

**NORTH LINCOLNSHIRE COUNCIL**

**CABINET**

**UPDATED COUNCIL STRATEGY**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

1.1 To approve the recently updated Council Strategy

1.2 The key points in this report are:

- The Council Strategy is a four year plan which sets out our vision and strategic priorities together with our aims and key actions.
- The priorities identified in the strategy will work towards addressing the issues identified in the North Lincolnshire Strategic Assessment
- This strategy was originally approved by Cabinet in July 2012 and is reviewed on an annual basis

**2. BACKGROUND INFORMATION**

2.1 In July 2012 Cabinet approved the Council Strategy 2012-16. This was refreshed last year and reflected an update of the actions needed to deliver the action plans that underpin the 4 priorities.

2.2 Since the strategy was approved we have worked hard to deliver the priorities and actions set out in the document. Notable achievements during the last year have included:

- Successful transition of public health into the council
- Delivered a new 'do it online' website
- Frozen council tax until 2016
- Achieved outstanding Ofsted assessment for Looked after Children, Children's Homes, Safeguarding Service and the Fostering Service
- Successful £11million bid for a University Technical College
- First rate response to businesses and residents during the flooding in December 2013

2.3 The strategy also presents a summary of the latest census data for the area and sets out the strategic priorities for the next four years. The priorities identified have been informed by the evidence presented in the North Lincolnshire Strategic Assessment. This refreshed strategy

is designed to be read electronically and links to the evidence contained within the North Lincolnshire Data Observatory.

- 2.4 The priorities and aims have been revisited to ensure they are still 'fit for purpose'. It is felt that the original priorities remain relevant and therefore remain unchanged. The aims and actions have also been revisited with completed actions removed. Amendments have been made to respond to the changing environment and reflect new and emerging agendas. The updated priorities and their aims are:

**Priority 1 – Excellence in customer service**

- Provide high quality customer focused services
- Respond in a timely manner to customer requirements
- Listen to our customers and provide them with value for money

**Priority 2 – Provide value for money**

- Spend on priority services providing value for money and keep our council tax as low as possible
- Manage our finances and balance our budget
- Ensure services remain viable, effective and value for money

**Priority 3 – Make our communities safer and stronger**

- Increasing skills and improving education outcomes
- Ensure everyone in North Lincolnshire feels safe and are safe in their own home and are protected in their community
- Protect the most vulnerable
- Improving health and well-being

**Priority 4 – Regenerate our area and increase prosperity**

- Increasing economic growth
- Growing North Lincolnshire
- Provide a high quality transport infrastructure for individuals and businesses
- Increasing prosperity

- 2.5 The strategy has been updated to reflect the progress made to date and the changing environment. It incorporates new agendas including:

- Establishment of shared services 'back-office' hub with North East Lincolnshire Council
- The new service delivery model for local taxation and benefits
- Development of the University Technical College (UTC) in Scunthorpe Town Centre
- Further integration of health and social care
- Investment in flood defence work

- 2.6 As in previous years each priority will be addressed through a number of aims and supporting actions, which will be implemented and managed in line with the council's performance management arrangements.

- 2.7 We will continuously monitor the delivery of the strategy through monthly performance scorecards. The measures that we use have been revised to ensure that they are more outcome focused and that they address the new agendas detailed in Para. 2.4. These measures are shown in Appendix A.
- 2.8 Work has been started on the future vision for the area. This is still in early development. However it is proposed that we recognise the unique features of the area and the strength of its people. The vision has been revisited to set out an ambitious plan for the future and strive to develop:

#### Aspiring People

- Improving health and well being
- Increasing skills and education outcomes
- Increasing prosperity
- Protecting the most vulnerable

#### Inspiring Places

- Increasing economic growth
- Creating a sense of place
- Growing North Lincolnshire
- Attractive places to live, play and work

This structure will be developed through engagement with a wide range of external partners and stakeholders to ensure that it is customer focussed. Further reports will be presented to Cabinet.

### **3. OPTIONS FOR CONSIDERATION**

The following options are suggested for consideration by Cabinet

- 3.1. Option 1 – That Cabinet approve the updated council strategy and the measures at Appendix A.
- 3.2. Option 2 – That Cabinet does not approve the strategy and associated measures and requests changes.

### **4. ANALYSIS OF OPTIONS**

- 4.1 Option 1 - Approving the Council Strategy and associated measures is the preferred option and allows action to be taken with immediate effect
- 4.2 Deferring approval of the Council Strategy could lead to a loss of strategic focus pending the establishment of a new strategy.

### **5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

- 5.1 In February each year Full Council approves the council's budget and spending priorities for the next four years. The council strategy helps

the council focus on the approved priorities and is a critical step in ensuring the council achieves value for money

- 5.3 All supporting strategies and plans will need to be reviewed to ensure they align with the priorities identified in the council strategy.

## **6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

6.1 The council strategy is a key tool to enhancing the social, economic and environmental well-being of the area. An Integrated Impact Assessment has been undertaken and indicated no adverse impacts arising from this report.

6.2 Decisions and actions taken in the delivery of the priorities outlined in this strategy will be subject to further integrated impact assessments as appropriate.

## **7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

7.1 The priorities have been based on issues that have been identified as important to local people or to areas where significant improvement is required. It has been subject to extensive council-wide consultation.

## **8. RECOMMENDATIONS**

- 8.1 It is recommended that Cabinet approve the updated Council Strategy and its associated performance measures.

CHIEF EXECUTIVE

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Date: 4 June 2014

### **Background Papers used in the preparation of this report:**

Council Strategy 2013-17

# North Lincolnshire Strategy



Aspiring People, Inspiring Places

**1** COUNCIL  
Putting our  
CUSTOMERS **1ST**

**NORTH**  
LINCOLNSHIRE  
COUNCIL  
[www.northlincs.gov.uk](http://www.northlincs.gov.uk)

# Introduction to North Lincolnshire



North Lincolnshire is a 'hidden secret', rich in diversity, heritage and green space which is unexpected given the industrial background.

One of the great appeals of the area is higher than average earnings and the choice you have in where you want to base yourself or your family; an urban centre, an affordable new build house, a cosy listed cottage in a quiet village or a larger property in one of our Market Towns. For work-life balance we have walks in the Wolds, partying in town, eating in a range of multi-cultural local restaurants serving award winning local produce, a trip around Normanby Hall or perhaps a game of golf or trip to the football.

We deliver a range of outstanding and high quality services. We are home to award winning leisure facilities including 'The Pods', providing not only outstanding architecture but good sport facilities allowing people to live healthy and rewarding lives.

The health and wellbeing of North Lincolnshire's population is improving year on year, and in terms of longer years of life, it has never been so good. Life expectancy at birth is now much closer to the national average, at 78.8 years for men and 82.2 years for women. The majority of older people continue to enjoy relatively good health well into their 70s and 80s. The vast majority of our older (85+) population live at home, with informal and formal support, and want to remain living independently in their own homes for as long as possible. Compared with other parts of the country, local community services are more effective in helping people to stay independent for longer post hospital discharge, whilst user satisfaction with the quality and outcomes of social care services is above national rates.

North Lincolnshire is a safe place to live with strong and caring communities and some of the lowest crime rates in the UK. National data on wellbeing suggests that North

Lincolnshire performs better than the UK on a range of adult emotional wellbeing measures, with lower than average anxiety scores, higher life satisfaction scores and higher levels of happiness in the adult population.

Children and young people can grow and thrive with education being a priority and we ensure that most of our children attend a good or outstanding school. We also have good colleges and training facilities providing opportunities for all. You won't find you have a long commute to work but you will find a lot of sky. North Lincolnshire is an area that has inspired acclaimed entrepreneurs, high achievers in sport and acclaimed actors and actresses. It's a place where the quality of life is high and the cost of living is low.

Our transport infrastructure provides excellent uncongested road links to the major cities of Sheffield, Leeds and York, train links to Manchester, London and

# Introduction to North Lincolnshire



Scotland and beyond providing access to 20 million people within 4 hour drive in UK. There is exceptional access by sea and air to and from Continental Europe, with our airport and ports opening up opportunities for leisure and business.

North Lincolnshire has a long established manufacturing and engineering base which has attracted a number of blue chip companies.

In the last year alone, we've seen investments as diverse as large manufacturing companies moving into the area and the development of a new retail offer including leading retailers and TATA steel investment to produce new products required by the new market of renewables.

North Lincolnshire is uncongested and geared up to welcome and promote new enterprises with support

networks in place and strong links with organisations that will help businesses grow and we still have space for growth. The exciting development of Lincolnshire Lakes will create around 6,000 new homes, a high quality business park and office accommodation and the South Humber Gateway is attracting private and public sector investment worth over £3 billion.

With a growing number of enterprises taking advantage of the area's potential for growth, affordability and superfast broadband, North Lincolnshire is very much open for business.

Whilst our bustling economic entities are growing, one of the real joys of the area is that this combines with rural tranquillity with an extensive choice of parklands and open space on the doorstep that gives you real freedom to live.

The purpose of this document is to set out our vision and ambitions for the area. Even though we have been working against a backdrop of budget reductions we rise to the challenge and continue to enhance the quality of life for our individuals and communities whilst encouraging economic growth and supporting our existing and new businesses. In consultation with our communities and working with our partners to determine and deliver what's right for North Lincolnshire the council will continue to set forward thinking and ambitious plans for the future and strive to develop:

## Aspiring People

- Improving health and well being
- Increasing skills and education outcomes
- Increasing prosperity
- Protecting the most vulnerable

## Inspiring Places

- Increasing economic growth
- Creating a sense of place
- Growing North Lincolnshire
- Attractive places to live, play and work

As a council, we have established some organisational priorities through which we will strive to achieve our vision for North Lincolnshire:

- Excellence in customer service
- Providing value for tax payers money
- Make our communities safer and stronger
- Regenerate our area and increase prosperity

# People and Places

## People

Compared with other parts of the country the Black and Minority Ethnic (BME) population of North Lincolnshire is relatively small, at 7.3% of the resident population, (including Other White). This compares with 19% nationally.

More than half of North Lincolnshire's BME communities live in the Northern part of Scunthorpe. The highest concentrations are in the Crosby and Park and Town wards with 35.4% and 23% respectively.

The quality of life in North Lincolnshire is relatively good. The majority of residents are very happy living here and highlight many of North Lincolnshire's attractive physical assets, including close access to the countryside, low cost of living, strong sense of community and neighbourliness of local people.

North Lincolnshire not only has an increasing population but also an ageing one. 2012 mid-year population estimates suggest that 18.7% of the North Lincolnshire population was aged 65 and over, higher than regional and national figures.

Another of the larger increases in population has been in the 0-4 age group with numbers increasing from 8,522 under 5s resident in North Lincolnshire, rising to 10,193 by 2012.

The over-85 population is projected to grow significantly with a 46% increase over the period 2011-21. This age group is most likely to require social care, so increases in the size of this older group are likely to have a high impact on the demand for social care services.

Nevertheless, this represents an estimated 140.8% growth in the local BME population in North Lincolnshire since 2001; the largest community being the White Polish population.

# People and Places

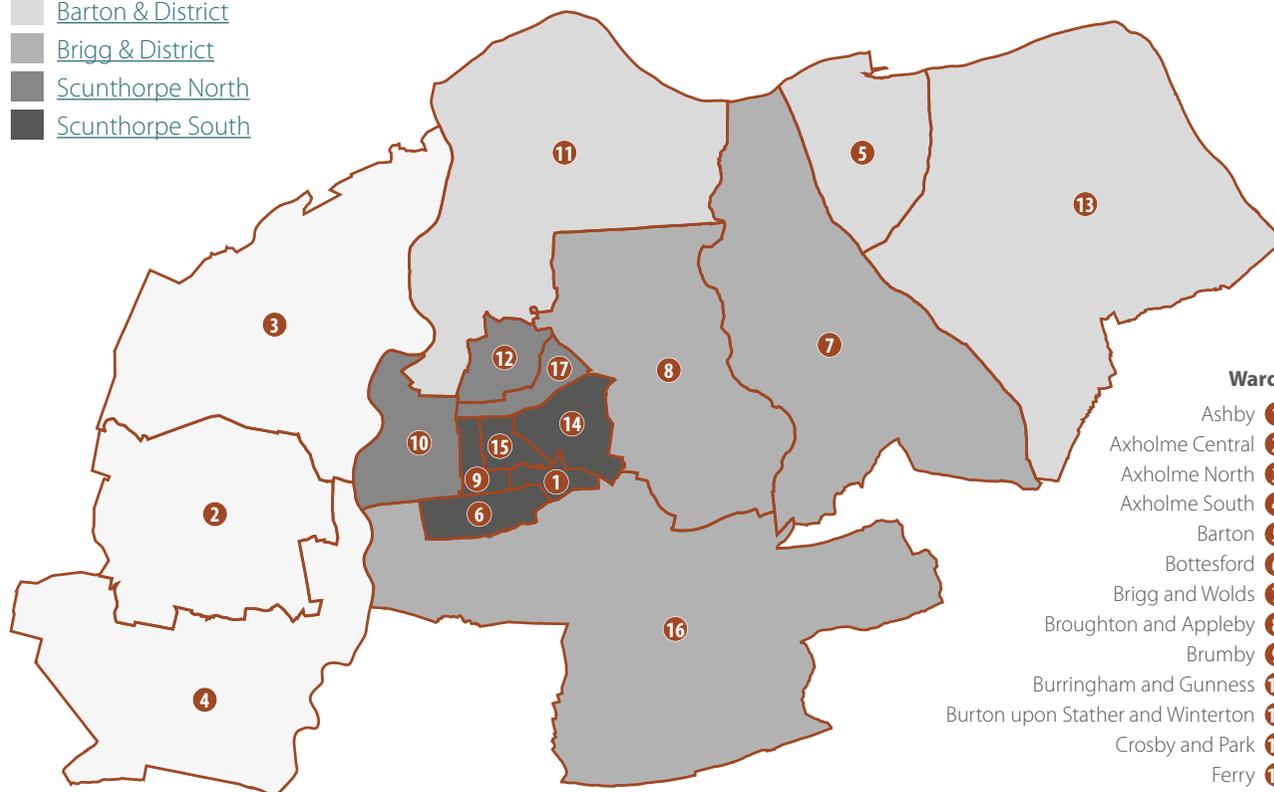
## Places

In 2013, 84.5% of the housing stock in North Lincolnshire was privately owned, compared to the national figure of 82.2%. Almost all of the social housing in North Lincolnshire is provided by Housing Associations, i.e. 15.4% of total housing stock, however, nationally 10.3% of social housing is provided by Housing Associations with 7.2% provided by local authorities. The remainder of the stock is provided by other public sector bodies.

## Ward and Localities Map

### Localities

- [Isle](#)
- [Barton & District](#)
- [Brigg & District](#)
- [Scunthorpe North](#)
- [Scunthorpe South](#)



### Wards

- Ashby 1
- Axholme Central 2
- Axholme North 3
- Axholme South 4
- Barton 5
- Bottesford 6
- Brigg and Wolds 7
- Broughton and Appleby 8
- Brumby 9
- Burringham and Gunness 10
- Burton upon Stather and Winterton 11
- Crosby and Park 12
- Ferry 13
- Frodingham 14
- Kingsway with Lincoln Gardens 15
- Ridge 16
- Town 17

Click on a [locality name](#) to find out more... 

# North Lincolnshire Strategic Assessment - Challenges

As part of a 'One Council' approach, the first cross-cutting Strategic Assessment has been produced for the whole of North Lincolnshire. This incorporates the statutory requirements to produce a Joint Strategic Needs Assessment, Joint Strategic Intelligence Assessment and Economic Assessment. The North Lincolnshire Strategic Assessment is about a shared understanding of 'the big picture' of the needs of our population. Each chapter identifies the key challenges and provides a clear evidence base for future plans and strategies designed to deal with these issues.

<b>Population</b>	<b>Population trends</b>	<b>Population growth</b>	<b>Diversity</b>	Click an <a href="#">icon</a> to find out more...
<b>Economy</b>	<b>Reducing youth unemployment</b>	<b>Improving skills &amp; education</b>	<b>Developing South Humber Bank</b>	
<b>Planning</b>	<b>Meeting housing need</b>	<b>Increasing economic growth</b>	<b>Developing Lincolnshire Lakes</b>	
<b>Environment</b>	<b>Improving access to green space</b>	<b>Improving poor air quality</b>	<b>Reduced flooding</b>	
<b>Housing</b>	<b>Delivering growth and regeneration</b>	<b>Providing quality advice and support</b>	<b>Enabling 'every rung of the ladder'</b>	
<b>Transport</b>	<b>Driving economic growth</b>	<b>Protecting the natural and built environment</b>	<b>Improving transport safety and security</b>	
<b>Safer Neighbourhoods</b>	<b>Reducing crime</b>	<b>Targeting prolific offenders</b>	<b>Reducing violent crime</b>	
<b>Substance Misuse</b>	<b>Recommissioning shared services</b>	<b>Reducing length of stay in treatment</b>	<b>Improving offender health</b>	
<b>Sport, Leisure and Culture</b>	<b>Broadening participation</b>	<b>Harnessing new opportunities</b>	<b>Increasing adult physical activity</b>	
<b>Starting Well</b>	<b>Reducing inequalities in maternal and infant health</b>	<b>Reducing excess weight</b>	<b>Increased readiness for school</b>	<b>Integration of services</b>
<b>Developing Well</b>	<b>Raising attainment</b>	<b>Raising aspirations</b>	<b>Providing early help</b>	<b>Reducing inequalities</b>
<b>Living and Working Well</b>	<b>Improving lifestyles</b>	<b>Promoting wellness</b>	<b>Increasing employment</b>	
<b>Ageing Well</b>	<b>Improving independence and wellbeing</b>	<b>Self directed care</b>	<b>Promoting choice</b>	<b>Better care</b>
<b>Dying Well</b>	<b>Reducing preventable deaths</b>	<b>Reducing inequalities</b>	<b>Improving end of life care</b>	
<b>User Voice</b>	<b>Young people's priorities</b>	<b>Health Lives, Healthy Futures</b>	<b>Experience led commissioning</b>	<b>Health Watch North Lincolnshire</b>

# Council Vision and Priorities

Our organisational priorities will guide the work of the council and ensure our contribution to achieving our vision for North Lincolnshire of Aspiring People, Inspiring Places



Aspiring  
People,  
Inspiring  
Places



# Delivering Aspiring People, Inspiring Places

528 jobs created through Regional Growth Fund

43.6% increase in children attending a good or outstanding school

1,346 Job Seekers Allowance claimants moved into work

Since 2008 the global economic downturn and reducing public sector finances have created a very challenging environment in which we must deliver a wide range of services. However, against this backdrop, our performance has continued to meet our high standards and we have achieved a number of notable successes over the last year including:

## Excellence in customer service

- Launched a new website to enhance online access to council services and recognised by SOCITM as offering better access/usability
- Museum rated as one of the top 20 family-friendly museums in the country
- New Local Link opened in Citizens Advice Bureau
- 100% customer satisfaction in Building Control
- Woodlands and Kingsway Gardens awarded green flag status

## Provide value for taxpayers' money

- Council tax frozen for a further 2 years
- Front-line services protected
- Getting better value through a new construction highways framework

- Maintained a high council tax collection rate
- Number of service areas assessed as providing poor value for money reducing year on year
- Saved half a million pounds through better procurement

## Regenerate our area and increase prosperity

- Successful £11m bid for a university technical college
- 100 apprenticeships delivered and 10 wage incentive opportunities
- 368 new homes of which 136 were Affordable Homes delivered
- Government announced the go-ahead for the £450m Able Marine Energy Park, the biggest offshore wind manufacturing facility in Europe creating around 4,000 local jobs

## Make our communities safer and stronger

- Outstanding Ofsted achieved in services for Looked After Children, Children's Homes and the Fostering Service
- LEADER £2.4m of rural community investment
- New 'Kingfisher' children's home facility built and opened and judged outstanding by Ofsted
- A number of new Local Nature Reserves designated
- Provided a first rate response to businesses and residents during the flooding
- Low number of youth offenders and a high performing youth offending team
- Transition and integration of Public Health into the council

# Priority One - Excellence in customer service



It is the council's intention to provide high quality, customer focused services that respond to customers' needs. We will achieve this by listening to our customers and responding to their requirements in a timely manner. This will help us deliver accessible customer driven services that meet customer expectations and improve outcomes.

Our aims?	Where do we want to be?	How are we going to get there?
Provide high quality customer focused services	Services that best meet customer needs, including the most vulnerable in our communities, resulting in high levels of customer satisfaction and improved outcomes	<ul style="list-style-type: none"> <li>• Enhance arrangements for measuring and improving customer satisfaction</li> <li>• Enhance methods for understanding and responding to customer needs and feedback</li> <li>• Deliver the cross council commissioning programme</li> <li>• Ensure the delivery of excellent front line operational services</li> <li>• Deliver the Customer Service Improvement Plan 2013-15</li> <li>• Deliver the new delivery model for local taxation and shared service benefits</li> </ul>
Respond in a timely manner to customer requirements	Accessible services based on standards that meet customer expectations and improve outcomes	<ul style="list-style-type: none"> <li>• Ensure that we continue to provide services which are accessible to everyone</li> <li>• Improve customer access to services by delivering the council's channel shift programme</li> <li>• Ensure all services deliver on their customer standards and key performance targets</li> <li>• Embed the generic customer charter across the council</li> </ul>
Listen to our customers and provide them with value for money	Services that are continually shaped by the customer and are transparent and demonstrate value for money	<ul style="list-style-type: none"> <li>• Review mechanisms that give local people the ability to influence how service delivery is designed and delivered</li> <li>• Demonstrate value for money by expanding our arrangements for being open and transparent</li> <li>• Develop a generic customer service satisfaction survey</li> </ul>

# Priority Two - Provide value for taxpayers' money



With tighter financial constraints, it is important to show that the council is providing good value for taxpayers' money. We are continually looking for new revenue streams through commercial activity and for opportunities to work in partnership to help us deliver better value for money services. By managing our finances, assets and balancing budgets effectively, and with a financial strategy that delivers value for money and smarter working the council will be able to keep council taxes as low as possible.

Our aims?	Where do we want to be?	How are we going to get there?
Spend on priority services providing value for money and keep our council tax as low as possible	Effective delivery of services with fewer resources, including investment in agreed local priorities	<ul style="list-style-type: none"> <li>• Deliver efficiencies while maintaining good performance</li> <li>• Maximise social return on investment</li> <li>• Use cost, performance and customer satisfaction intelligence to help improve services</li> <li>• Maximise savings through a new commercial category management model for procurement</li> <li>• Increase levels of online access to services</li> <li>• Reduce energy consumption and minimise the amount of carbon produced</li> <li>• Deliver the waste management strategy</li> <li>• Deliver the shared service 'back-office hub' transformation programme</li> </ul>
Manage our finances and balance our budget	A financial strategy that delivers our priorities providing value for money and smarter working	<ul style="list-style-type: none"> <li>• Deliver the 2014/18 budget and improve performance</li> <li>• Achieve identified 2014/15 savings</li> <li>• Continue to ensure good governance of public funds</li> <li>• Deliver the council's investment programme in schools, infrastructure, community facilities and economic development</li> </ul>
Ensure services remain viable, effective and value for money	A council that competes to provide quality cost effective services to other organisations	<ul style="list-style-type: none"> <li>• Provide quality cost effective services and deliver the commercial priorities</li> <li>• Maximise collection of council tax and business rates owed to the council</li> <li>• Increase revenue through commercial activity</li> </ul>

# Priority Three - Make our communities safer and stronger



Children, young people and vulnerable adults need to feel and be safe within the community. We will therefore continue to address crime to make communities feel safer, with causes of crime being tackled at an early stage using specialised resources and services. We will continue to work to improving health and reducing inequalities ensuring that older residents and those with special needs have greater choice and control of their lives so they are able to remain or have greater independence within the community. Investment in learning and training opportunities for young people will help to raise the aspirations of young people in North Lincolnshire and a culture of success for children and young people will be promoted.

Our aims?	Where do we want to be?	How are we going to get there?
<p>Increasing skills and improving education outcomes</p>	<p>Better than national outcomes for education and skills across all ages and life stages</p>	<ul style="list-style-type: none"> <li>• Raise achievement across all life stages</li> <li>• Champion inclusion and access to education, training and employment with training, including vulnerable young people and adults</li> <li>• Further improve the quality of education provision</li> <li>• Ensure sufficient education places – early years; school and post 16</li> </ul>
<p>Ensure everyone in North Lincolnshire feels safe and are safe in their own home and are protected in their community</p>	<p>A reduction in crime and an enhanced environment for the area that enables communities and individuals to feel and safe and be safe</p>	<ul style="list-style-type: none"> <li>• Ensure early intervention and targeting of resources to those with greatest need.</li> <li>• Deliver effective drug and alcohol services to tackle the key causes of acquisitive crime</li> <li>• Target those offenders who are committing the most crime and to develop effective strategies to reduce re-offending</li> <li>• To provide support for victims of crime and to work with communities to make neighbourhoods safer</li> <li>• Effective management of flooding/adverse weather by investing in flood defence works</li> <li>• Reduce the number of people killed or injured on our roads</li> <li>• Director of Public Health assures that strategies for health protection are in place with partners to protect the people of North Lincolnshire</li> </ul>

# Priority Three - Make our communities safer and stronger

Our aims?	Where do we want to be?	How are we going to get there?
Protecting the most vulnerable	All children, young people and vulnerable adults feel safe and are safe	<ul style="list-style-type: none"> <li>Partners use Early Help Assessment to support children and families</li> <li>Individuals and communities know, accept and act on their safeguarding responsibilities</li> <li>Reduce harm from exploitation</li> <li>Ensure the Safeguarding Adults Board has robust systems and structures in place.</li> <li>Everyone contributes to keeping vulnerable adults safe in the community.</li> <li>Raise awareness with friends and family how to keep vulnerable adults safe.</li> <li>Keep vulnerable adults safeguarded in placement.</li> <li>Corporate champions promote outcomes for children in care</li> <li>Safeguard children from abuse and exploitation is everyone's responsibility</li> <li>We ensure those in need of protection are safeguarded in a timely appropriate way with sustainable outcomes</li> <li>We commission provider services and demand high quality self care</li> </ul>
Improving health and well being	Improved population health, with equality of health and well being across all lifestages and communities concentrating on ensuring we are dementia, child and family friendly	<ul style="list-style-type: none"> <li>Deliver the council's diversity objectives and projects making a real difference to the delivery of local priorities and needs, thereby reducing inequalities</li> <li>Develop strategies for strengthening the health and well being of our workforce developing a health enhancing environment</li> <li>Deliver the health and well being strategy</li> <li>Increasing adult and child participation in physical activity to improve health</li> <li>Increase promotion of positive lifestyles</li> <li>Lead cross partner work on giving babies the best start</li> <li>Improve access to community services so vulnerable adults can stay independent</li> <li>Support vulnerable adults to stay well or help them to regain independence</li> <li>Vulnerable adults are supported to have choice and control over their lives</li> <li>Everyone understands their role in safeguarding adults whose circumstances make them vulnerable</li> </ul>

# Priority Four - Regenerate our area and increase prosperity



We recognise the need to increase the prosperity of the area and increase prosperity and we aim to attract new business investment into the area to produce a diverse and growing economy. We are working hard to support housing development and also to create employment opportunities for all ages ensuring we have a highly skilled workforce to meet the future needs of North Lincolnshire. To encourage new investment, the transport infrastructure is being improved to provide one that enhances accessibility for individuals and businesses.

Our aims?	Where do we want to be?	How are we going to get there?
Increasing economic growth	A diverse and growing economy supported by an adaptive and highly skilled workforce that meets future needs of North Lincolnshire	<ul style="list-style-type: none"> <li>• Deliver the council's regeneration strategy</li> <li>• Deliver Regional Growth Fund project</li> <li>• Improve life skills for the working age population of North Lincolnshire to take advantage of future/growth opportunities</li> <li>• Lead the University Technical College project</li> <li>• Support and contribute to the delivery of the priorities of the Humber sub-region through the Humber and Greater Lincolnshire economic partnerships</li> <li>• Deliver the Northern Lincolnshire Broadband project</li> <li>• Develop the Community Investment Partnership to address barriers to economic growth including unemployment, aspirations and skills</li> </ul>
Growing North Lincolnshire	Meet the diverse and growing needs of all our communities in North Lincolnshire	<ul style="list-style-type: none"> <li>• Identify local housing needs and find ways to meet them</li> <li>• Deliver the Local Development Framework</li> <li>• Work in partnership with developers and housing associations to deliver sustainable housing</li> <li>• Enable residents to improve their quality of life no matter which step on the housing ladder they are on?</li> </ul>

# Priority Four - Regenerate our area and increase prosperity

Our aims?	Where do we want to be?	How are we going to get there?
Provide a high quality transport infrastructure for individuals and businesses	Infrastructure improvements to the transport network that encourage new investment into the area and enhance accessibility for all	<ul style="list-style-type: none"><li>• Deliver the Local Transport Plan Review</li><li>• Promote sustainable travel that reduces the negative effects on the environment</li><li>• Invest additional resources in improving the highways network</li></ul>
Increasing prosperity	People within North Lincolnshire can enjoy economic success and lead meaningful lives	<ul style="list-style-type: none"><li>• Support parents into work by improving work readiness</li><li>• Improve access to Children Centres for families who need support.</li><li>• Promote access to affordable and available childcare</li><li>• Improve and promote access to positive activities and young voice opportunities</li><li>• Create inspiring places to support economic investment</li><li>• Deliver Lincolnshire Lakes</li><li>• Deliver the vision for the South Humber Gateway</li><li>• Deliver the Wage Incentive Programme to reduce the number of young people claiming Job Seekers Allowance</li><li>• Reducing fuel poverty</li></ul>

# Our Resources

The council budget for 2014-15 is £146.3 million. There has been a £2.7 million reduction in cash terms in the net budget between this financial year and the last.

## Where the money goes

- £66.3 million is spent on people including support for schools, children and families, as well as care for older people and those with disabilities
- £38.5 million is spent on places including roads, leisure, waste, planning and environmental protection
- £12.3 million is spent on support services such as human resources, legal services, finance and business support which enable the council to run and provide its front-line services.

## Our spending plans for 2014-15

We aim to improve services and respond to residents priorities on social care, education and economic growth, along with reducing crime and the fear of crime, roads and waste collection. During 2014-15 we will be making additional investment in priority areas:

- £1 million more to care for our older and disabled residents
- £150,000 each year for positive activities for young people
- A grant scheme for community defibrillators

- Extension of the free parking initiative to two hours in Ashby, Brigg and Scunthorpe with all day free parking on Saturdays
- Free adult community learning for over 65s
- New multi-use games areas (MUGAs) across the area
- Better facilities at schools and childrens centres (£14.5m)
- Building an Intermediate Care Unit to improve care facilities for local residents (£3.2m)
- Investing in flood works and drainage, on the Trent and Humber (£4.9m)
- Development of Brigg Recreation Ground (£3m)
- Improving the regional road network (£24.7m)
- New housing in Scunthorpe Town Centre to aid regeneration (£2m)
- Extra investment through the Regional Growth Fund to stimulate economic development (£5.2m)
- Extending high speed broadband across the area (£5.4m)
- Investment in affordable housing schemes (£1.1m)

**£1m more**  
to care for our  
older and disabled  
residents

**Regional  
Growth Fund** to  
stimulate economic  
development  
(£5.2m)

**Improving  
the regional  
road network**  
(£24.7m)

**Better  
facilities  
at schools and  
children's centres**  
(£14.5m)

# Contact Information

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## No English?

### For information please call:

08000 193530 للحصول على المزيد من المعلومات اتصل بـ: (Arabic)

তথ্যগুলি বাংলায় জানতে হলে এই নম্বরে ফোন করুন: 08000 193531 (Bengali)

欲知粵語版的消息，請致電：08000 193532 (Cantonese)

हिन्दी में जानकारी के लिये 08000 193533 पर फोन करें (Hindi)

بۆ زانیاری به کوردی سۆزانی تەلەفۆن بۆ ژماره 08000 193537 بکە. (Kurdish Sorani)

Para mais informação em português contacte-nos através do telefone 08000 193538 (Portuguese)

ਪੰਜਾਬੀ ਵਿਚ ਜਾਣਕਾਰੀ ਲਈ 08000 193539 'ਤੇ ਫੋਨ ਕਰੋ (Punjabi)

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اردو میں انفارمیشن کے لیے اس ٹیلیفون نمبر پر رابطہ فرمائیں۔ 08000 193541 (Urdu)

Nie mówisz po angielsku? Po informacje zadzwoń pod numer 08000 195587 (Polish)

Не знаете английский? Для информации звоните 08000 195586 (Russian)

For information in large print, audio, Braille or to request a signer to speak to us please contact 01724 296296



**NORTH LINCOLNSHIRE COUNCIL STRATEGY  
KEY PERFORMANCE MEASURES**

Appendix A

PRIORITY 1: Excellence in customer service			
Our aims	Where do we want to be (OUTCOMES)	Directorate	
1. Provide high quality customer focused services	Services that best meet customer needs, including the most vulnerable in our communities resulting in high levels of customer satisfaction and improved outcomes	Policy	Availability of Council Website and Customer Self Service Tools
		Policy	Increase in website traffic as a result of improved customer self service / digital access to the information and services that
		Places	Community based projects supported with grant aid
		Places	Customer Satisfaction
		Policy	Rate of Improvement in Service Critical KPI's
2. Respond in a timely manner to customer requirements	Accessible services based on standards that meet customer expectations and improve outcomes	Policy	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
		Places	Noise Pollution
		Places	Delivery times (end to end) for Disabled Facilities Grants
		Policy	Number of Residents attending digital inclusion sessions
3. Listen to our customers and provide them with value for money	Services that are continually shaped by the customer and are transparent and demonstrate value for money	Policy	Increase the audience for the council's social media presence
		Places	Satisfaction on School Catering (Head Teacher Survey)
		Places	Complaints Upheld

**PRIORITY 2: Provide Value for Taxpayers Money**

Our aims	Where do we want to be (OUTCOMES)	Directorate	Key Outcome Measures
1. Spend on priority services providing value for money and keep our council tax as low as possible	Effective delivery of services with fewer resources, including investment in agreed local priorities	Policy	Percentage of key performance indicators on-track or within tolerance
		Policy	Overall VfM assessment of the council
		Policy	Percentage of identified savings achieved
		Policy	Deliver cash limited Council Revenue Budget
		Policy	Working days lost due to sickness absence
2. Manage our finances and balance our budget	A financial strategy that delivers our priorities providing value for money and smarter working	Policy	Percentage of strategic plan actions completed or on-track
		Policy	Percentage of Council Tax Collected
		Policy	National & Non Domestic Rates Collection rate
		Places	Increase in the Business Rate Base
		Places	Increase yield on commercial property portfolio
		Places	Municipal waste land filled
		Policy	External Auditor Opinion Unqualified accounts
		Policy	Percentage of Internal Audit Plan Completed
3. Ensure services remain viable, effective and value for money	A council that competes to provide quality cost effective services to other organisations	Policy	Capital Financing Costs
		Policy	Procurement Savings
		Policy	Value of external business retained
		Policy	Value of New Income streams generated through commercial activity which directly contribute to the council's revenue budget

**PRIORITY 3: Make our communities safer and stronger**

Our aims	Where do we want to be (OUTCOMES)	Directorate	Key Performance Measures
1. Increasing skills and improving education outcomes	Better than national outcomes for education and skills across all ages and life stages	People	Achieving a Good Level of Development in the early learning goals
		People	Rate of permanent exclusions from school
		People	% of children in good or better primary schools
		People	Children achieving first choice in secondary school admission
		People	% of children in good or better secondary schools
		People	Rate of Pupil Absence
		People	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths
		People	Achievement of a Level 3 qualification by the age of 19
		People	Participation Rate (16-17 year olds)
2. Ensure everyone in North Lincolnshire feels safe and are safe in their own home and are protected in their community	A reduction in crime and an enhanced environment for the area that enables communities and individuals to feel safe and be safe	Places	Number of those threatened with homelessness for whom advice & support prevented it
		Places	EQS Improved street and environmental cleanliness - levels of litter.
		People	First time entrants to the youth justice system aged 10-17
		People	Re-Offending Rates
		Places	Recorded Crime
		Places	Killed and Seriously injured on the roads
		Places	Number of properties with reduced flood risk
3. Protecting the most vulnerable	All children, young people and vulnerable adults feel safe and are safe	People	Stability of placements of children looked after
		People	Assessments for children's social care that were carried out within 45 working days of their commencement
		People	Decisions taken in single duty team within 24 hours
		People	Looked after children's cases which were reviewed within timescale
		Health	Children In Poverty
		People	Overall satisfaction of people who use services with their care and support
		People	Percentage of people using adult services who report feeling safe
		People	Child protection cases which were reviewed with required timescale
		People	Permanent admissions of older people to residential and nursing care homes
		Policy	The number of maternities to under 18s per 1,000 women aged 15-17 years
	Take up of e-training on safeguarding across the council		

**PRIORITY 3: Make our communities safer and stronger**

Our aims	Where do we want to be (OUTCOMES)	Directorate	Key Performance Measures
4. Improving Health & Well-Being	Improved population health and well-being across all lifestages and communities concentrating on ensuring we are dementia, child and family friendly	<b>People</b>	<b>Breastfeeding Rates</b>
		Policy	<b>Performance against the Equality Objectives</b>
		Health	<b>Health Checks Offered</b>
		Health	<b>Health Checks taken up</b>
		<b>Health</b>	<b>Reduction in Neonatal infant deaths and stillbirths</b>
		<b>Health</b>	<b>Mortality from causes considered preventable</b>
		People	<b>Proportion of people who use adults services who reported that they had as much social contact as they would like Social isolation.</b>
		Places	<b>Alcohol related admissions to hospital</b>
		Places	<b>Air Quality</b>
		<b>People</b>	<b>Average delayed transfers of care attributable to social care</b>
		<b>People</b>	<b>Proportion of people using social care who receive direct payments in the year to 31</b>
		<b>People</b>	<b>Availability of service offered reablement / rehabilitation services for people over 65</b>
		<b>People</b>	<b>Carer quality of life</b>
		<b>People</b>	<b>Effectiveness of reablement/rehabilitation services</b>
		Places	<b>Drug Completion - Successful treatment (Opiates)</b>
		Places	<b>Drug Completion - Successful treatment (Non-Opiates)</b>
		Places	<b>Excess weight in Adults</b>
		Places	<b>Excess weight in 4-5 year olds</b>
		Places	<b>Excess weight in 10-11 year olds</b>
		Places	<b>Smoking Prevalence (in Adults)</b>
Places	<b>Smoking Prevalence (in Pregnancy)</b>		

**PRIORITY 4: Regenerate our area and increase prosperity**

Our aims	Where do we want to be (OUTCOMES)	Directorate	Key Outcome Measures
<b>1. Increasing Economic Growth</b>	A diverse and growing economy supported by an adaptive and highly skilled workforce that meets future needs of North Lincolnshire.	<b>Places</b>	<b>Percentage decrease of those aged claiming JSA</b>
		<b>Places</b>	<b>Number of businesses receiving specialist business support</b>
		<b>Places</b>	<b>Percentage increase in the number of business start-ups</b>
		<b>Policy</b>	<b>Invoices paid within 30 days</b>
		<b>Policy</b>	<b>% Local Spend through contracts let over 10k</b>
<b>2. Growing North Lincolnshire</b>	Meet the diverse and growing needs of all of our communities in North Lincolnshire	<b>Places</b>	<b>Processing of major planning applications</b>
		<b>Places</b>	<b>Proactively support the delivery of new homes in North Lincolnshire</b>
		<b>Places</b>	<b>Increase in the number of premises and residents able to access Superfast broadband</b>
<b>3. Provide a high quality transport infrastructure for individuals and businesses</b>	Infrastructure improvements to the transport highways network that encourage new investment into the area and enhance accessibility for all	<b>Places</b>	<b>CO2 emissions - reduction from fleet vehicles</b>
		<b>Places</b>	<b>Delivery against the Community Transport Action Plan</b>
		<b>Places</b>	<b>Principal Roads where maintenance should be considered</b>
		<b>Places</b>	<b>CO2 reduction from LA operations</b>
<b>4. Increasing Prosperity</b>	People within North Lincolnshire can enjoy economic success and lead meaningful lives	<b>People</b>	<b>Percentage of eligible 2 year olds accessing the early education offer</b>
		<b>Places</b>	<b>Percentage decrease of those aged 18-24 claiming JSA</b>
		<b>People</b>	<b>Employment for those with a long-term health condition</b>
		<b>Places</b>	<b>Reduction in Fuel Poverty</b>