

**NORTH LINCOLNSHIRE COUNCIL**

**LEADER OF THE COUNCIL**

**PLACES DIRECTORATE PLAN AND PERFORMANCE TARGETS 2013/14**

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

- 1.1 To approve the 2013/14 Places directorate plan and agree the key performance indicators and targets for the directorate.
- 1.2 The key points in this report are:
  - The Council Strategy 2013/17 was approved in June 2013. Directorate plans have been produced to ensure the actions in the strategy are delivered. The Places directorate plan also includes directorate priorities for each division of the service.
  - This new format of directorate planning replaces the previous service planning arrangements.
  - The directorate plan also includes key performance indicators and targets for 2013/14.

**2. BACKGROUND INFORMATION**

- 2.1 The Council Strategy 2013/17 was approved in June 2013. It sets out the council's vision, priorities and aims to change outcomes for all people living and working in the area.
- 2.2 In order to contribute to the successful delivery of the council strategy, each directorate produces its own directorate plan. This plan provides a profile of the directorate and sets out how the directorate contributes to the overall vision and how it will help to deliver the council's priorities. Sections within the plan include:

- Senior leadership team
- Services and functions
- Workforce profile
- Financial profile
- Key partnerships and joint working arrangements
- Determinants of health and well-being
- Performance profile for customers

- Service activity volumes
  - Standards
  - Key achievements in 2012/13
  - Key directorate strategies and policies
  - Key strategic performance indicators
  - Directorate priorities and delivery plan from both the Council Strategy and Directorate priorities.
- 2.3 The directorate plan is a key part of the council's strategy and performance framework. It ensures that directorate developments are in line with the strategic outcomes and aligns resources to them. It is a 'rolling' one year plan that helps to make the council strategy operational, allowing teams and individuals to focus on their work toward improving outcomes for all people living and working in North Lincolnshire.
- 2.4 The Places directorate is responsible for leading on 29 corporate strategy actions. In addition the plan sets out other key actions allocated to each division. The plan also includes 41 key performance indicators that measure delivery of the council strategy. The plan contains details on the description of the indicator, the 2013/14 target and the Assistant Director and Cabinet Member responsible for monitoring delivery.
- 2.6 The employee appraisal process supports this further by ensuring that employees understand their own role in terms of achieving the council's vision, priorities and the directorate's improvement priorities, as well identifying any associated training and development needs. This is critical in achieving our obligations under the 'Investors in People' standard.
- 2.7 The plan is a 'live' document that will continue to be developed and improved to reflect progress that is being made.
- 2.8 The Places Senior Management Team monitors progress against key actions and indicators on a monthly basis.
- 2.9 The Leader of the Council is asked to approve the plan as the directorate does not have a single cabinet member with overall portfolio responsibility for the full range of services for which it is responsible.

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

- 3.1. Option 1 – That the cabinet member approves the Places Directorate Plan 2013/14 and priority indicators and targets.
- 3.2. Option 2 – That cabinet member does not approve the Places Directorate Plan 2013/14 and priority indicators and targets and/or requests changes.

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

- 4.1 Option 1 - Approving the directorate plan is the preferred option and will enable it to form a key part of the council's overall planning framework and be widely publicised within the directorate and on the council website. It is important that this is achieved in time for the forthcoming Investors in People assessment that will take place in October.
- 4.2 Option 2 - Deferring approval of the directorate plan could lead to a loss of operational focus.
- 4.3 The Places directorate plan is the last of the three directorate plans requiring formal approval. Directorate plans for the Policy and Resources and People directorates were previously approved by the Policy and Resources and People Cabinet Members. Each directorate plan was prepared to a corporate format and in the main, contains similar information. Approving the Places directorate plan will result in the council having in place approved plans covering its full range of service functions and activities aligned to successfully taking forward the aims within the approved council strategy for the period 2013/17.

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

- 5.1 In February 2013, full Council approved its budget and spending priorities for the next four years. The directorate plan will help the directorate focus on the approved priorities where the Places Directorate is the council's lead and is a critical step in ensuring the council achieves value for money

#### **6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)**

- 6.1 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 directorate plan will be subject to further integrated impact assessments as appropriate.

#### **7. OUTCOMES OF CONSULTATION**

- 7.1 Extensive directorate wide consultation has taken place and there is full support for the plan.
- 7.2 A draft of the directorate plan was recently presented to the Places Scrutiny Panel as the basis of appraising them on the activities of the directorate. Feedback from panel members was positive on the information contained within the plan.

## **8. RECOMMENDATIONS**

8.1 That the Places Directorate Plan 2013/14 be approved.

### **DIRECTOR OF PLACES**

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Date: September 2013

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

- Council Strategy 2013/17
- Directorate Plans for Policy and Resources and People
- Minute 72 (12) of the Policy and Resources Cabinet Member of 17 July 2013
- Minute 92 (21) of the People Cabinet Member of 14 August 2013

“ A dynamic, high performing, customer-focused council, giving the best possible value for money and changing outcomes for all people living and working in the area. ”

# DIRECTORATE PLANS 2013-2014



People

Places

Policy and Resources

# INTRODUCTION

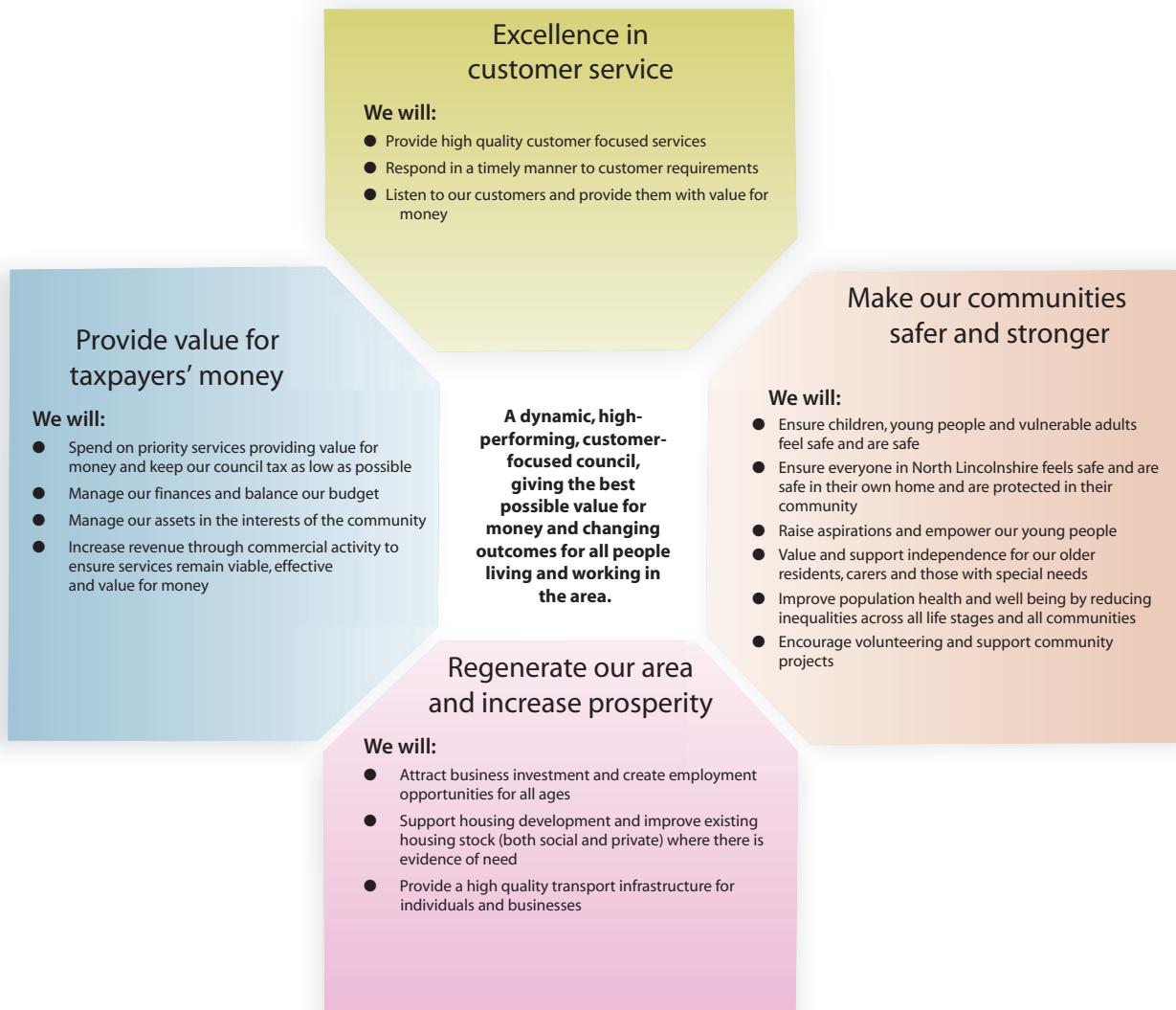
This is the 2013-2014 directorate plan for Places. It forms a key part of the council's overall mission '**One Council: Putting our Customers First**' by contributing towards the overall vision that the council has for the North Lincolnshire area. It explains what the directorate is responsible for, how it supports the council's strategic priorities and where and how improvements to the directorate need to be made. It ensures that directorate developments are in line with the strategic outcomes and

aligns resources to them. It is an essential part of the council's performance management framework and is reported against three times a year. The employee appraisal process supports this further by ensuring that employees understand their own role in terms of achieving the council's vision, priorities and the directorate's improvement priorities, as well as identifying any associated training and development needs.

## THE COUNCIL'S VISION

The vision of the council is to be '*A dynamic, high performing, customer-focused council giving the best possible value for money and changing outcomes for all people living and working in the area*'.

The council has identified four priorities. The diagram below gives more information on our priorities and the pledges we have made towards delivering them.



### Our council will:

- Make best use of our spending in a constructive manner, responding to our customers' priorities
- Function in a team environment and the senior management will be designed to provide high-quality, efficient and effective value-for-money services
- Work to improve the health and well-being of the residents of all of North Lincolnshire

# MANAGEMENT

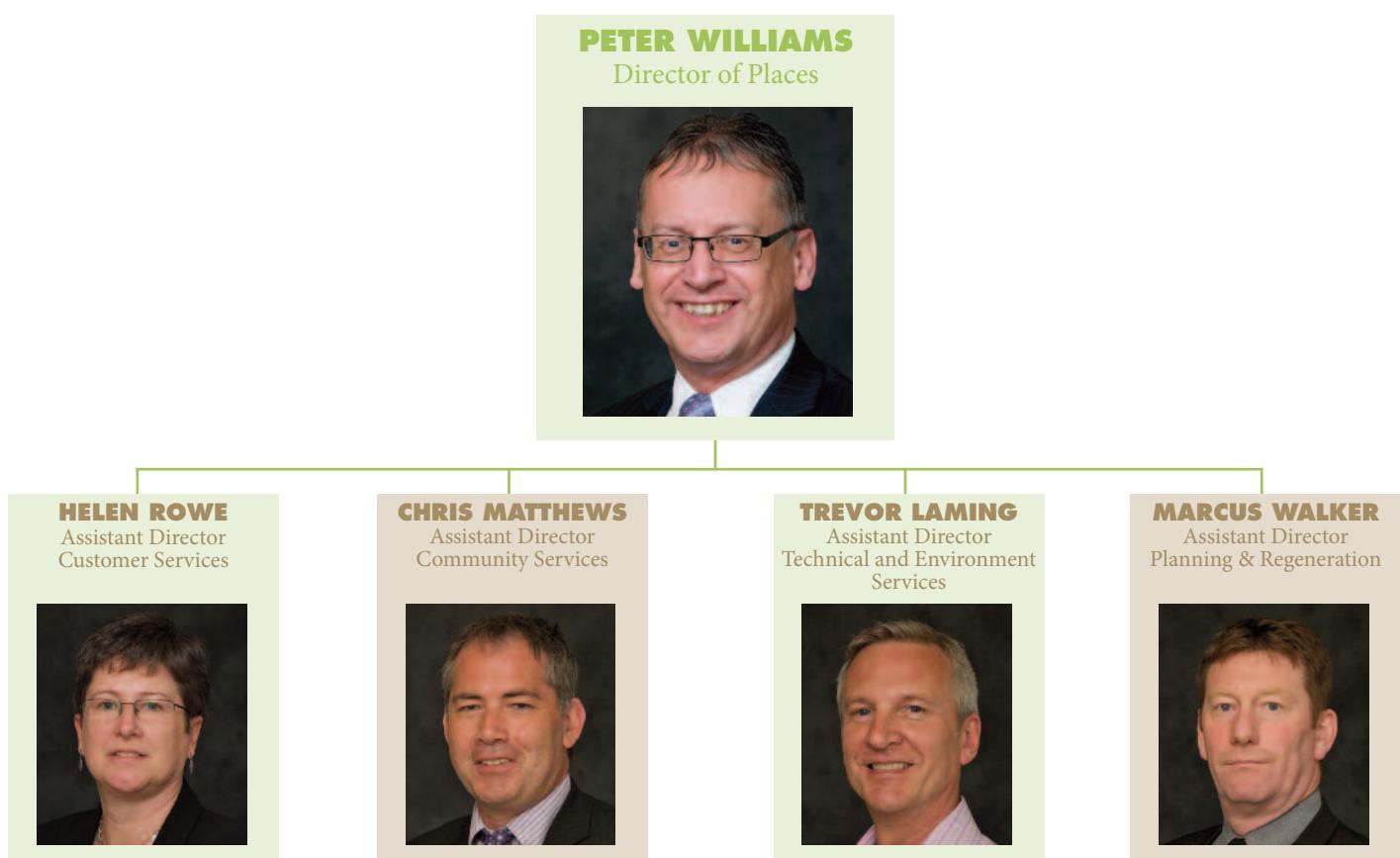
## Senior Management Team

The Places Directorate is made up of four divisions, which bring together some already significant service areas into one very large and diverse service. Under the four divisions that make up the directorate there are a significant number of functions, which range from Building Control to Sport, Leisure and Culture to Highways and Transport to Climate Change and Sustainability. The Programme Director - Strategic Projects also reports to the Director. There is a wide assortment of activities all in one place and it is our main priority to build these areas into one directorate, making sure that we all strive toward putting our customers first, working as one council and applying the council's new

priorities to make a real difference for people living and working in, as well as those visiting North Lincolnshire.

One area that we are committed to developing is the commercial policy agenda by attracting new customers for our services as well as maintaining our current markets. This requires a real commitment from all staff to the principle of "Putting our Customers First" - By making sure that all our customers experience excellent standards of customer service in each and every contact that they have across all our diverse range of services.

The senior management team and the functions they are responsible for are described below:



## Our **MISSION**

**"A DYNAMIC, HIGH PERFORMING, CUSTOMER FOCUSED PLACES DIRECTORATE, GIVING THE BEST POSSIBLE VALUE FOR MONEY AND CHANGING OUTCOMES FOR ALL PEOPLE LIVING, WORKING AND LOOKING TO INVEST IN THE AREA."**

# DIRECTORATE Services & functions

## Customer Services

Customer Services  
Adult Community Learning  
Public Library Service  
Registration Service  
Education Library Service  
Multi-purpose Customer Service Sites  
Local Links



Home Link  
Customer Contact Centre  
Customer Service Standards and Complaints  
Sport, Leisure and Culture  
Arts Development  
Entertainments/Theatres  
Museums  
Normanby Hall and Country Park  
Normanby Hall and Kingsway Golf Courses  
Indoor Sports Facilities  
Outdoor Pitches  
Sports, Play and Community Development  
20-21 Visual Arts Centre

## Technical & Environment Services

Animal Health  
Pollution Control  
Air Quality and Noise Nuisance  
Food Safety and Inspection  
Health and Safety at Work  
Infectious Diseases  
Pest Control  
Health Improvement Team  
Climate Change and Sustainability  
Metrology  
Fair Trading and Trading Standards  
Licensing and Taxi Licensing  
Countryside Access  
Investigation of enviro-crime and low level anti social behaviour (litter, graffiti, dog fouling, fly tipping)  
Abandoned vehicles  
Statutory nuisance  
Dog Wardens  
Countryside Management  
Carbon Management and climate change, biodiversity and ecology  
Housing Standards and Advice  
Home Improvements and Disabled Adaptations

Homelessness  
Alcohol treatment & substance misuse  
Anti-social behaviour  
Crime reduction, prevention & analysis  
Domestic violence  
Integrated offender management  
Neighbourhood watch development  
Counter terrorism strategy  
Neighbourhood Action Teams  
Emergency Planning  
Public Rights of Way



## Community Services

Street Cleaning and Gully Emptying  
Grounds Maintenance  
Public Conveniences  
Parks & Open Spaces Management  
Play Areas  
Cemeteries & Crematorium  
Building Cleaning  
Schools Catering and Building Cleaning and Resources  
Schools Cleaning and Catering  
School Crossing Patrols  
Tree Operations  
Refuse Collection  
Public & Operational Transport  
Sustainable Transport  
Fleet Management  
Vehicle Maintenance, Testing & Inspection



Waste Disposal  
Recycling  
Waste Treatment  
Waste Procurement  
Highways Design & Maintenance  
Highways Alliance (Operations)  
Flooding  
Traffic & Road Safety  
LTP (Monitoring)

## Planning and Regeneration



Economic Development  
Area Renaissance  
Regeneration  
Investment & Marketing  
Spatial Planning  
Research & Intelligence  
Development Management  
Planning Enforcement  
Commercial Property  
Estates & Valuation  
Tourism, Markets & Town Centre Management

Security Control Centre  
Strategic Asset Management  
Car Parking & Enforcement  
Building Control  
Geographic information system  
Property Design & Maintenance  
Facilities Management  
Historic Environment Records  
Gypsies & Travellers  
Strategic Housing  
Registered Social Landlord  
Liaison and Relationship Management  
Public Health Intelligence Team  
Affordable Housing

## Strategic Projects Service

New project appraisal and development  
Client leadership and commissioning/performance management of local Education Partnership  
Management of programme of projects with strategic importance  
ICT Infrastructure and application change and renewal  
Programme resource (time,

people and finance) management  
Transformation of education in collaboration with Learning and Improvement Service (part of People Directorate)  
Waste Treatment Facility Project



# WORKFORCE Profile

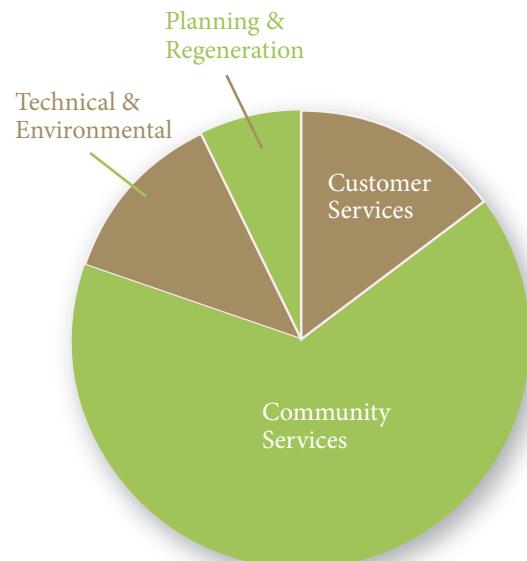
There are a total of 1,859 staff within the Places Directorate, as at 31 March 2013. The table below provides more information on the diversity characteristics and working patterns of the staff in the directorate and compares with the council as a whole and North Lincolnshire.

Directorate	Total	Gender		BME	Disabled	Age						Hours		Appraisals
		F %	M %			<25 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %	FT %	PT %	
People	1,281	86	14	3.20	5.58	4	17	23	32	24	1	51	49	72
Policy & Resources	380	71	29	2.37	6.84	5	18	28	33	16	1	70	30	85
<b>Places</b>	<b>1859</b>	<b>62</b>	<b>38</b>	<b>1.94</b>	<b>3.55</b>	<b>5</b>	<b>12</b>	<b>19</b>	<b>35</b>	<b>25</b>	<b>5</b>	<b>44</b>	<b>56</b>	<b>85</b>
Strategic Projects Service	4	50	50	0.00	25.00	25	25	25	0	25	0	75	25	75
Community Services	1134	63	37	1.06	2.91	3	8	18	37	27	7	37	63	90
Customer Services	433	76	24	3.23	3.93	11	16	19	30	21	3	37	63	77
Planning & Regeneration	212	49	51	0.94	6.13	3	22	19	33	21	2	70	30	81
Technical & Environment Services	126	53	47	3.97	2.38	4	11	26	38	20	1	75	25	87
North Lincolnshire Council	3522	72	28	2.44	4.74	4	14	21	34	23	3	49	51	79
Local population		51	49	2.5	15.05	15.6	18.2	21.6	20.8	16.8	7	-	-	-

# FINANCIAL Profile 2013-14

Directorate	Revenue £000	Capital £000
People	65,877	30,634
Policy & Resources	12,199	1,580
<b>Places</b>		
Customer Services	5,990	6,294
Community Services	25,489	11,867
Technical and Environmental	4,875	3,743
Planning and Regeneration	3,337	17,095
Strategic Projects	1,261	
<b>Total Places</b>	<b>40,995</b>	<b>38,999</b>
Council Total	149,143	69,324

## Places Analysis



# KEY PARTNERSHIPS & JOINT WORKING ARRANGEMENTS

Below are the key partnerships in which the Places Directorate participates.

Advance Crosby	Humber Relevant Authorities Partnerships
Alkborough Flats Partnership	Humberside Airport Board
Aviation Heritage Forum	Humber Road Safety Partnership
Barton Tourism Partnership	Lincolnshire Biodiversity Partnership
Flood Forum	Lincolnshire LEP
Highways Alliance Partnership	Local Resilience Forum
Home Choice Lincs	Safer Neighbourhoods Partnership
Humber Authority Calibration Test Centre	South Humber Energy Efficiency Partnership (SHEEP)
Humber Bridge Board	South Bank Youth Dance Hub
Humber Emergency Planning Service	South Humber LEP
Humber Head Levels and Moors Partnership	Yorkshire and Humber Trading Standards Group
Humber Local Enterprise Partnership (LEP)	

These are our joint working arrangements in which the Places Directorate participates.

Alcohol Strategy Executive Group	North Lincolnshire Motor Trade Partnership
Brigg Traders Business Partnership	North Lincolnshire Obesity Strategy Group
BSF Local Education Partnership	North Lincolnshire Smokefree Alliance
Heritage Open Day	Quality Bus Partnership
Humberside Airport Transport Forum	South Humber Gateway Delivery Group
Humber Sports Partnership	South Humber Bank Marketing Steering Group
Local Action Group	Yorkshire and Humber Joint Verification Service
North East Lincolnshire Councils for Animal Health Inspectors	

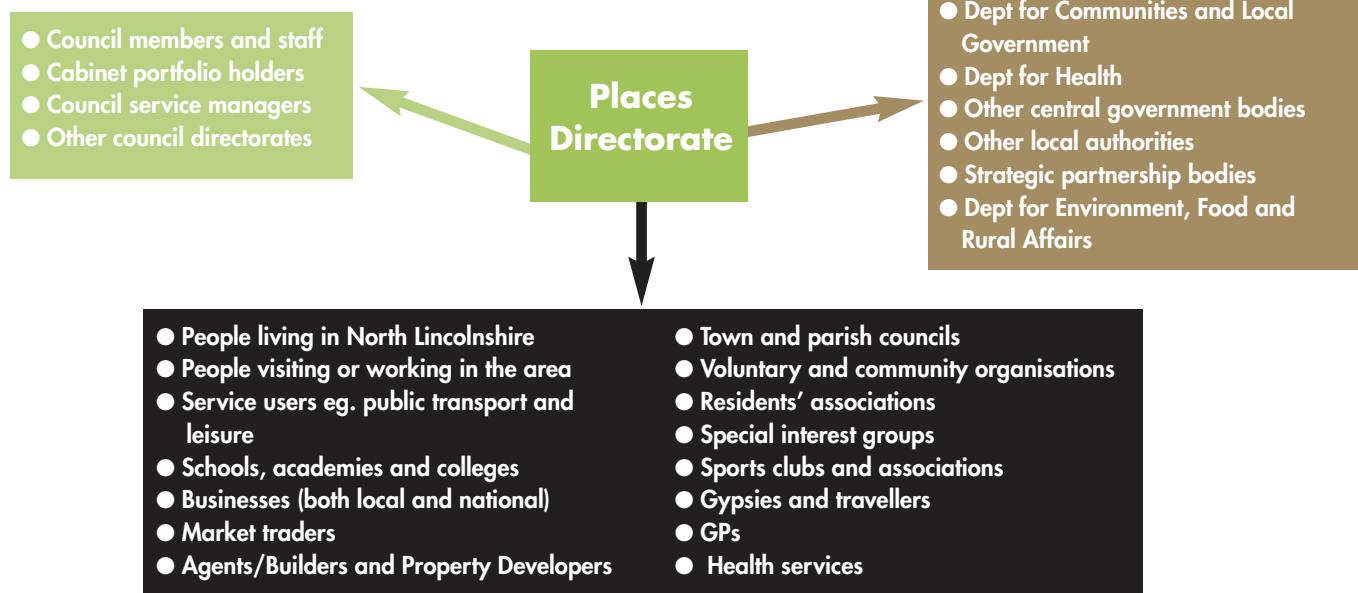
# DETERMINANTS OF HEALTH AND WELL-BEING

In April, the council took on new responsibilities for Public Health. This saw a number of former health staff transfer to the council, with some located in both the Technical and Environment and Planning and Regeneration divisions. The Places Directorate has an impact on and can influence the wider determinants of health and well-being. The service will plan new and review existing services taking into account the health focus by working with the Public Health function of the council.

The social determinants of health and well-being	Examples of how the Places Directorate can make a difference		
Global ecosystem	<ul style="list-style-type: none"> <li>• Grants for solar panels</li> <li>• Home insulation</li> </ul>	<ul style="list-style-type: none"> <li>• Waste disposal</li> <li>• Planning and Development control</li> </ul>	<ul style="list-style-type: none"> <li>• Recycling</li> <li>• Climate change strategies</li> </ul>
Natural Environment	<ul style="list-style-type: none"> <li>• Air quality monitoring</li> <li>• Biodiversity</li> <li>• Allotments</li> </ul>	<ul style="list-style-type: none"> <li>• Parks, cemeteries and open spaces</li> <li>• Sustainable development</li> <li>• Built Conservation</li> </ul>	<ul style="list-style-type: none"> <li>• Conservation areas</li> <li>• County farms</li> <li>• Arboriculture</li> </ul>
Built Environment	<ul style="list-style-type: none"> <li>• Strategic housing</li> <li>• Highways management</li> <li>• Play spaces</li> <li>• Play streets</li> <li>• Car parking</li> </ul>	<ul style="list-style-type: none"> <li>• Building control</li> <li>• Speed limits</li> <li>• Cycle routes</li> <li>• CCTV</li> <li>• Council Buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Development Control</li> <li>• Street lighting</li> <li>• Pedestrian zones</li> <li>• Parks and playing fields</li> <li>• BSF</li> </ul>
Activities	<ul style="list-style-type: none"> <li>• Environmental Health</li> <li>• 20-21 Visual Arts Centre</li> <li>• Change 4 Life</li> <li>• Play provision</li> </ul>	<ul style="list-style-type: none"> <li>• Museums Service</li> <li>• Adult community learning</li> <li>• Physical activity promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Bus passes</li> <li>• Schools</li> <li>• Door Step Sport</li> </ul>
Local economy	<ul style="list-style-type: none"> <li>• Local government jobs</li> <li>• Trading standards</li> <li>• Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioning services</li> <li>• Economic development</li> <li>• Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Regeneration</li> <li>• Business grants</li> <li>• Consumer advice</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Social cohesion</li> <li>• Youth groups</li> <li>• Neighbourhood wardens</li> </ul>	<ul style="list-style-type: none"> <li>• Area committees</li> <li>• Community development</li> <li>• Community Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Community centres</li> <li>• Parish plans</li> <li>• Community Asset Transfer</li> </ul>
Lifestyle	<ul style="list-style-type: none"> <li>• Libraries</li> <li>• Sheltered housing</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure centres</li> <li>• Licensing pubs and clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Registration services</li> <li>• Sports development</li> </ul>
People	<ul style="list-style-type: none"> <li>• Age</li> </ul>	<ul style="list-style-type: none"> <li>• Sex</li> </ul>	<ul style="list-style-type: none"> <li>• Hereditary factors</li> </ul>

# PERFORMANCE PROFILE FOR CUSTOMERS

Below is a summary of the range of customers that the directorate serves.



## SERVICE ACTIVITY 2012-13

The table below provides an overview of the key service activity that has taken place in 2012-13 within the directorate.

Number of Bus Passenger Journeys: 3,907,848	Total number of new births registered: 2,013	On-street parking penalty notices issued: 7,096
Number of passengers transported by voluntary drivers: 7,647	Total number of deaths registered: 1,688	Off-street parking penalty notices issued: 3,626
Children having taken part in road safety education sessions: 9,238	Number of marriage notices issued: 1,143	Pay and Display car park tickets issued (Scunthorpe, Ashby and Brigg): 1,309,971
Children having taken part in road safety training: 2,305	Number of nationality checks processed: 101	Number of business contacts: (Technical & Environment): 1,650
Number of cycle trips on the new Connect 2 Cycle Route measured at three main points: 6,273	Total number of Register Offices Marriages conducted: 124	Number of complaints dealt with that were passed by Consumer Direct (Citizens Advice Consumer Helpline): 799
Total number of waste and recycling collections completed: 7,635,960 (99.93%)	Total number of Marriages conducted in the Civic Suite: 110	Number of homes at which Energy Efficiency Measures were installed: 956
Total number of waste and recycling collections missed: 5,262 (0.07%)	Visits by customers to the Pods: 422,995	Number of home assistance support enquiries dealt with: 1,163
Total tonnage of municipal waste collected and received: 81,110	Total visits to all sports facilities: 1,071,623	Number of Handyman Enquiries dealt with: 3,138
Number of jobs raised on the network of non-principal roads: 3,866	Total visits to all cultural services venues: 236,313	Preventions of Homelessness: 700
Number of jobs raised on the network of principal roads: 313	Building Regulations applications processed: 7,867	Number of walkers attending led walks: 9,515
Number of street lighting repairs completed: 2,578	Number of visitors to Waters Edge Country Park and Visitor Centre: 107,793	Total number of crimes recorded: 11,069
Number of enrolments to Adult Community Learning: 2,751	Customers advised at Brigg Tourist Information Centre: 35,349	Number of requests for service processed by the Environmental Health (Communities) team: 4,604
Total calls handled by the council's customer contact centre: 80,284	Number of calls received from Care Call Clients: 58,925	Number of legal notices serviced by the Environmental Health (Communities) team: 78
Calls handled by the council's customer contact centre in relation to services at the Pods: 61,208	Interactions with Businesses by Economic Development Team: 3,912	Number of prosecutions processed by the Environment Health (Communities) team: 18
Face to face enquiries handled by Local Links: 104,494	Leader funded projects approved: 19	
Total number of library transactions: 1,042,414	Number of Major Planning Applications processed: 28	
	New enquiries handled by the Economic Development Team: 475	

# STANDARDS

The Places Directorate is establishing service standards across the Directorate in the following areas, so that customers know what to expect.

Customer Service	Community Services
<ul style="list-style-type: none"> <li>● Generic customer service standards/charter</li> <li>● Registration Service National Good Practice Standards: <ul style="list-style-type: none"> <li>- Appointment waiting times,</li> <li>- Certificate applications waiting time,</li> <li>- Customer satisfaction with service</li> <li>- Access</li> </ul> </li> <li>● Customer Complaints Standards</li> </ul>	<ul style="list-style-type: none"> <li>● Graffiti removal</li> <li>● Fly-tipping removal</li> <li>● Satisfaction with catering service</li> <li>● Children school transport</li> <li>● Delivery of new bins</li> <li>● Delivery of replacement bin</li> <li>● Collect bulky waste items</li> <li>● Missed boxes rectified</li> <li>● Missed bins rectified</li> <li>● Wheels to Work standard</li> <li>● Highways Service requests</li> </ul>
Planning & Regeneration	Technical & Environment
<ul style="list-style-type: none"> <li>● Process Major Planning Applications</li> <li>● Process Minor Planning Applications</li> <li>● To ensure secure compliance with the Building Regulations</li> <li>● Planning applications processed within statutory timescales</li> <li>● Carry out all building inspections</li> <li>● Process Land Charges</li> <li>● Building Control, control of demolition – carry out site inspection Economic Development response</li> <li>● Building Control - response to applications</li> </ul>	<ul style="list-style-type: none"> <li>● Homeless Advice</li> <li>● Home assistance</li> <li>● Drug treatment</li> <li>● Consumer Direct referrals</li> <li>● Response to service requests</li> <li>● Noise Complaints (public/commercial)</li> <li>● Stray dogs notification</li> <li>● Public rights of way enquiries</li> <li>● Trees &amp; Hedges investigation</li> </ul>



# KEY ACHIEVEMENTS IN 2012-13

During 2012-13 the directorate has achieved the following:

North Lincolnshire Council Adult Community Learning Graded as GOOD by Ofsted inspection in March. The full report was published on the Ofsted website on 18 April. To quote Ofsted - 'The quality of teaching, learning and assessment is good. Tutors are very supportive of learners and ensure barriers to their learning are effectively removed'. The report is very complimentary highlighting the improvements made since the last inspection (satisfactory Grade 3) and now gives us a firm steer with specific guidance as to how we can become Outstanding in the future.

Neighbourhood Services were nominated for 'APSE Best Performer Award in Parks, Open Spaces and Horticulture awards'.

At the Building Excellence Awards, the Pods received the "Winner of Winners" and Best Community Project award.

The Pods was a finalist in the National LABC Building Excellence Awards.

Adult Community Learning (ACL) became one of the first Healthy Further Education and Skills ACL providers in the country to gain recognition.

The Learning and Skills Improvement Agency awarded a certificate of achievement to Adult Community Learning as community leaders who have demonstrated strong relationships with partners.

The Museum was successful in achieving the Chartermark Award for Communication and Interaction, this is a ground-breaking achievement as it's the first achieved outside education.

Waters' Edge Visitor Centre retained its VAQAS status as a quality visitor attraction.

Carbon Master Standard achieved for the whole council based upon our year on year energy and carbon reductions.

The Northern Lincolnshire Broadband project has passed all government audits which have assessed the project's readiness to proceed over the past 6 months. The project is now progressing through the latter stages of the government's 28 week procurement process which should conclude with a contract signed with a Commercial Supplier, by July 2013.

- The project is the first in the region to receive European funding for broadband rollout and business support, ahead of authorities including Leeds and East Riding of Yorkshire.

- 7 new jobs created through the attraction of European funding for business support. This will enable a free package of support to be available to eligible Small and Medium Enterprises (SMEs).

- Over 5,900 residents and businesses have registered their demand for better broadband across Northern Lincolnshire since the project commenced.

With Public Health becoming part of North Lincolnshire Council in April 2013 much work has been done to ensure a smooth transition.



Won the Constance Eastwood Challenge Cup for the best non-agricultural stand at the Lincolnshire Show.

Organised North Lincolnshire's 'moment to shine' in June. 37,000 people watched the torch as it went through North Lincolnshire.

The beginning of November saw a major change to waste and recycling collections throughout North Lincolnshire in order to improve the efficiency of collections.

Successfully took over management of all eight Household Recycling Centres from SITA.

North Lincolnshire Central Library was picked from hundreds of applications to be one of only 24 libraries on the English and Welsh leg of the Children's Laureate UK Libraries Tour.



'Wheels 2 Work' officially started in December to hire scooters or bicycles to those having difficulty accessing employment, training or education.

24 new apprentices started in April 2012 and 18 new apprentices appointed to start in April 2013. 70% of the April 2012 apprentices have successfully moved on to full-time work.

Library Facebook account established and live to the public, 11,026 hits since its launch in May.

Public wifi installed at Central Library, Barton and Brigg Libraries.

Number of accesses to the Internet via newly installed library wifi points 2012-13 (staggered implementation from June throughout 2012, so not a full year) = 8,936.

Official opening of Brigg Heritage Centre.

25,140 under-16s attended free swimming in all Leisure Centres.

Administration of £10m Regional Growth Fund to create 439 jobs over three years.

Finalised and implemented revised ICT contract for all BSF Schemes, reducing cost to the affected school by around £800,000.

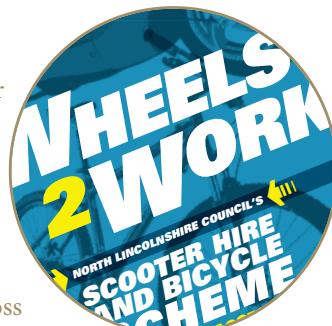


Wide Area Network (WAN) upgrades to three BSF Schools implemented.

Provided significant building and ICT related assistance with the Academisation of Brumby Engineering College to Outward Grange and Melior Community College to Schools Partnership Trust.

Approval to commence Lincolnshire Lakes Consultation.

Significant reductions of crime with all targets being met. Targeted work with communities and businesses led to significant reduction in all crime which has resulted in 1,320 crimes under target; this is 1,320 fewer victims in North Lincolnshire than in previous years.



Implementation of a range of free car parking initiatives in support of our key town centres.

Successfully hosted a leg of the London 2012 Olympic Torch relay.

Successful deployment of new winter policy arrangements to improve safe passage on our highway network during adverse weather.

# KEY DIRECTORATE PLANS AND STRATEGIES

Below are some of the key strategies and plans that the Places Directorate is responsible for. The table also details the purpose of these core documents.



# KEY STRATEGIC PERFORMANCE INDICATORS

The performance indicators below are measured regularly and support the delivery of the Council Strategy.

	2012/13 Result	2013/14 Target	AD	Cabinet Member
<b>Excellence in customer service</b>				
Improved street and environmental cleanliness - levels of litter	6%	1%	Chris Matthews	Cllr Nigel Sherwood
Improved street and environmental cleanliness - levels of graffiti	1%	1%	Chris Matthews	Cllr Nigel Sherwood
Missed refuse and recycling wheeled bin collections	377.5	225	Chris Matthews	Cllr Nigel Sherwood
Satisfaction on school catering (Head teacher survey)	78%	85%	Chris Matthews	Cllr Nigel Sherwood
Complaints upheld	39%	35%	Helen Rowe	Cllr Carl Sherwood
Percentage of Customers who are satisfied with the Finished Built Product/Facility	83%	80%	Marcus Walker	Cllr John Briggs
Number of those threatened with homelessness for whom advice & support prevented homelessness	700	700	Trevor Laming	Cllr John Briggs
Delivery times (end to end) for Disabled Facilities Grants	35	26	Trevor Laming	Cllr John Briggs
<b>Regenerate our area and increase prosperity</b>				
Condition of Category 3 & 4 footway	78%	76%	Chris Matthews	Cllr Nigel Sherwood
Principal Roads where maintenance should be considered	3%	3%	Chris Matthews	Cllr Nigel Sherwood
Non-principal roads where maintenance should be considered	9%	8%	Chris Matthews	Cllr Nigel Sherwood
Condition of unclassified roads	39%	37%	Chris Matthews	Cllr Nigel Sherwood
CO <sub>2</sub> emissions - reduction from fleet vehicles	1.7%	1%	Chris Matthews	Cllr Nigel Sherwood
Investment committed to, job creation through Regional Growth Fund	128	372	Marcus Walker	Cllr Liz Redfern
Increase in town centre footfall in Scunthorpe	7,944,231	7,920,000	Marcus Walker	Cllr Liz Redfern
Processing of major applications	63.64%	65%	Marcus Walker	Cllr Liz Redfern
CO <sub>2</sub> reduction from LA operations	-22%	-10%	Marcus Walker	Cllr Liz Redfern
Green Deal energy efficiency measures	Revised	80	Trevor Laming	Cllr John Briggs
Total number of affordable homes completed	49	80	Trevor Laming	Cllr John Briggs
Proactively support the delivery of new homes in North Lincolnshire	326	754	Marcus Walker	Cllr John Briggs
Air pollution - Number of exceedencies for hourly measured PM10	New	35	Trevor Laming	Cllr Nigel Sherwood
<b>Make our communities safer and stronger</b>				
Municipal waste landfilled	48.2%	48%	Chris Matthews	Cllr Nigel Sherwood
Municipal waste recycled at HRC sites	59.44%	62%	Chris Matthews	Cllr Nigel Sherwood
Number of properties reduced flood risks	New	115	Chris Matthews	Cllr Nigel Sherwood
Operator compliance VOSA risk score	New	Green 00	Chris Matthews	Cllr Nigel Sherwood
Delivery against the Transport Action Plan	New	62%	Chris Matthews	Cllr Nigel Sherwood
Community based projects supported with grant aid	96.55%	90%	Helen Rowe	Cllr Carl Sherwood
Number of significant housing hazards mitigated and the health cost savings achieved	Revised	65	Trevor Laming	Cllr John Briggs
Recorded Crime	11,033	10,598	Trevor Laming	Cllr Carl Sherwood
Dwelling Burglary	863	863	Trevor Laming	Cllr Carl Sherwood
Criminal Damage	1,842	1,835	Trevor Laming	Cllr Carl Sherwood
Violence against the person with injury	1,186	1,140	Trevor Laming	Cllr Carl Sherwood
Reduce shop thefts	803	803	Trevor Laming	Cllr Carl Sherwood
No of new apprentices achieving Level 2 qualification	83%	80%	Marcus Walker	Cllr Liz Redfern
First time pass rate at external testing (Fleet)	New	100%	Chris Matthews	Cllr Nigel Sherwood
Excess weight in 4-5 year olds	New	15.8%	Trevor Laming	Cllr Nigel Sherwood
Excess weight in 10-11 year olds	New	15.8%	Trevor Laming	Cllr Nigel Sherwood
Smoking prevalence (smoking in pregnancy)	New	15%	Trevor Laming	Cllr Nigel Sherwood
Alcohol related admissions to hospital	New	TBA	Trevor Laming	Cllr Nigel Sherwood
<b>Provide value for taxpayers' money</b>				
Value of Completed General Fund Disposals	£1.5m	£735,000	Marcus Walker	Cllr John Briggs
Per capita CO <sub>2</sub> emissions in the local authority area	Not available	4%	Trevor Laming	Cllr Nigel Sherwood

# KEY COUNCIL STRATEGY & DIRECTORATE DEVELOPMENT PLAN

The table below contains priorities and actions within the Places Directorate that support the delivery of the Council Strategy 2013-17.

<b>Excellence in customer service</b>	
Improve arrangements for measuring and improving customer satisfaction	Helen Rowe
Ensure that we continue to provide services which are accessible to everyone	Helen Rowe
Develop methods to understand customer need in order to improve service delivery and value for money	Helen Rowe
Ensure the delivery of excellent front line operational services	Helen Rowe
Enhance customer feedback arrangements	Helen Rowe
Improve customer access to services through a range of channels	Helen Rowe
Review mechanisms that give local people the ability to influence how service delivery is designed and delivered	Helen Rowe
<b>Provide value for taxpayers' money</b>	
Reduce reliance on energy and minimise the amount of carbon produced	Trevor Laming
Deliver the waste management strategy	Chris Matthews
Deliver projects to support community priorities	Helen Rowe
<b>Make our Communities Safer and Stronger</b>	
Deliver effective drug and alcohol service to tackle the key causes of acquisitive crime	Trevor Laming
Target those offenders who are committing the most crime and to develop effective strategies to reduce re-offending	Trevor Laming
To provide support for victims of crime and to work with communities to make neighbourhoods safer	Trevor Laming
Effective management of flooding/adverse weather	Chris Matthews
Reduce the number of people killed or injured on our roads	Chris Matthews
Provide safe facilities for both service users and staff	Marcus Walker
<b>Regenerate our area and increase prosperity</b>	
Deliver the council's regeneration strategy	Marcus Walker
Deliver regional growth fund project	Marcus Walker
Improve life skills for the workforce	Marcus Walker
Support and contribute to the delivery of the priorities of the Humber sub-region through the Humber and Greater Lincolnshire economic partnerships	Marcus Walker
Deliver the Northern Lincolnshire Broadband Programme	Marcus Walker
Deliver the housing strategy	Marcus Walker
Deliver the Local Development Framework	Marcus Walker
Work in partnership with developers and housing associations to deliver sustainable housing and improve quality of life for residents	Marcus Walker
Engage with private landlords to improve the quality of rented housing	Marcus Walker
Enhance people's health and wellbeing through the promotion of healthy modes of travel and provision of high quality integrated transport system	Chris Matthews
Deliver the local transport plan review	Chris Matthews
Promote sustainable travel that reduces the negative effects on the environment	Chris Matthews
Invest additional resources in improving the highways network	Chris Matthews

# PLACES DIRECTORATE KEY PRIORITIES 2013/14

## How this will link to the Council Priorities

GENERIC DIRECTORATE PRIORITIES	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
• Delivery and monitoring of the directorate budget plan to achieve a balanced outturn		✓		
• Reduce sickness absence across all areas of the directorate and achieve annual target	✓	✓		
• Contribute to improving Health & Wellbeing in North Lincolnshire			✓	
• Increase revenue through commercial activity to ensure services remain viable, effective and offer value for money	✓	✓		
• Value and Develop our Workforce	✓			
• Putting our Customers First	✓			

COMMUNITY SERVICES	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
• Procure a new construction alliance	✓	✓		
• Implement appropriate service reviews	✓	✓		
• Develop residual waste contract arrangement post 2017	✓	✓	✓	
• Highways development of programme of works including prioritisation	✓	✓	✓	✓
• Move to new depot at Billet Lane	✓	✓		
• Implementation of a new fleet replacement strategy	✓	✓		
• Deliver Fleet Compliance action plan phase 2	✓	✓		
• Establish a Green Fleet Policy	✓	✓		✓
• Deliver improvements to HRC sites, including access and usage	✓	✓	✓	✓
• Deliver divisional requirements of the Directorate IT Plan	✓	✓		

TECHNICAL & ENVIRONMENT	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
• Explore and develop IT solutions to improve the service offered to customers	✓	✓		
• Test and review all of the council's emergency and business continuity plans	✓		✓	
• Ensure all key staff are trained on their role in an emergency	✓		✓	
• Procure a new and improved drugs and substance misuse support service	✓	✓	✓	
• Work in partnership to deliver actions to reduce health inequalities and deliver on public health outcomes relevant to the work of the directorate	✓		✓	
• Deliver the key themes within the Alcohol Strategy, reducing crime and disorder, managing the night time economy and improving health			✓	
• Promote increased uptake of the 'Green Deal' to reduce CO2 across all sectors		✓		✓
• Deliver the Carbon Management programme of works		✓		✓

## How this will link to the Council Priorities

PLANNING & REGENERATION	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
• Procure a new construction alliance	✓	✓		
• Complete Review of Planning and Regeneration	✓	✓		
• Deliver the Regeneration Strategy	✓	✓		✓
• Support the GLEP and HLEP				✓
• Develop and deliver a Commercialisation Strategy	✓	✓		
• Deliver the Capital Programme	✓	✓		✓
• Support Investment and management of the Council's property assets		✓	✓	✓
• Raise and develop the profile of North Lincolnshire as a place to live, work and play			✓	✓
• Review and deliver a new approach to Property Information	✓			
• Develop and deliver an integrated needs assessment				✓
• Deliver and continue to develop the new 'Invest in North Lincolnshire Website'				✓
• Create 500 new jobs using Regional Growth Fund			✓	✓
• Deliver the Housing Strategy action plan			✓	✓
• Develop the North Lincolnshire element of the Humber Enterprise Zone				✓

CUSTOMER SERVICES	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
• Deliver key actions of the Customer Service Improvement Plan	✓	✓		
• Deliver improvements in customer service by utilising new technology	✓	✓		
• Develop effective partnerships to improve delivery and access to services for customers	✓	✓		
• Develop customer and market intelligence to better understand customer needs and plan improvements to meet those needs	✓	✓		
• Improve understanding of value for money for Customer Services	✓	✓		
• Develop and deliver plans to contribute to improving learning, skills and employability in North Lincolnshire			✓	✓
• Transformation of Leisure Services	✓	✓	✓	✓
• Enhance Customer Services facilities to improve local community well-being and promote participation	✓		✓	
• Involve community bodies and volunteers in the management and delivery of Customer Services	✓	✓	✓	
• Develop plans to address impact of Digital by Default agenda for Customer Services	✓	✓		
• Contribute to work to regenerate the local area			✓	✓
• Successfully harness new technology to deliver improvements in customer service offers and delivery	✓	✓		