

NORTH LINCOLNSHIRE COUNCIL

CABINET

COUNCIL PLAN 2018-21: COVID-19 MID-TERM RECOVERY PLAN AND PROGRESS UPDATE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 A council plan 2018-19 was approved by cabinet in October 2018. It sets out the priorities for the council and its longer term ambition.
- 1.2 The purpose of this report is to update the council plan 2018-21 to incorporate the COVID-19 recovery plan.
- 1.3 The report also provides and update on COVID recovery and response since the last meeting.

2. BACKGROUND INFORMATION

- 2.1 The council plan 2018-19 was approved by cabinet in October 2018 providing information for residents and stakeholders about the council, what it does, how it is funded, the ambition, goals and priorities. Cabinet received a progress update in respect of delivery against the plan in July 2019.
- 2.2 The Council's ambition, priorities and values were confirmed in the Council Plan along with the outcomes we want for residents across North Lincolnshire. These are well embedded across the organisation and have been adopted as part of our place partnership arrangements, shared with our partners.
- 2.3 The North Lincolnshire COVID-19 recovery and renewal framework was reported to Cabinet in June 2020 and provides a guide for the council's actions through the different transition phases of 'recovery'. The recovery phases are short and medium term at both Place and Council level. Recovery and renewal has been framed in keeping with the Council's strategic vision, ambition and values. Each phase is guided by national guidance and legislation; Public Health advice and guidance and supported by local evidence, intelligence and information.
- 2.4 The Council Plan has provided a crucial anchor point that has guided our response to the pandemic and frames the priorities for mid-term recovery. The latest version of the Council Plan 2018-21 is attached at Appendix 1.
- 2.5 The mid-term recovery plan provides a focus within our strategic priorities and ensures renewal and resilience from COVID through focussed recovery

priorities to minimise and mitigate the impact from COVID-19 for people and place.

- 2.6 The next phase of COVID recovery and renew is focussed on how we adapt to COVID. Responding accordingly to ensure business continuity of council functions and providing a local response as required by national guidance and government expectations.
- 2.7 The recovery phase is set in the context that we may need to move simultaneously to response. This has been the case during November as England entered a national lockdown.

3. OPTIONS FOR CONSIDERATION

- 3.1 Cabinet agree the refreshed Council Plan 2018-21 and the North Lincolnshire Mid-term COVID-19 recovery plan.
- 3.2 Cabinet is invited to note the progress update on the Mid-term recovery plan and support the next steps identified.

4. ANALYSIS OF OPTIONS

- 4.1 The council plan 2018-21 provides the strategic vision to enable effective use of resources and prioritisation of resources in an emergency situation, as the pandemic has necessitated.
- 4.2 The documents contained in this report reflect the statutory frameworks within which the council operates and enables stakeholders to understand the context for the mid-term recovery as we adapt to COVID-19.

5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)

- 5.1 The council sets its medium term financial strategy for the period based upon the ambitions and outcomes set out in this plan.

6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)

- 6.1 None

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

- 7.1 Not applicable

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 8.1 The Mid-term Recovery Plan has been shared with place partners across North Lincolnshire.

9. RECOMMENDATIONS

- 9.1 That cabinet approves the refreshed council plan 2018-21 and the Mid-term Recovery Plan as an addendum.
- 9.2 That cabinet notes the progress update in respect of COVID-19 response and recovery against the Mid-term recovery plan

DIRECTOR OF GOVERNANCE & PARTNERSHIPS

Church Square House

SCUNTHORPE

North Lincolnshire

DN15 6NL

Author: Becky McIntyre

Date: 19 October 2019

Background Papers used in the preparation of this report

North Lincolnshire Council Plan 2018-19

COVID Update reports to Cabinet June, July and September 2020



North Lincolnshire Council Council Plan 2018-2021

Draft: D
Date: 20.11.2020

Foreword

We are pleased to introduce this refreshed Council Plan. In 2018 we set out our new ambition and priorities. We have worked hard to achieve these and are proud to share in celebrating the excellent outcomes you help us realise.

Our ambition, priorities and desired outcomes remain unchanged. We are passionate about our future and will continue to work hard to achieve even more. North Lincolnshire has much to offer and by working together with you, our communities and partners we can achieve the very best.



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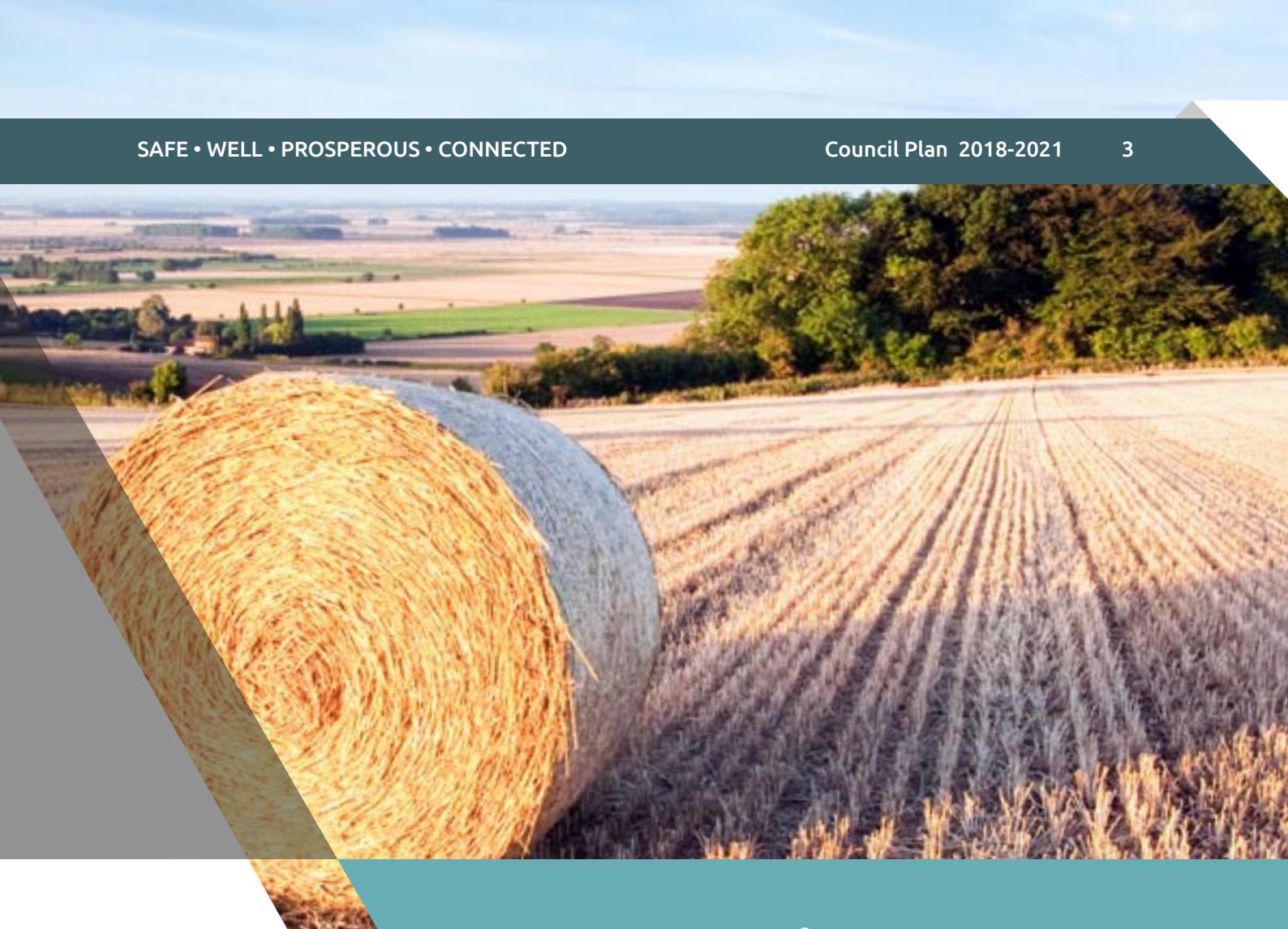
Cllr Rob Waltham MBE
Leader of the Council



A handwritten signature in black ink, appearing to read "Denise".

Denise Hyde
Chief Executive





Our promise to you

Over the period of this plan we will:

- ✓ Maintain our high standards.
- ✓ Deliver on our priorities.
- ✓ Be open, trustworthy and honest.
- ✓ Care about you and your community.
- ✓ Work hard to keep council tax low.
- ✓ Spend your money wisely.
- ✓ Do our best for North Lincolnshire.



Welcome to the North Lincolnshire Council Plan 2018 -2021

Welcome to the North Lincolnshire Council Plan.
This plan was first agreed in 2018, setting the context for our long term ambitions.

This plan sets out:

- What we are here to do for you.
- How we are funded.
- What your council tax is spent on.
- What our priorities are.
- How you can get involved and give your views on future plans.
- Our achievements over the last 12 months.

About the place of North Lincolnshire

North Lincolnshire is a fantastic place – an area of expansive countryside, contrasting landscapes, scenic beauty, vibrant market towns and home to world class steel processing and manufacturing.

A place to live. It's home to 172,000 people, where average wages for those in full time work are higher than the regional average and with lower house prices.

A place to grow up. Where 9 out of 10 children and young people attend a good or outstanding early years setting, school or college and go on to achieve better outcomes than the England averages.

A place to grow older. Where life expectancy is at its highest level,

continuing to improve each year and where quality of care provision is high – almost all homecare providers and care homes are rated as good or outstanding.

A place for outdoor living. With over 600 miles of footpaths, cycleways and water ways as well as 17 nature reserves and quality parks and green spaces (four with Green Flags Award). There are a range of sports and leisure facilities and cultural arts venues that promote our local history and heritage.

A place for businesses to grow. With access to the UK's major centres, Europe and beyond through road, rail, air and sea, there is lots of potential to invest and diversify.



Our ambition

We are ambitious for North Lincolnshire.

We want our area to be the...

#BestPlace FOR OUR RESIDENTS



The role of the council

is to work with you and our partners to:

Lead

Promote

Prevent

The place of
North Lincolnshire

Prosperity
and wellbeing

Harm

Prioritise

The most vulnerable

**to achieve better outcomes for the people
and place of North Lincolnshire**



Outcomes for North Lincolnshire



Safe



Prosperous

- Safer roads
- Safer people
- Safer communities
- Safer environments
- Safer spaces

- More jobs, better paid jobs
- Improved skills
- Excellent education
- Thriving businesses
- Accessible childcare



Well



Connected

- Cleaner and greener spaces
- Good health and wellbeing
- Quality housing
- Vibrant leisure and culture
- Improved quality of life

- Accessible transport
- Flourishing communities
- Fast digital connectivity
- Better roads and rail
- Strong sense of pride and belonging



About your council

- We are a public body elected to serve the whole of North Lincolnshire.
- 43 elected members - Conservative 24 seats, Labour 14 seats, Independent 1 seat and currently there are 4 vacancies (By-elections expected May 2021)
(Updated October 2020).
- We are responsible for providing hundreds of essential local government services.
- We have a recognised track record of high performance.





North Lincolnshire Council achievements

- Children's services rated by Ofsted as '**Outstanding**'.
- Adult social care rated **top 10% in the country**.
- External auditors gave our finances a **clean bill of health**.
- **9 out of 10** schools judged by Ofsted as 'Good or Outstanding'.
- Four of our parks and green spaces have the **Internationally recognised Green Flag Award**.
- **More than half of all waste is now recycled** - top 15% in the country.
- The **North Lincolnshire Imagination Library** recently distributed its **650,000th book - best in the world**.
- More than **half of all household waste is recycled or composted** which puts us in the **top quartile nationally**.



The council

enables better outcomes for the people and place of North Lincolnshire by:

- providing services **directly**
- providing services **together with our partners**
and;
- buying from **organisations that have the right skills** to provide services on our behalf



Working together

We don't provide all public services in North Lincolnshire but we do work together with partners to achieve our shared ambitions. For example we don't provide:

- **Housing** – tenancies are provided by a range of housing providers including 
- **Emergency services** – these are provided by Humber Side Fire and Rescue, Humber Side Police and East Midlands Ambulance Service   
- **Some local community and education services** – are provided by the voluntary & community sector, town and parish councils, colleges and academy trusts
- **GP and health services** – these are provided by 

There is a strong commitment to partnership working across North Lincolnshire with a shared ambition for our residents.

The Council is also represented on regional partnerships and boards to promote North Lincolnshire for investment and other opportunities.



We have a track record of high performance

But standing still is not an option if we are to achieve our ambition for North Lincolnshire and be the #BestCouncil we can be for our residents.

We have listened to you and made improvements in how we meet your needs...



Recent examples

You said	We did
Resident views on the roads and paths are not properly considered by the council.	We have included feedback from residents when we prioritise highways improvement.
You could not contact the council tax and housing benefits service easily at certain times of the day.	We have put more staff on the phone lines at peak periods.
You did not know if the council had rung you because we withhold our telephone number.	We now display a council telephone number when we ring you and we leave you a message so that you know we have tried to contact you.
The direct payment procedure for services to adults was unclear.	We have updated our procedures and our staff have been trained to provide clearer information to you.
We don't collect your bulky items quickly enough.	We introduced a new system so that a large number of requests do not come in at the same time of year. This means we can now collect more promptly. We have also introduced an online booking system.



The council continues to change how it does business to

- engage better with communities and listen more to you.
- be more **commercial** in the way that we do business.
- be **progressive** and **enabling** in our approach.
- be even more ambitious for the area.
- remain financially **sustainable**; and continue to work hard to deliver on our priorities.
- **work together** with communities to enable them to have more choice and control over things that are important to them.

Our priorities are

Keeping people safe and well

**Enabling resilient and
flourishing communities**

**Enabling economic growth
and renewal**



Priority

Keeping people safe and well

Why it is important

- The safety and wellbeing of residents is our primary purpose.
- To achieve a better quality of life for residents.
- So people can live well for longer.

Taking action – we will:

- ✓ Continue to work hard to keep people safe.
- ✓ Lead partnership working across North Lincolnshire to promote wellbeing and improve health outcomes for everyone.
- ✓ Prioritise the most vulnerable.
- ✓ Provide cleaner and greener space for people to enjoy and use.



Priority

Enabling resilient and flourishing communities

Why it is important

- Communities create opportunities that enable people to achieve better outcomes.
- Residents can be proud of where they live and experience a strong sense of belonging.
- Developing ambition, identity and resilience enables communities to develop.

Taking action – we will:

- ✓ Support people in their wellbeing through trusted sources of information, advice and guidance.
- ✓ Enable our residents to become more involved in community life.
- ✓ Engage in new conversations about the things that matter most to you.
- ✓ Work in partnership with voluntary and community groups and organisations.



Priority

Enabling economic growth and renewal

Why it is important

- To achieve a more prosperous North Lincolnshire.
- To help us invest further in communities.
- To create jobs and opportunities for everyone.

Taking action – we will:

- ✓ Market North Lincolnshire as a place to live, work, visit and invest.
- ✓ Lead partnership working with businesses to attract high skilled jobs.
- ✓ Invest in town centres including securing funding from government.
- ✓ Provide space for businesses and population to grow through new commercial and housing developments.
- ✓ Strive for higher education standards and skills.



Community developments to look out for include:



Ancholme Valley Way



Broadband improvements



Isle of Axholme greenway



South Ferriby Flood defence scheme



Scunthorpe town centre improvements



School building improvements



Bringing the council's offer together through community hubs



New post-16 special school



Healey Road playing field and Baysgarth Park improvements



How the council is funded

Your council tax helps to fund our work in improving outcomes for the people of North Lincolnshire.

Council tax provides about half of the total cost of providing services. Business rates, government grants and charging are also used to fund the work of the council.

However, this funding mix is changing and most of our income will be from council tax and business rates, so we are becoming more commercial and innovative in creating new ways to invest back in communities.

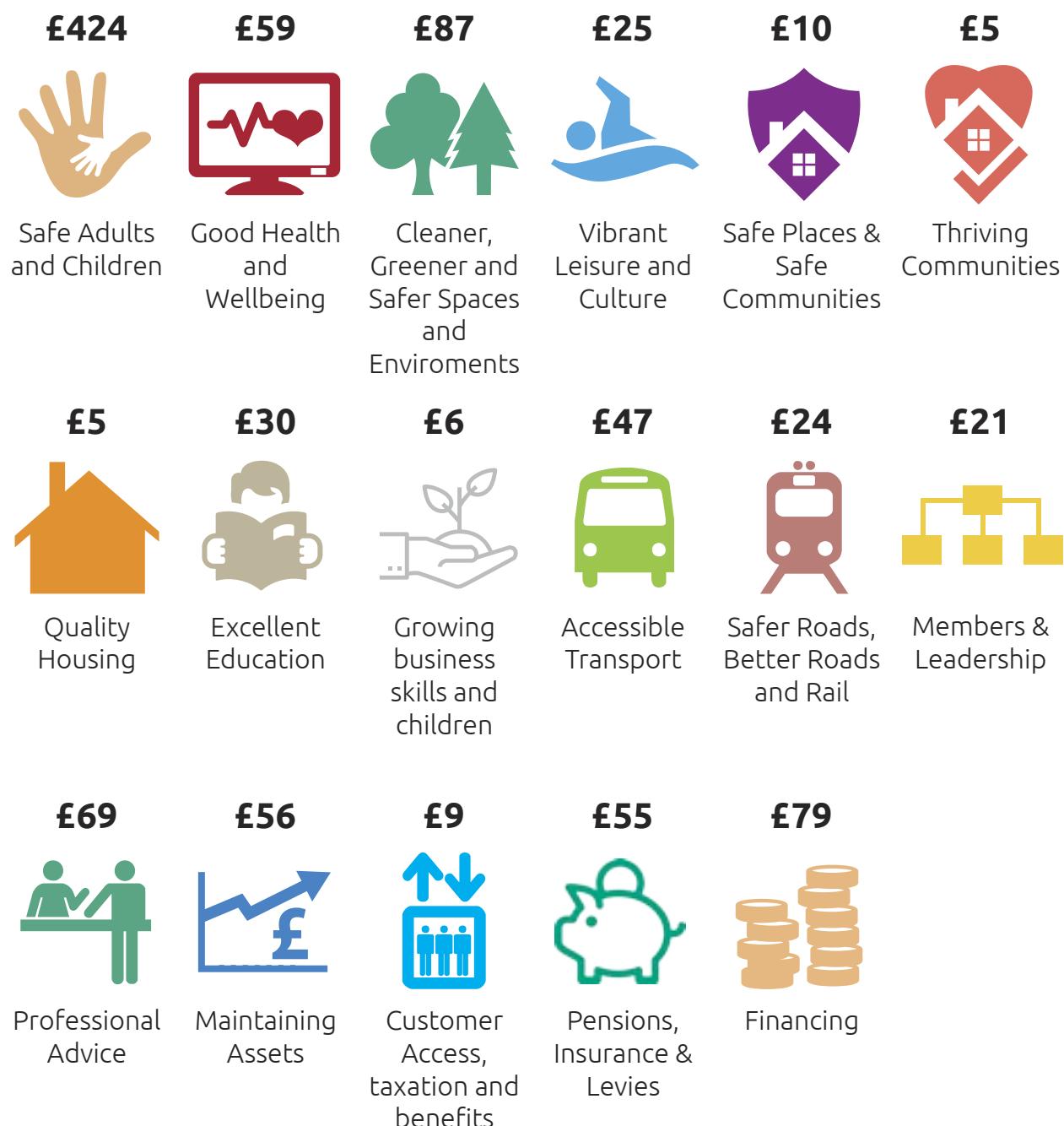
Our revenue budget for 2018-21 is £137m, £143m and £152m respectively.

Each year the council allocates millions of pounds for capital investments including improvements to local facilities.

...such as schools, community and leisure facilities, along with road and street lighting improvements.



What YOUR council tax is spent on



**Total:
£1011**

This is based on a Band A property in 2020/21.
The total figure does not include the money you pay to support the Police and Fire services.
Amounts above rounded to nearest pound.

We will play our part in delivering this plan by staying true to our values:

Equality of opportunity so everyone can have a good quality of life.

Striving for **excellence** and high standards.

Using our resources wisely and with **integrity**.

Self-responsibility and people having choice and control over their own lives.



Together we can achieve better outcomes



Taking care of ourselves and others



Getting involved in our communities



Using the council's online services



Taking pride in our area



Protecting our environment



Registering and voting



How you can get involved and find out more

www.northlincs.gov.uk/engagingwithyou



NORTH LINCOLNSHIRE COVID-19 MID-TERM RECOVERY PLAN

October 2020 to April 2021

BACKGROUND

North Lincolnshire is a place where partners work collaboratively to achieve the best outcomes for residents. We are highly ambitious for North Lincolnshire and proud of what the place has to offer for those who live, work, run a business here or visit here but we want to make sure it gets even better. Place Partners share the vision and through the Place Partnership which was established in 2018, have been working towards a Strategic Plan for North Lincolnshire.

In March 2020 the coronavirus pandemic meant that resources were prioritised to reacting and responding to the emergency situation. The strength of relationships across public bodies, voluntary and community organisations and local business meant that we were able to work collectively to prioritise keeping people safe and well and protecting the local economy. As each organisation is planning ahead, working towards a new normal, adapting to COVID infection control arrangements to stop further outbreaks, it is more important than ever that we continue to work together to ensure North Lincolnshire remains resilient and able to withstand any future challenge and affects from COVID.

The purpose of this plan is to:

- Build on the COVID-19 Reopen and Recovery Plan June to October 2020
- Ensure place renewal and resilience from COVID through focussed recovery priorities
- Sets out mid-term priority action to mitigate against the impact of COVID for the most vulnerable residents, communities and economies.

North Lincolnshire Mid-term Recovery Plan

Our Shared ambition

Best Place for our residents

Outcomes for people and place

Safe Well Prosperous Connected

Role of place partners

To work together to lead and promote the place of North Lincolnshire; prevent harm and protect vulnerable people

Our shared Values

Self-responsibility, Excellence, Integrity and Equality of opportunity

COVID-19 Response and Recovery

We are learning from the impact of Covid-19 and working together to keep North Lincolnshire safe and well, whilst continuing to prioritise economic renewal, community resilience and protection of the most vulnerable.

BUILDING BLOCKS FOR RECOVERY – OUR STRENGTHS

The learning from the pandemic indicates many strengths within North Lincolnshire from which to enable recovery and to stimulate renewal.

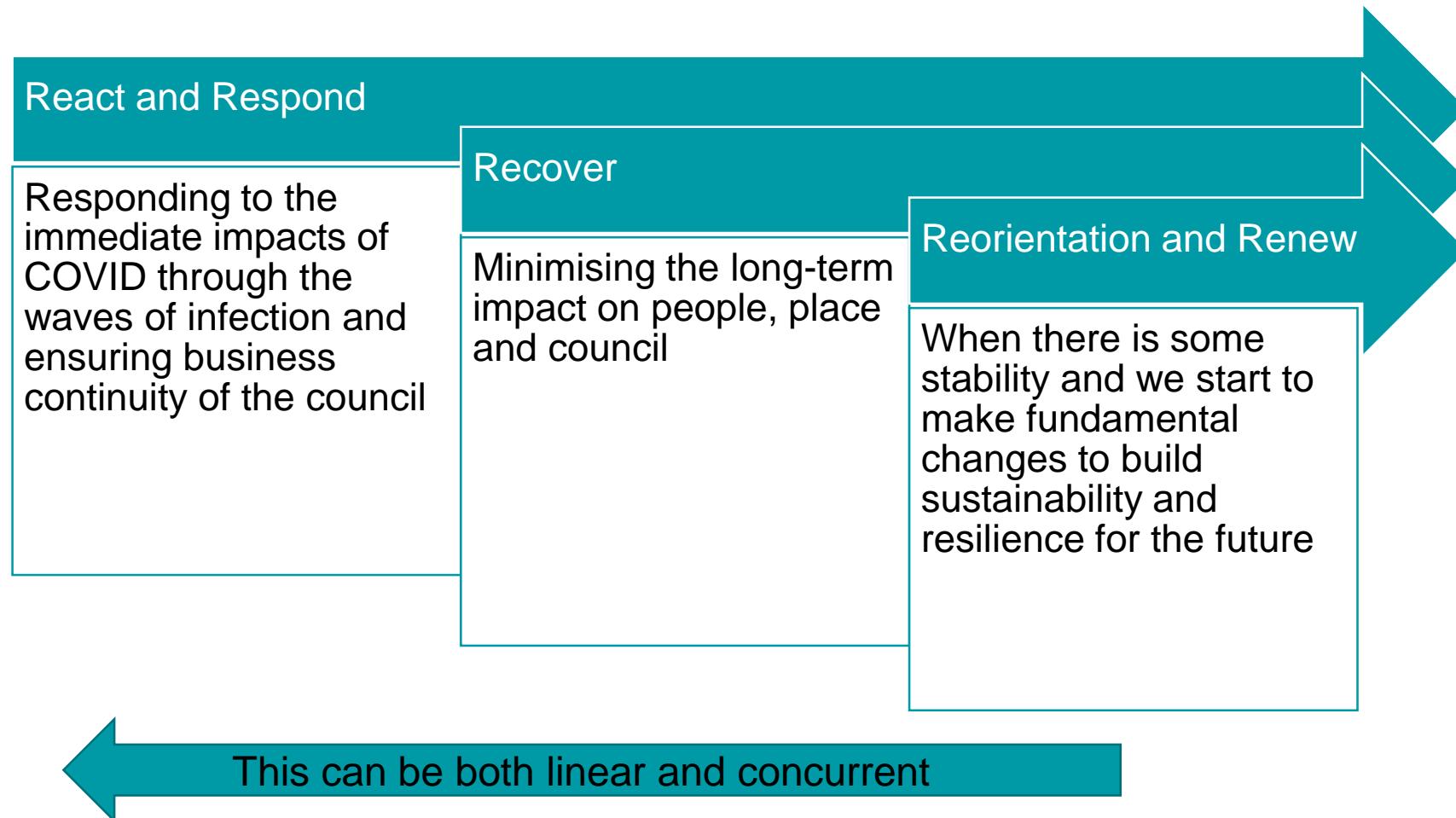
- Communities come together to support vulnerable people
- Organisations and businesses prioritise the safety and wellbeing of the public and their workforce to ensure they are 'COVID-19 safe'
- The workforce across organisations are agile and adaptable
- Technology is being embraced as a progressive means of intra- and inter-organisational working
- Data sharing agreements have swiftly enabled more insightful strategic and tactical responses
- Partnership working and the relationships at all levels are responsive and enabling

GOING FORWARD – ADAPTING TO COVID

The Covid-19 pandemic has been a disruptor to normal life with impact across the economy, the need for ever more community resilience and demand for health and care services severely tested.

Recovery and renewal is challenged by many factors, for example:

- Fluctuating restrictions depending on localised and national infection rates that may be difficult to predict leading to a need for simultaneous response and recover.
- Depending on the impact of the pandemic, restrictions and interventions may be lessened or strengthened within the recovery period
- Demand for services may be lagged as a result of hidden need, adapting to a new norm and the unintended consequences of periods of lock down
- The recovery period may be at least 12-18 months or until widespread immunity via a vaccine
- Different population groups may have different need for restrictions, e.g. the clinically extremely vulnerable (shielded) population will have greater restrictions for longer



We will prioritise those things that will reduce the impact the COVID-19 pandemic has had on the most vulnerable individuals, families and organisations

We will provide strategic co-ordination across North Lincolnshire, embracing integration and collaboration to drive social and economic recovery

We will use intelligence and technology and build on the foundations put in place throughout the crisis, including insight from our customers, residents, businesses and visitors, to help us make the right business decisions

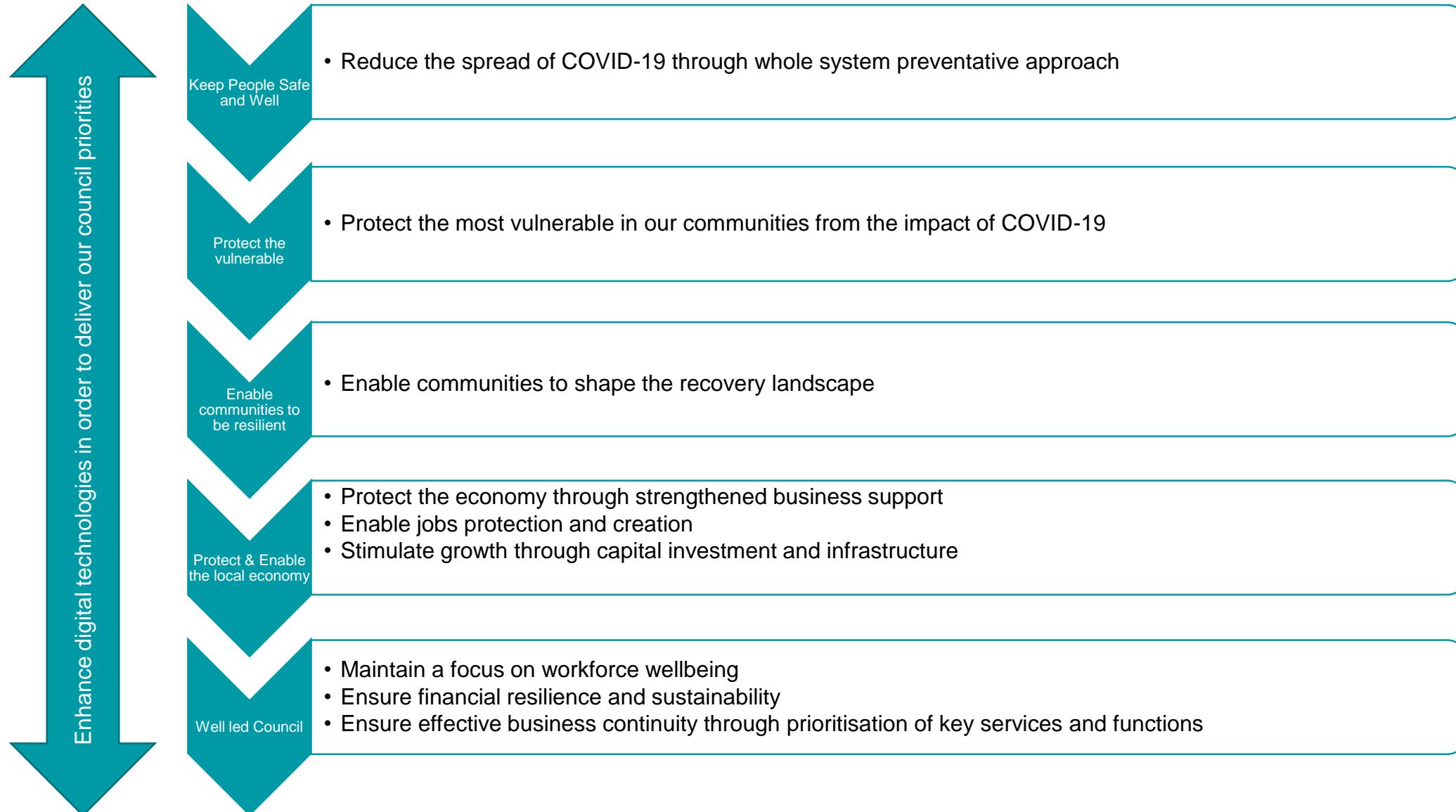
We will invest in and develop our people so they can continue to provide excellent services to residents and find innovative solutions

We will champion inclusive growth so all our communities can benefit and prosper from investments made in the area

We will continue to have a strong leadership role in investing for growth

We will be people focussed, outcomes led and be enabling in our approach

We will strive to maximise the North Lincolnshire £ and ensure recovery leads to a financial sustainable future



- In response to the increasing transmission rates the government introduced Local COVID Alert Levels on 12 October 2020. At that time North Lincolnshire was placed in Tier 1. As rates across the area continued to increase North Lincolnshire was placed in Tier 2 on 31 October 2020.
- As rates across England continued to increase, a second national lockdown commenced on 5th November 2020 for 4 weeks necessitating response and recovery to operate simultaneously. Our approach is rooted in the values, principles and ambitions of the council plan and our response focuses on key priorities to ensure the Council remains resilient throughout the crisis and sustained through the recovery and renewal.
- As well as responding to the implications of national lockdown, the council continued to keep services running and adapting to the changing environment, led the prevention and management of local outbreaks and work with businesses to drive economic recovery and growth.

Priority	Overview of progress
Keeping People Safe and Well: Reduce the spread	<p>Safe space and facilities</p> <ul style="list-style-type: none">• Continued to operate working from home arrangements• In response to national lockdown, access to office space was limited to those roles and functions that couldn't be undertaken from home and access to the bookable space previously available as part of reopen plan was suspended. Use of face coverings within workspaces communal areas introduced.• Leisure centres, sports facilities, museums, and galleries were closed to the public, with some activities for education curriculum continuing• Community hubs maintained access in line with guidance. Specific opening times for library click and collect, access to public network computers and some third party provision of essential services for example Crowle Post Office and CAB food vouchers <p>Integrated Preventative Approach</p> <ul style="list-style-type: none">• Established working arrangements with place public sector partners and voluntary community sector for enabling communities to prevent the spread of COVID-19 e.g. community champions• Expanded the capacity for Outbreak Management notifications in respect of schools and high risk settings• Set up and launched the new self-isolation payment process• Local Contact Tracing established at pace and enabled same day contact• Enhanced enforcement to ensure compliance with Coronavirus regulations and development of marshals as part of a graduated approach to prevention

Priority	Progress update and actions
Protect the vulnerable	<ul style="list-style-type: none"> Provided system wide leadership to provide assurance that arrangements under Adult Social Care Winter Plan in place Enhanced Contact Centre capacity to provide local support for Clinically Extremely Vulnerable Working with care providers as part of the Infection Control Fund assurance requirements Following the school holiday free school meal policy adopted locally, implementation of the national Winter Grant support scheme is being prepared Needs of vulnerable children and adults identified, risk assessed and met
Enable resilient communities	<ul style="list-style-type: none"> Enhanced work with the voluntary and community sector to enable community level support for clinically extremely vulnerable and self-isolating vulnerable people Enabled the sufficiency of the early years sector, to secure continuation of provision Developed community led communications through community champions and extended targeted prevention message campaigns for example providing banners for school gates
Protect the economy	<ul style="list-style-type: none"> Launched the local restrictions and new discretionary business support grant process Newsletters and hosted Webinars to share learning from managing outbreaks Information advice and guidance regarding COVID-19 support schemes such as Jobs Retention Scheme Towns Fund bid submitted Kick start scheme launched Engagement with businesses to formulate the economic recovery plan
Well led council	<ul style="list-style-type: none"> Wellbeing assessments completed across all staff groups Updated workforce information portal 'Topdesk' with FAQ in respect of COVID-19 safe working practices Whole workforce communications and webinar Training and information session for managers in respect of COVID-19 absence and self-isolation requirements Full Council, Cabinet and Committees continue to be conducted using MS Teams External Audit confirmed 'unqualified' opinion of Accounts 2019-20 and Value for Money judgement Services continued to operate and performance maintained Financial resilience maintained Regulatory standards maintained through innovative delivery models e.g. drive through birth registration to clear back-log

On the 2 December, England will move back into a regional tiered approach and North Lincolnshire has been placed in Tier 3. The local restrictions are part of the government's COVID-19 Winter Plan. This will inform our recovery actions over the next quarter.

Priority	Activity/response
Keeping people safe and well – Reduce the spread of COVID	<ul style="list-style-type: none">Continue with measures to suppress the virus. Applying COVID-19 safe working practicesOperating public facilities according to Local Alert Level GuidanceWork to the Outbreak Management Plan – schools, high risk settings and businessesEnforcement of regulationsDeployment of COVID-19 Ambassadors to ensure social distancing, restrictions are observedSupport to enable people to self-isolate (self-isolation payment)Continue to build capacity for local contact tracing
Protecting vulnerable people	<ul style="list-style-type: none">Prioritising vulnerable groups for targeted testingWorking with NHS to roll out phase 1 vaccination programme to vulnerable groupsWork with Care Homes (IPC), enabling safe visitingSafe accommodation options promoted for rough sleepersImplement the Winter Grant for vulnerable households and families with children
Enabling Resilient communities	<ul style="list-style-type: none">Community champions equipped with information, advice and guidanceClear community and targeted messagingPromote the 5 ways to wellbeing across communities
Protect and enable the local economy	<ul style="list-style-type: none">Continue to support business with Local restrictions grants for those business affected by restrictionSupport job creation through schemes such as Kick-startLaunch the economic recovery plan
Well led council	<ul style="list-style-type: none">Launch the Wellbeing Framework – 5 ways to wellbeingContinue to identify and monitor COVID-19 related costs and prepare the budget for 2021-22 and Medium Term Financial Strategy in the context of recovery from the impact of COVID-19Continue to prioritise business as usual according to business continuity plans