



- In the context of our ambition for our children to be in their own homes and educated in Borough through the development of the wider offer, finalise, roll out and embed related Sufficiency Strategies;
- Focus on developing and embedding a robust assurance framework at all levels, which takes account of performance data, voice and experiences and practice wisdom and creates the conditions for ongoing listening, learning, reviewing and adapting;
- Review and refresh the voice and influence strategy and strengthen arrangements to ensure that children, young people and families' views and experiences across the range of diversities and vulnerabilities, are heard at all levels and that we work in partnership with them to co-produce the offer;
- Review and refresh the Safeguarding Children Partnership local arrangements to further develop the infrastructure leading to enhanced practice across the whole system in relation to safeguarding and protecting the welfare of children;
- Refresh the Care Leavers local offer to ensure a partnership approach to delivering the best outcomes;
- Deliver the refreshed strategies to achieve the best possible outcomes for children with SEND to meet need at the earliest point;
- Progress our Free School for children and young people with social, emotional and mental health (SEMH);
- Strengthen the Case Management System.

We will also continue to work towards:

- Children being safe from harm and enjoying growing up in loving, caring homes;
- Children having the best start in life and a happy, healthy and fun childhood;
- Children starting school ready to learn, doing well at all levels of learning and having the skills and opportunities they need to enjoy a bright future;
- Children being part of an inclusive, compassionate and thriving community;
- Children being listened to, involved in the decisions on their future and respected;
- We are also committed to embedding our vision for our workforce and to developing our relationships with our partners.



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

Populations and demand

- Number of referrals at the front door;
- Number of children in need;
- Number of children in need of protection;
- Number of children in care;
- Numbers of Care Leavers accessing Education, Training and Employment;
- Numbers of Care Leavers in suitable accommodation;
- Number of young people identified at risk;
- Number of first time entrants to youth justice;
- Wider determinants of health.

Sufficiency and stability

- Children in care placed with NEL provision (in foster families and residential settings);
- Number of children placed out of area (in care and/or educational settings);
- Number of placement moves;
- Sufficiency of early years and school places across the Borough.

Education and Inclusion

- Numbers of exclusions and suspensions;
- Rates of attendance of all children, particularly the most vulnerable;
- Numbers of children who are electively home educated;
- Numbers of young people not in education, employment, or training;
- Early years, key stage 2 and key stage 4 attainment;
- Number of referrals for Education Health and Care Plans;
- Number of EHCP completed and reviewed in timescales;
- Timeliness of Education Health and Care Plans;
- Take up of three year old placements.

Workforce

- Proportion of permanent social work qualified staff;
- Stability of the workforce (turnover);
- Numbers of NEL foster carers;
- Supervision held within timescales.



Adult Services

Our Vision

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

Background:

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

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

What will we do to achieve our vision?

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

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

Key priorities for the coming year are:

- **Implementing the Findings of a Rehabilitation and Reablement Review (year 2)**- We will work towards providing more efficient and effective reablement, reducing reliance on long term care packages and formal services. The key workstreams will be to strengthen our strengths-based approaches, improve our use of digitally enabled care, improve the identification and support to carers and ensure we offer reablement support to all those who would benefit;
- **Getting better value from care** - We will continue to ensure that people get care and support that meets their needs in the most effective and efficient way;
- **Market Shaping** – We will undertake significant commissioning activities over the next three years that ensures the development of existing service models to meet the needs of the NEL population and introduce new services;
- **Developing Strengths Based Practice and Asset Based Approaches** - We will embed the strengths-based practice framework developed in 2023 to ensure people are supported to achieve the outcomes they want, remaining as independent as possible in their own home. This will be the foundation of managing demand and therefore delaying the need for long term care packages;
- **Developing our approach to the use of technology** - We will develop the way we work to make better use of technology in the course of providing advice and guidance, digitally supported assessment, the use of assistive technology to support the delivery of care and support and to support people to manage their own lives as independently as possible;
- **Workforce development plans** - We have a new adult social care workforce development plan in North East Lincolnshire that will support action to promote the value of social care, help employers with recruitment and retention, build the training and development offer for social care workers and link to the NEL Wellbeing Academy;
- **Preparation for Regulation** – we will continue to prepare for the new regulatory framework ensuring there is a focus on individual's experience supporting them to achieve the outcomes they want.

What will be different?

We will ensure that people: -

- Are supported in a strengths based way;
- Have their needs met at a time and place appropriate to their needs and abilities;
- Are supported alongside their informal carers/family to help themselves healthier and independent for longer;
- Care is tailored to individual ethnic, cultural, digital, and social background;
- Are offered a range of innovative and effective prevention services.

Within one year we will have:

- Confirmed plans for expansion of Extra Care Housing;
- Introduced Shared Lives Services in North East Lincolnshire;
- Confirmed plans for community-based support, day opportunities and community transport;
- Embedded strengths-based practice guidance to bring together action by social workers, community health professionals and partners in the voluntary community and social enterprise sector to promote independence;
- Completed transformation work with partners to deliver reablement and intermediate care services;
- Developed our workforce plans to develop career pathways, improve access to training and provide support with recruitment and retention across social care;
- Delivered the year 1 objectives of the refreshed local carers strategy and action plan;
- Continued to support people to be more independent through the ‘Single Handed Care Project’;
- Completed the actions for the Disabled Facility Grants (DFG) improvement plan;
- Completed preparation for CQC Assessment of Adult Services and applied learning to service and practice development in NEL;
- Ensured we are implementing the Preparing for Adulthood Protocol in North East Lincolnshire to provide effective support to young disabled people;
- Completed the new support at home specification;
- Developed a strengthened model for community reablement and support which promotes greater personal independence for adults.

Within three years we will have:

- Completed another extra care housing scheme;
- Submitted plans for our Western School Site extra care housing scheme;
- Begun to see the benefits of new approaches to use of assistive technology to support our residents;
- Changed the balance of care to support more people to live at home as long as possible as independently as possible;
- Developed strengths-based practice across health and care services in North East Lincolnshire, providing effective support that promotes independence.

Within five years we will have:

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

Vital Signs: our barometers to identify our progress

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

<div>Workforce</div> <div>What is the demand for support and services?</div> <div>Do we have sufficient capacity to deliver the support and care residents need?</div> <div>What are the figures for workforce absence, vacancies, and turnover?</div> <div>What are staff saying in surveys?</div>	<div>Residents' Perspective</div> <div>Are residents getting the support they need in the way they want, when they want it?</div> <div>What have we learned from complaints and compliments and what are we going to change as a result?</div> <div>How are we supporting people to stay safe?</div> <div>What have residents said about proposed changes and service developments? (consultation feedback summary).</div>
<div>Quality and Outcomes</div> <div>Are staff getting the training they need?</div> <div>Are people happy with their experience of social care?</div> <div>Are we supporting more people to live more independently and remain in their homes for as long as possible?</div> <div>Are we taking necessary action where there are concerns about quality and viability of support and care?</div> <div>How effective is information advice and guidance and resources to prevent unnecessary dependence on services?</div> <div>Are services provided in a timely way?</div>	<div>Finance</div> <div>Is support and care being delivered within financial limits, and in a way that offers best value?</div> <div>Are we delivering on targets for efficiencies?</div> <div>Are we managing to change the balance of investment to deliver more support at home?</div>

Our Vital Signs Indicators for the coming year are:

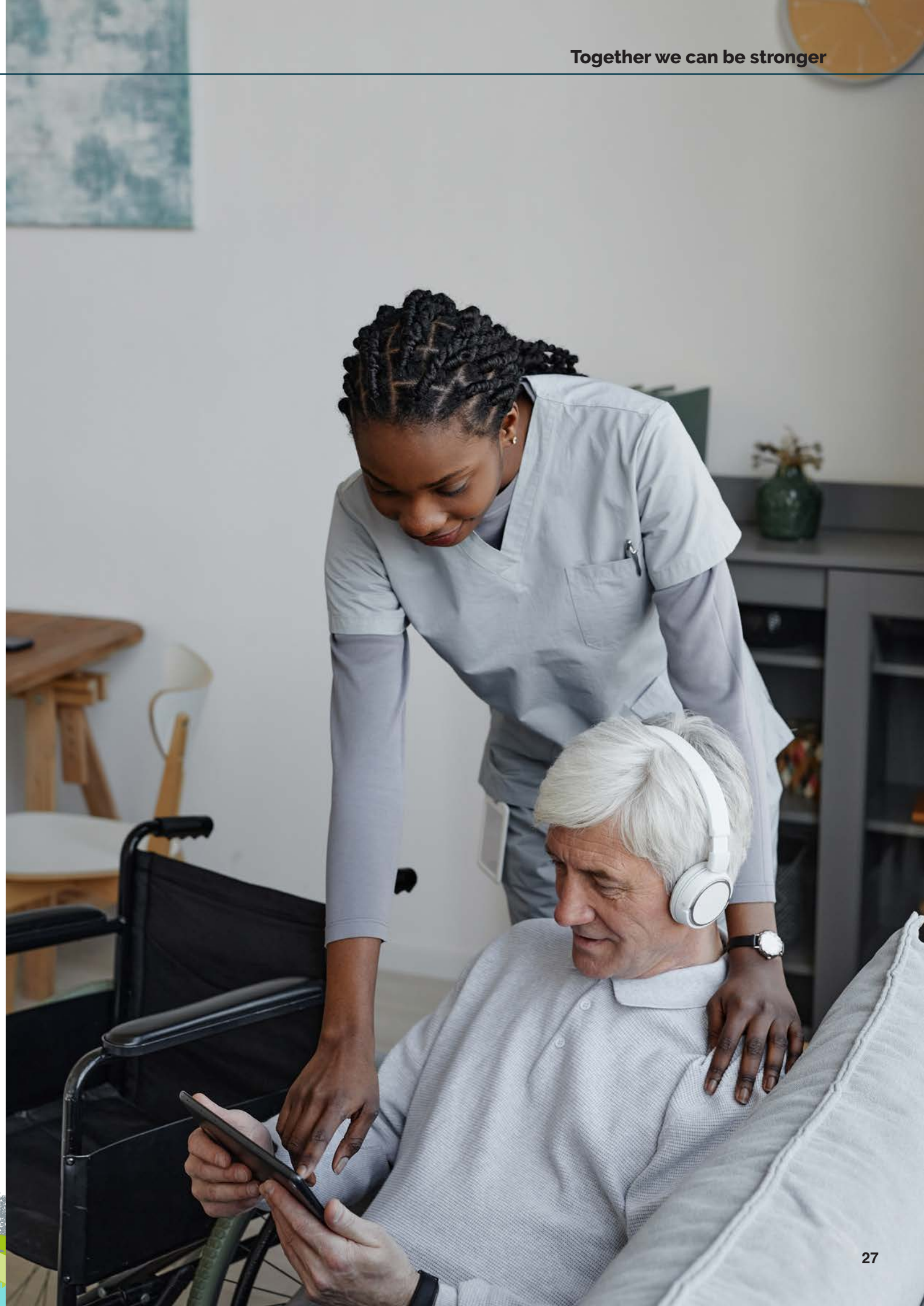
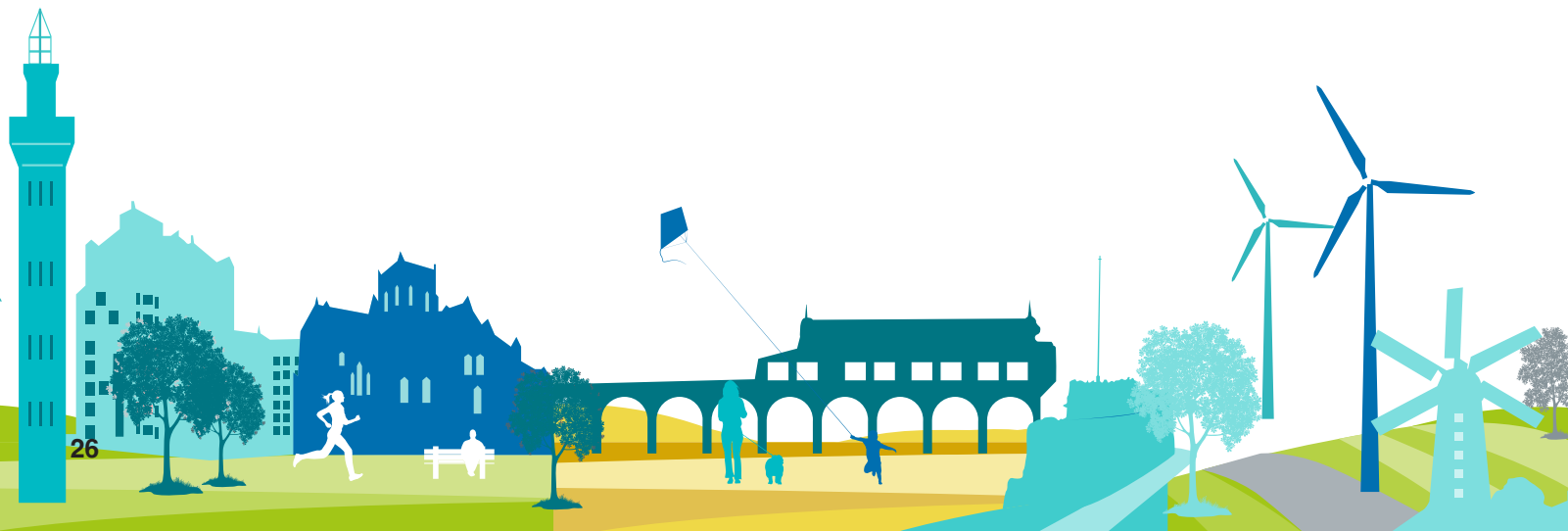
- Finance and Performance Data that will help us to track the balance of care in North East Lincolnshire, which will help understand progress towards our vision;
- A vital sign which records how we are taking action in response to feedback from our residents and professionals about social care support;
- Timeliness of service provision in terms of advice and guidance, signposting, assessment and reviews (social work/ OT/ call responses at the SPA);
- An indicator in relation to carers support that reflects the key ambitions that carers set in the carers strategy.
- The percentage of people who have received increased support in the last 12 months.

We are currently waiting to be inspected under the new CQC regulatory framework. We will continue to gather information in preparation for assessment will support us to monitor the effectiveness of adult services.

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

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

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



Public Health

Our Vision

Our vision is for all residents in North East Lincolnshire to have a good life. We will work collaboratively to reduce health inequalities across the borough. We will narrow the life expectancy gap and lengthen healthy life expectancy for our residents.

We want people to be informed, capable of living independent lives, self-supporting and resilient in maintaining and improving their own health. By feeling valued through their lives, residents 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.

We will achieve this through four public health priorities:

1. Health Improvement – we will improve the healthy life expectancy of our diverse population targeting efforts at those who need it most and reducing health inequalities. We will enable and encourage physically and mentally healthier lives by addressing the wider determinants of health through partnerships and policy development building on opportunities through Levelling Up and the Greater Lincolnshire Devolution deal.
2. Healthcare Public Health – we will provide public health advice, leadership, and support to ensure that our health and social care offer has the maximum impact on population health, reducing health inequalities, helping to prevent disease and reducing front door demand.
3. Health Protection – we will work with the UKHSA and NHSE to protect residents, groups and populations from infectious disease incidents and outbreaks, and non-infectious environmental hazards such as chemicals and radiation, whilst reducing health inequalities.
4. Public Health Nursing Service – we will work to give every child the best start in life and to provide high quality evidence-based health and wellbeing services for children, young people and families.

In addition to our priorities, we will ensure that we:

- Create a 'public health council' with a focus on wider determinants of health as a golden thread in tackling inequality;
- Collaborate with others to ensure that residents are healthy and happy, living in healthy and resilient communities and contributing to a strong and prosperous economy;
- Ensure our residents are protected from threats to their health, safety and wellbeing and are empowered to make healthier choices, regardless of their circumstances, to reduce inequality and inequity.

What will the council do?

The Council has a legal duty under the 2012 Health and Social Care Act to improve the health and wellbeing of residents and reduce the differences in health outcomes experienced between communities.

Public Health commissions and provides several mandated programmes in North East Lincolnshire:

1. National Child Measurement Programme
2. NHS Health Checks
3. Comprehensive Sexual Health services
4. Public Health advice to the NHS
5. Health Protection
6. Dental Epidemiology Survey
7. 0-5s Healthy Child Programme

Our colleagues across North East Lincolnshire Council make a significant contribution to public health priorities and outcomes. Public health resources and expertise are invested across the council which enables us to address the borough's public health challenges. We have a central role in providing local leadership for health improvement and having an influence on the wider determinants of health.



We work collectively to build a sustainable public health system in North East Lincolnshire, where agencies with statutory responsibilities work collaboratively with all partners that contribute to public health. We all work together, playing our parts and playing to each other's' strengths.

The Covid-19 pandemic reinforced the need for this whole system approach and as we recover from the pandemic, we will continue to build on the system wide public health partnerships, maximising the role of our anchor institutions, to ensure whole system solutions address the health and wellbeing needs of our residents and communities.

This will include a suitable and targeted response to the impact of unemployment, social isolation, and mental health. We will continue our focus on reducing smoking prevalence in North East Lincolnshire and ensuring everyone has access to affordable and healthy food. We will reduce drug and alcohol use and support residents to live active and fulfilling lives.

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

Reducing Health Inequalities:

- Our wellbeing service will offer stop smoking support to every resident, delivered in a way that best suits their needs. We will continue to work in collaboration with the NHS to deliver a targeted lung health check programme for current or previous smokers who are at high risk of lung cancer;
- We will review our alcohol treatment offer to ensure it meets the needs of residents and reduces the societal impact of alcohol misuse. We will continue to monitor and review the alcohol liaison nurse pilot within the hospital, who works alongside the Alcohol Care Team, to ensure that anyone who attends the hospital with an alcohol related condition is linked into community alcohol services;
- With the launch of the Government's 10-year Drug Strategy, we will work as a Combatting Drugs Partnership to reduce substance use and the impact on local communities. We will deliver ambitions of the national drug strategy which provides the most significant financial investment in drug treatment for many years. We will continue to grow our first class recovery community and support other areas to achieve the same;
- We will work with a range of partners to continue to take forward our Starting Well Programme which seeks to optimise children's outcomes in the early years (0-5s). Key initiatives will centre around Parent and Infant Relationships (PaIRs), infant feeding and speech, language, and communication. Reducing prematurity is also a key area of focus, and we will intensify our work to reduce smoking in pregnancy and deliver our new maternal wellbeing project which aims to support positive health behaviours, such as healthy weight and not smoking, before, during and after pregnancy;
- Our Public Health Nursing Service will continue to offer the national Healthy Child Programme to all those aged 0-19 (25 SEND). We will review provision to ensure we maximise opportunities to meet the needs of our communities, and especially for those at greatest risk of poor health outcomes;
- We are working with other teams across the council as part of a one council 'health in all policies' approach and wider place to address key wider determinants of health, particularly around education, housing and homelessness, low income households, crime and public safety and environment and transport;
- To effectively address some of the widening health inequalities which are a result of the pandemic, we are actively supporting the North East Lincolnshire Integrated Care Partnership and the Humber & North Yorkshire Integrated Care Board in the development of our place based Population Health Management programme. We will ensure that it maintains a strong focus on health inequalities based on the latest data and Intelligence we have about our local people and area, this will be used to develop our new Health and Wellbeing Strategy commencing in 2024.

Improving Health:

- We will strive to provide a Wellbeing Check for residents over the age of 75 every two years via the voluntary sector;
- Our Healthy Lives Healthy Weight Strategic Framework is in place, led by a stakeholder steering group. This is guiding and supporting a range of activities across local partnerships and providers in order to meet our identified priorities;
- We are working across the council and partners to ensure connectivity and increase opportunities for physical activity. This will enhance access to physical activity offers and align with plans to implement improved local infrastructure that is conducive to people being more physically active, such as more cycle and walking paths;
- We have four tiers of weight management in place to provide the support residents need to maintain a healthy weight and reduce the impact of obesity;
- We will implement a 2 year pilot programme to offer women holistic support to maintain a healthy weight during and after pregnancy. We are also developing a model to support children and families adopt a healthy weight;
- We are taking forward our food environment agenda, which includes being part of the national Sustainable Food Places programme as part of Greater Lincolnshire. A food survey has been developed and being shared across the area to help us gain feedback from our local people to gain insight into current food trends, also a healthy food awards scheme 'Eat Well in NEL'; commencing with engaging with a selection of our local workplaces through our Workplace Health Scheme.
- We are working with our system partners and residents to take forward our Mental Wellbeing and our Suicide Prevention Strategic Frameworks. These will help create conditions and support for residents to have good mental wellbeing and to prevent future mental ill health and suicide. Projects based on our priorities include improving men's health and long-term conditions, working with National Rail to prevent attempted suicides around local railway crossings, and awareness raising across our local GP practices around suicide risk. We have promoted and cascaded 'Talk suicide Training' to include licensees and taxi drivers and regular communication campaigns around encouraging people to talk about mental health and how to access support;
- The Wellbeing Service will continue to work with voluntary sector partners to develop the single community wellbeing hub;
- We have introduced our 'Wellbeing Academy' based on the Making Every Contact Count (MECC) programme focusing on increasing the wellbeing of the workforce across North East Lincolnshire. This training has started to be cascaded locally to include our local GP practices and the Job Centre to facilitate an enabling workforce being able to deliver holistic brief advice and signposting. We will continue to roll this out into our integrated neighbourhood teams;
- We have launched our revised workplace health scheme that now includes 'Connecting Communities' which enables smaller business to take part in the scheme;
- We will refresh our oral health plan and implement accordingly. We will ensure delivery of our dental epidemiology survey and provision of various oral health promotion initiatives including targeted supervised toothbrushing schemes.

Health Protection:

- We will continue to explore the impact of the pandemic in terms of mental ill-health amongst our communities and workforces and continue to focus on the tiered delivery of public mental health. This includes the promotion of five ways to wellbeing, support to stakeholders such as businesses and schools with training, and an online offer and peer support. This will be overseen by the new Mental Health Strategic Framework and revised Suicide Prevention

- Plan. We will also continue to work with colleagues to develop a collaborative action plan in response to the findings of the most recent Adolescent Lifestyle Survey, including exploring the potential for the development of a resilience programme for children and young people;
- We will continue to work to protect individuals, groups and populations from infectious disease incidents and outbreaks, and non-infectious environmental hazards such as chemicals and radiation, whilst reducing health inequalities;
 - A feasibility study exploring the potential and impact of targeted screening for diagnosing treatable infectious diseases such as TB, HIV and hepatitis B and C in under-served communities will be established with partners in the NHS and Public Health England.

What will be different? Our milestones are: The next 12 months:

We will continue to respond to the legacy of the COVID-19 pandemic, and changes in social and economic circumstances.

Our key strategies around substance misuse, sexual health, healthy weight, mental health, and tobacco control will continue to delivery progress, informed by the latest intelligence and population needs and inequalities.

We will continue to progress work and new projects with Humber and North Yorkshire Integrated Care Board and partners, around prevention and health inequalities.

The next two to five years: Though the impact of COVID-19 will continue to be felt, some of our initiatives to address health inequalities will begin to bear fruit through a focus on wider determinants and addressing some of the key long-term factors that impact on peoples' ability to maintain their health and wellbeing. The Wellbeing Service will be flexible to include virtual and targeted community-based wellbeing. This will be at a level that aims to provide a safety net to prevent people needing specialist services or to catch those attempting to access these services but not meeting the criteria. The established Wellbeing Academy will enable the wider wellbeing workforce in settings such as primary care, the voluntary sector, hospital trusts, workplaces etc to develop capacity to support people they work with. It will also enable existing and new volunteers to provide low level wellbeing support as part of their roles.

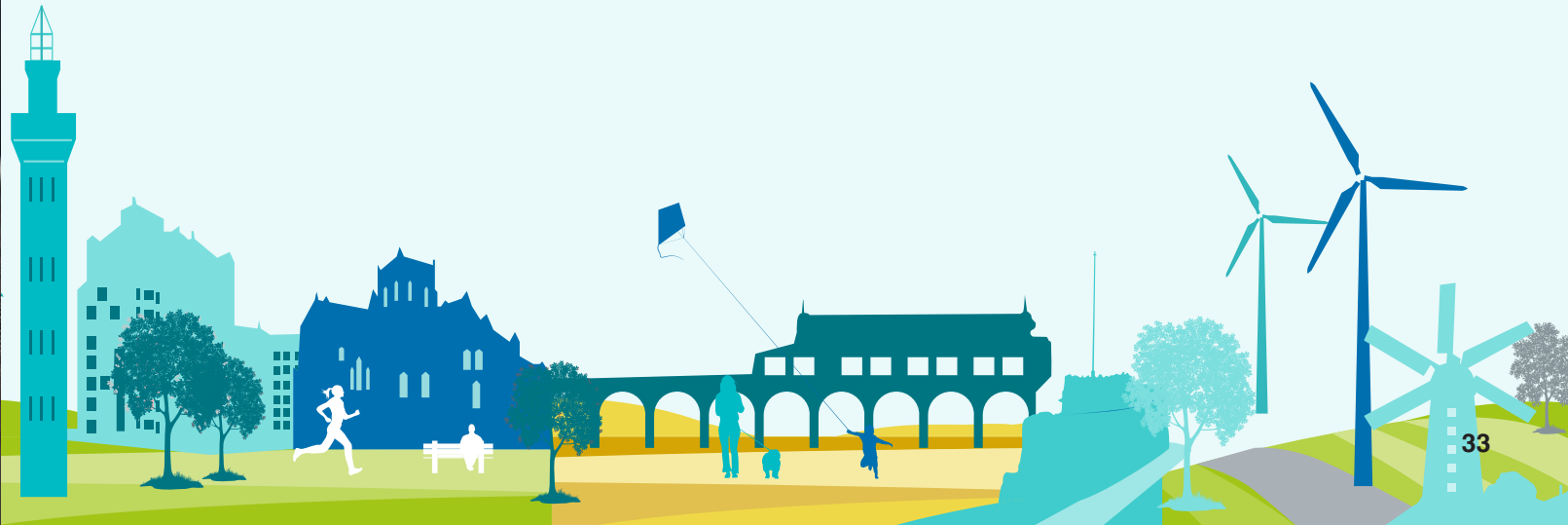
Through utilising asset-based approaches, there will be increased community-based support and mechanisms that connect people to that support. This will be right across the life-course and includes peer support programmes, social prescribing for working aged people, and the Over 75 wellbeing checks. This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

We will close the gap on smoking in pregnancy.

Vital Signs: our barometers to identify our progress

- Male and Female Healthy Life Expectancy, trends and gap with England;
- Under 75 all-cause mortality and variation between wards;
- Perinatal and infant mortality rates, and prematurity rates (healthy baby) and variation between wards;
- % of babies/children receiving each mandated contact and review under the Healthy Child Programme (0-5) delivered by the Health Visiting Service;

- % of 5 year olds having experience of dental decay;
- Number of children reaching a good level of development at age five; and similarly in communication and language skills; and variation between wards;
- % of children who are overweight or obese at age 4/5 and 10/11 and variation between wards;
- Key tobacco related outcomes including smoking prevalence rate, smoking in pregnancy rate and number of people successfully quitting;
- Outcomes associated with the implementation of the 10-year drug plan (to be agreed);
- Key alcohol related outcomes including alcohol related hospitals admissions and variation between wards;
- Increase numbers in treatment;
- Increase the number engaging with community treatment provider on release from prison (Continuity of Care);
- Increase the number of individuals accessing residential rehabilitation;
- Self-reported wellbeing-people with a low self-worth score;
- Suicide rate.





Environment & Regulatory Services

Our Vision

North East Lincolnshire Council will lead the way towards a green future.

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

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

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

What will the Council do?

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

- Escalate our delivery plans to progress towards being a carbon neutral organisation as close to 2030 as possible;
- Develop achievable delivery plans to ensure we protect and enhance our natural assets and wildlife;
- Continue to improve recycling rates, through better service delivery and kerb side recycling offer;
- Develop an energy efficient and modern single depot site;
- Continue to respond to the changes in the UK Border Operating model to deliver a modern and flexible port health service;
- Deliver an integrated Resort Management Approach in Cleethorpes, including a modern and responsive tourist information offer;
- Continue the programme of delivering behaviour change through robust enforcement and targeted communications.

What will be different? Within 1-2 years:

- Decarbonisation plans in place for all our council buildings and a pipeline for future funding bids for energy efficiency works;
- Completion of the short-term goals set out in our Carbon Road Map;
- Commence implementation of our tree strategy, by identification of sites and use awarded funding to improve our canopy cover;

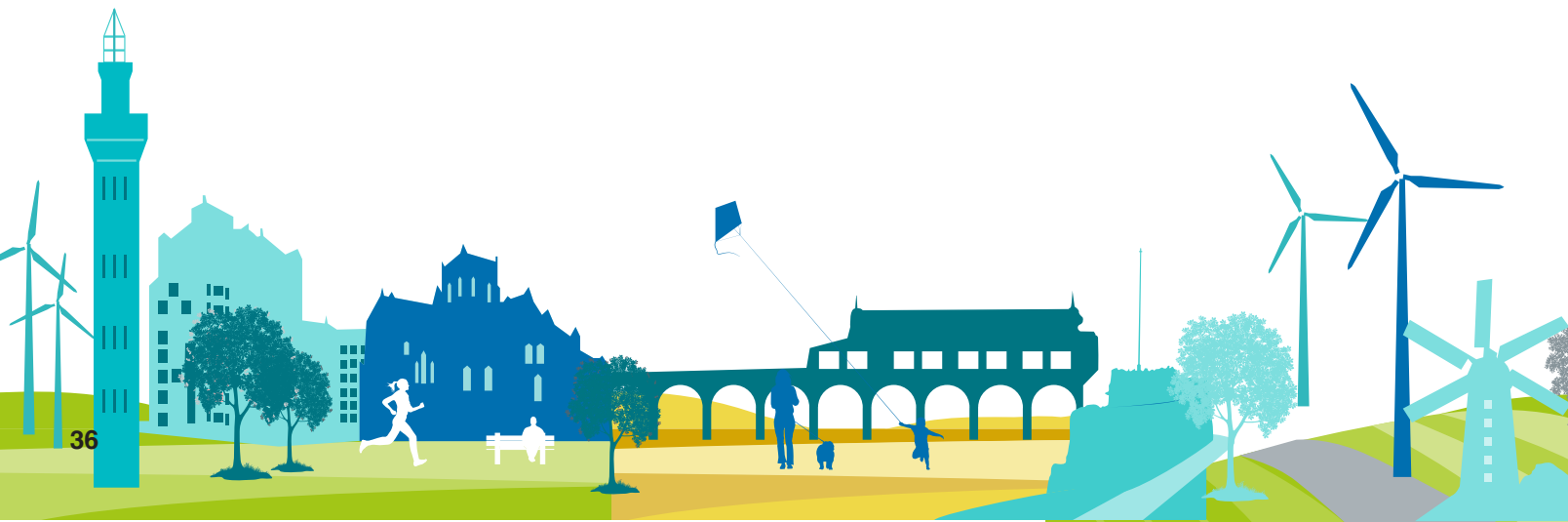
- Successful operation of both ecological mitigation sites to protect and enhance habitats for our protected birds;
- Completion of single modern depot site by 2024/25;
- Revised Cleethorpes Habitat Management Plan, supported by Natural England;
- Implementation of a borough wide food waste collection offer by April 2026;
- Implementation of recommendations from Scrutiny Enforcement Review to create a more modern and responsive digital offer.

Within 3-5 years:

- Progress on delivery of net zero Council by 2030;
- Delivery of a Greater Lincolnshire Local Nature Recovery Plan;
- Compliance with new Environment Act requirements and implementation of biodiversity net gain principles.

Vital Signs: our barometers to identify our progress

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





Enabling us to achieve our aims: (Resources)

Our Vision

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

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

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

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

What will the council do? We will:

- Implement a new model for provision of Business Support, to ensure that it meets the changing needs of the organisation, maximises the use of technology to ensure processes are as efficient as possible, and continues to provide value for the council;
- Continue to develop our Insights capability to make sure we make the best use of all the information and intelligence held across ‘The Place’ to inform our strategies, policies and priorities;
- Continue to develop ways of working that pro-actively engages with our communities when we are making decisions about the things that matter to them, including equality and diversity impact and the impact on children and young people;
- Further develop a robust performance management framework that improves consistency and visibility of performance reporting;
- Work with partners and communities to ensure there is the support available in the right places for those people to be able to access digital services;
- Embed our Social Value Policy that was agreed in 2023 in order to achieve the Council’s commitment to maximising community benefits through commissioning and procurement;
- Further embed the actions from our People Strategy focusing on the health, safety and wellbeing of our people, attracting developing and maintaining a skilled workforce, enabling and supporting change, and being an employer of choice;
- Enable transformation and innovation through the optimal use of Information Communication Technology (ICT) and digital, maintaining and enhancing the protection against cyber security threats;
- Continue to ensure that the council’s Financial Strategy takes account of Government reform of the Local Government Funding model, to ensure that the council has sufficient resources to deliver its plans and priorities and deal with the increased level of risk and opportunities it currently faces;
- Continue to ensure the council has a robust internal control framework which supports the proper stewardship of public funds and effective allocation of resources;
- Develop a commercial strategy to run alongside the corporate property policy, linked to our ambitious growth agenda, aimed at maximising opportunity for the council;
- Review the Corporate Asset Management Plan to establish a coordinated five-year plan of how the council’s property can support investment and growth in the borough;

- Continue to implement our property rationalisation programme that will ensure more efficient use of the operational estate, reducing our carbon footprint and building costs;
- Continue to deliver a programme of disposals which will ensure an efficient estate and generate capital receipts to mitigate budget pressures;

What will be different?

Within 1-2 years:

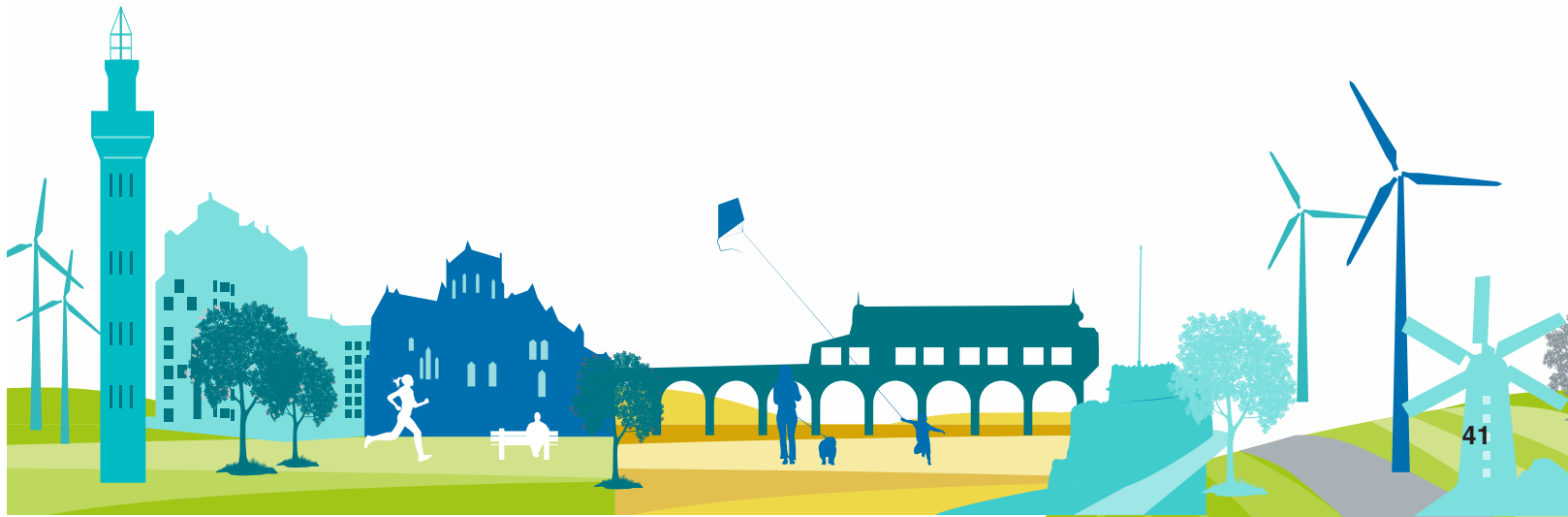
- We will have a new structure which will be flexible to the demands of the organisation, where all Business Support roles will be managed centrally but locally deployed. The Business Support workforce will be more resilient through development of core business support skills. There will be greater clarity on offer and expectations between Business Support and Services through the development of service agreements, statement of service and regular performance reviews;
- We will continue to develop our relationships with groups and individuals representing their communities, and develop better ways of engaging with children and young people, so that we can demonstrate their influence on decisions made;
- We will have embedded the work of our hub for Business Intelligence incorporating data and insights that is central to decision making that works with partners across North East Lincolnshire;
- Our ways of working will be aligned with the Health & Care Partnership arrangements for North East Lincolnshire;
- We will have clear Social Value measures that are published and applied to procurements and the design of services we deliver, and we will report against those measures annually;
- We will ensure that engagement and co-production with communities and businesses will be fully embedded into decision-making;
- We will further develop key systems that support the wider organisation, for example Finance and HR;
- We will enable more efficient ways of working through digital development;
- We will produce a new Corporate Asset Management plan that includes our approach to maximising the efficiency of the commercial estate;
- We will have delivered a property rationalisation and disposal plan that ensures the most efficient use of our buildings;
- We will expand the community portal beyond Highways, Regulatory Services and Environmental Services enhancing the richness of information held within the customer portal;
- The elected member portal will be embedded throughout 24/25. Its use and configuration will be expanded based on elected member feedback and insights;
- We will embed succession planning and development pathways for areas where we know we have risks relating to an older workforce;
- We will embed the arrangements developed during 2023/24 to support the recruitment, retention and development of our workforce;

Within 3-5 years:

- We will continue to deliver our IT and Digital Transformation as detailed in the ICT Roadmap;
- We will have an integrated website and community portal to provide a seamless and intuitive user experience;
- We will have developed the Academy NEL offer to ensure that it supports the attraction, retention and progression of our workforce, and supports the Council in achieving its outcomes;
- We will have reviewed our employment offer to ensure that it is flexible to meet the changing expectations of our workforce, and it supports our attraction, retention, and progression strategies.

Vital Signs: our barometers to identify our progress

- % of Council Tax/NNDR collected;
- Housing Benefits average days to process;
- The number of complaints referred to the Local Government Ombudsman that are upheld;
- The number of Freedom of Information cases referred to the Information Commissioner that are upheld;
- The number of graduate and apprentice posts;
- % of apprentice levy utilised;
- % of staff attendance;
- The number of RIDDOR reportable events;
- The number of successful Community Asset Transfer applications completed;
- % of capital programmes delivered;
- Delivery of Microsoft 365 programme;
- Delivery of the Customer and Service Management Platform.



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

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

North East Lincolnshire Council

**Council
Plan**

2024-2025

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