

NORTH LINCOLNSHIRE COUNCIL

**LEADER OF THE COUNCIL –
CABINET MEMBER FOR REGENERATION
AND DEVOLUTION**

**PLACES DIRECTORATE PLAN AND
PERFORMANCE TARGETS 2015-16**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To approve the 2015-16 directorate plan and performance targets for the Places directorate.
- 1.2 The key points in this report are:
- Annual Directorate plans are produced to help ensure that the key actions in the North Lincolnshire strategy are delivered.
 - The directorate plan has had a 'light touch' update to reflect service priorities for 2015-16 and is attached at Appendix 1.
 - The North Lincolnshire strategy and the directorate plan are both measured by a number of key performance indicators. The proposed set of indicators for the directorate and their target attainment for 2015-16 are detailed in Appendix 1.

2. BACKGROUND INFORMATION

- 2.1 The North Lincolnshire strategy was approved in July 2014. It sets out the council vision, priorities and aims to change outcomes for all people living and working in the area. It will shortly be updated to reflect the changing local government landscape and progress made over the last year.
- 2.2 In order to deliver the North Lincolnshire strategy each directorate produces its own directorate plan. The plan provides a profile of the directorate and sets out how it contributes to the overall vision and how it will help to deliver the councils' priorities. Sections within the plan include:-
- Management & directorate structures
 - Services & functions
 - Workforce profile 2014/15
 - Financial profile 2015/16
 - Key achievements in 2014/15
 - Service activity volumes 2014/15
 - Key directorate strategies & policies

- Key strategic performance indicators
- Service Standards
- Council Strategy & Development Plan
- Directorate key priorities for 2015/16
- Transformation
- Determinants of health & well-being
- Key Partnerships & joint working arrangements
- Performance profile for customers

- 2.3 The directorate plan (appendix 1) forms 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 improving outcomes for all people living and working in North Lincolnshire.
- 2.4 The plan includes a number of key performance indicators that measure delivery of the council strategy. Alongside this are a number of operational performance measures that are monitored regularly to provide assurance of effective delivery of services. The plan also identifies the key actions that the directorate will complete in order to deliver the strategy.
- 2.5 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.
- 2.6 The plan is a 'live' document that will continue to be developed and improved to reflect progress that is achieved. The directorate plan will be revisited and updated to reflect any changes arising from the refreshed council strategy.
- 2.7 In 2014-15, 24 of the 34 key indicators where data was available were delivered on target or within tolerance (71%).
- 2.8 The updated plan proposes retaining 32 indicators from 2014-15. Three new indicators are proposed.

3. OPTIONS FOR CONSIDERATION

- 3.1 The recommendation is for the Cabinet Member to approve the Places Directorate Plan and performance targets for 2015-16.

4. ANALYSIS OF OPTIONS

- 4.1 Approving the directorate plan will enable it to form a key part of the councils overall strategy and performance framework. Once approved, we will widely publicise the plan within the directorate and on the council website.

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

5.1 Full Council approved the council's budget and spending priorities for the next four years in February 2015. The directorate plan and performance targets will help the directorate focus on the approved priorities.

6. OUTCOME OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

6.1 An integrated impact assessment was undertaken and no adverse impacts were highlighted.

7. OUTCOMES OF CONSULTATION & CONFLICTS OF INTEREST

7.1 Extensive directorate wide consultation has taken place and there is full support for the plan and performance targets.

7.2 There are no apparent conflicts of interest to highlight.

8. RECOMMENDATIONS

8.1 That the Cabinet Member approves the Places Directorate Plan.

DIRECTOR OF PLACES

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Background Papers used in the preparation of this report:

- Council Strategy



“ Aspiring People,
Inspiring Places. ”

DIRECTORATE PLAN 2015-2016



People

Places

Policy and Resources

INTRODUCTION

This is the 2015-2016 Directorate Plan for Places. It forms a key part of the council's overall mission **'Aspiring People, Inspiring Places'** 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 **develop 'Aspiring People, Inspiring Places'**.

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 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.”**

MANAGEMENT Senior Management Team

The Places directorate provides a wide range of council services that aim to make a real difference to people living, working, visiting and investing in North Lincolnshire. These services are in many cases highly valued by our residents, contributing significantly to the quality of life they enjoy and helping define North Lincolnshire as a place that is capable of meeting the ambitions of Aspiring People and Inspiring Places.

The directorate’s services in the main are grouped within four operational divisions, led in each case by an Assistant Director reporting to the Director of Places. A discreet Strategic Projects Service operates in addition to these four divisions, headed by a Programme Director who also reports to the Director of Places. Our services range from Refuse Collection to Sport, Leisure and Culture, Development Control to Environmental Health and from Adult Community Learning to Highways and Neighbourhoods. Each area of service is underpinned by a strong ethos of ‘Putting Our Customers First’.

The Places directorate continues to work within a

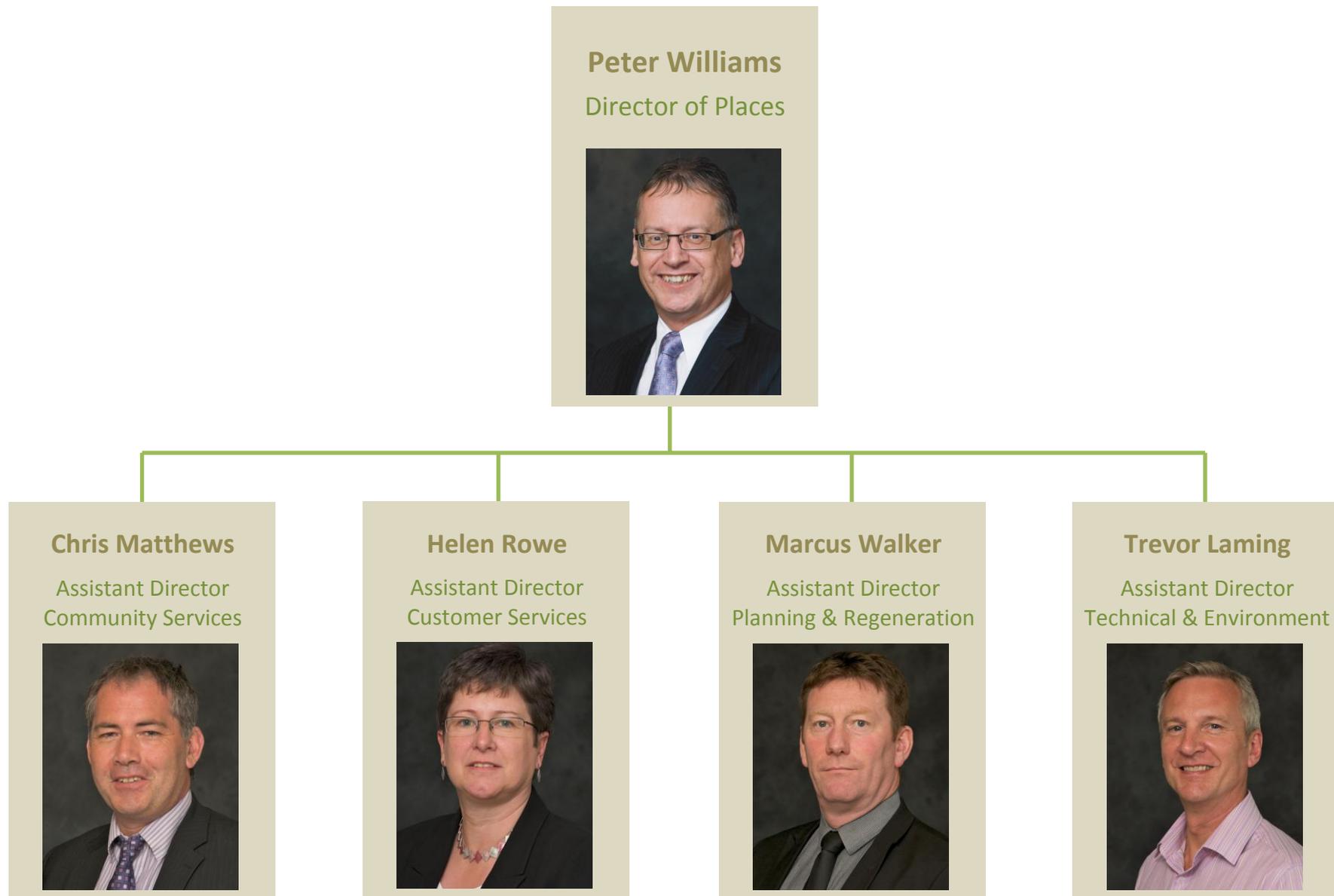
‘one council’ framework contributing significantly towards the following council priorities:

- Excellence in Customer Service
- Providing value for taxpayers money
- Make our communities safer and stronger
- Regenerate our area and increase prosperity

Together we will strive to ensure that we maintain our focus on delivering these key aims.

During 2015/16 we will continue to develop and take forward ambitious plans to transform the way in which we conduct our business. We will build further on our commitment to develop the commercial policy agenda by seeking every available chance to open up new income opportunities, attract new customers for our services as well as maintaining our existing markets. This will require an ongoing commitment by all staff across the directorate to ensuring at all times, the highest standards of excellent customer service in each and every one of our activities.

Places Directorate Senior Management Team and the functions that form their areas of responsibility are described below:



DIRECTORATE Services and Functions

Customer Services

- Adult Community Learning
- Arts Development
- Customer Contact Centre
- Customer Services
- Customer Services Standards and Complaints
- Education Library Service
- Entertainments/Theatres
- Home Link
- Indoor Sports Facilities
- Local Links
- Multi-purpose Customer Services Sites
- Museums
- Normanby and Kingsway Golf Courses
- Normanby Hall and Country Park
- Outdoor Pitches
- Public Library Service
- Registration Service
- Sport, Leisure and Culture
- Sports, Play and Community Development
- 20-21 Visual Arts Centre



Community Services

- Building Cleaning
- Cemeteries and Crematorium
- Fleet Management
- Flooding
- Grounds Maintenance
- Highways Alliance (Operations)
- Highways Design and Maintenance
- Parks and Open Spaces Management
- Play Areas
- Public and Operational Transport
- Public Conveniences
- Recycling Waste Treatment
- Refuse Collection
- Schools Catering
- Street Cleaning and Gully Emptying
- Sustainable Transport
- Traffic and Road Safety
- Tree Operations
- Vehicle Maintenance, Testing and Inspection
- Waste Disposal
- Waste Procurement



Strategic Projects Service

- Client Leadership and Commissioning/Performance Management of Local Education Partnership.
- ICT Infrastructure and Application Change and Renewal.
- Programme Resource (time, people and finance) Management.
- Management of Programme of Projects with Strategic Importance.
- New Project Appraisal and Development.
- Oversight and delivery of a programme of a wide range of transformation and strategically significant projects.





Technical and Environmental Services

Abandoned Vehicles
 Air Quality and Pollution Control
 Alcohol Treatment and Substance Misuse
 Animal Health
 Anti-social Behavior
 Biodiversity and Ecology
 Carbon Management and Climate Change
 Climate Control and Sustainability
 Community Workers
 Counter Terrorism Strategy
 Countryside Management and Access
 Crime Reduction, Prevention and Analysis
 Dog Wardens
 Domestic Violence
 Emergency Planning
 Environmental Health
 Fair Trading and Trading Standards
 Food Safety and Inspection
 Health Improvement
 Home Improvements and Disabled Adaption's
 Homelessness Prevention
 Housing Standards and Advice
 Infectious Disease Control
 Investigation Enviro-crime
 Licensing and Taxi Licensing
 Neighbourhood Action Teams
 Parking Services
 Pest Control
 Public Rights of Way
 Reducing Re-offending Strategy
 Security Control Centre and Telecare
 Statutory Nuisance

Planning and Regeneration

Area Renaissance
 Building Control
 Commercial Property
 Development Management
 Economic Development
 Estates and Valuation
 Facilities Management
 Geographic Information System
 Gypsies and Travellers
 Historic Environment Records
 Planning Enforcement
 Property Design and Maintenance
 Public Health Intelligence Team
 Regeneration Investment and Marketing
 Registered Social Landlord Liaison and Relationship Management
 Research and Intelligence
 Spatial Planning
 Strategic Asset Management
 Strategic Housing
 Tourism, Markets and Town Centre Management



WORKFORCE Profile

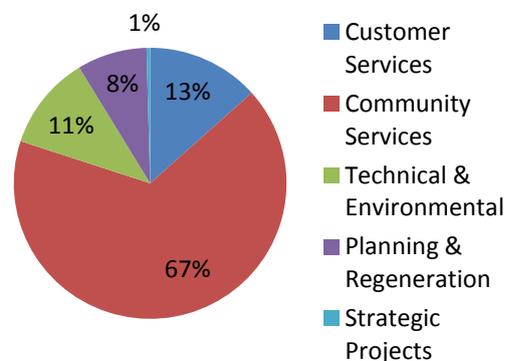
There are a total of 1,790 employees working within the Places directorate, as at 31 March 2015. The table below provides more information on the diversity characteristics and working patterns of staff in the directorate and compares with the council as a whole and North Lincolnshire.

Directorate	FTE Total		Gender		BME %	Disabled %	Age						Hours		Appraisals %
			F %	M %			<25 %	25-34 %	25-44 %	45-54 %	55-64 %	65+ %	FT %	PT %	
Community Services	713.91	1039	60	40	1.83	2.41	3	9	17	33	31	7	39	61	88
Customer Services	280.48	411	77	23	4.38	4.62	10	18	18	27	24	2	33	67	79
Planning and Regeneration	197.43	216	52	48	2.31	4.63	8	20	21	30	19	1	72	28	58
Strategic Projects Service	4.81	5	60	40	0.00	20.00	0	40	60	0	0	0	80	20	20
Technical and Environment Services	108.16	118	60	40	5.93	5.08	5	15	25	37	16	1	73	27	81
Places	1305.79	1790	63	37	2.74	3.41	5	13	18	32	27	5	44	56	82
North Lincolnshire Council	4120.51	5473	79	21	2.23	3.20	5	17	23	32	21	3	43	57	76

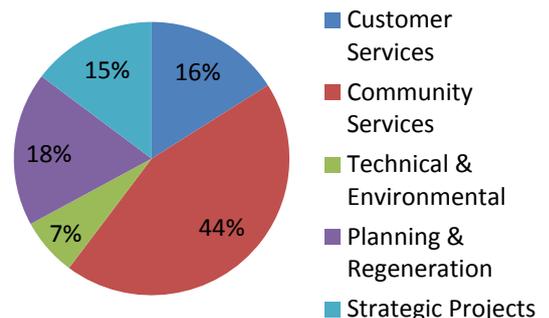
FINANCIAL Profile 2015-16

Directorate	Revenue £000	Capital £000
People	62,595	7,393
Policy & Resources	11,488	680
Central Budgets	28,053	0
Places		
Customer Services	4,934	7,940
Community Services	24,674	21,936
Technical and Environmental Services	4,168	3,392
Planning and Regeneration	3,063	9,034
Strategic Projects Service	156	7,310
Total Places	37,004	49,639
Total Council	139,140	57,712

Revenue



Capital



PLACES DIRECTORATE SERVICE ACHIEVEMENTS 2014-15

Over 90% of Northern Lincolnshire can now access superfast broadband due to the Northern Lincs Broadband project upgrading infrastructure. The project, which commenced in October 2013, has been one of the quickest rollouts nationally and is expected to be the 3rd out of 35 projects across the country to complete.



the third appointment of its kind in the country.

Barnetby Household Recycling Centre (HRC) reopened ahead of schedule after refurbishment works. This is part of a £650,000 investment to improve all HRC sites for residents.

Kingsway Gardens and Woodlands Crematorium both regained their coveted Green Flag awards from the Civic Trust. The green flag is the mark of a quality park or green space. This puts them among the best parks in the country.

Community Transport provided a new bus service to deliver the Kirton Klipper and Isle Shopper bus services to ensure the best possible facilities are provided for residents, including a passenger lift for people with mobility problems.



£2m of refurbishments were completed at Ancholme Leisure Centre and Quibell Park.

North Lincolnshire Museum received an award for Visit England for the 'Best told Story' accolade. The museum is one of the first recipients to receive this type of award.

All Key Stage One pupils across North Lincolnshire were entitled to free school meals from September. This resulted in a 40 percent increase in meal numbers for the council.

Woodlands Crematorium and Memorial Park opened in 1964 and this year commemorated its 50th anniversary. To mark the occasion Neighbourhood Services planned a variety of projects and activities including an Open Day, that took place September.



The Safer Neighbourhoods Team recruited a NPS Project Development Worker to tackle the issue of concerns over the use of 'legal highs' in the Scunthorpe area. This is only

A new £5m training facility with BAE and Resource Group was completed at Humberside airport. It will provide up to 60 apprentice opportunities every year resulting in 150 jobs.

A £7m 100+ bed luxury 4 star hotel at Humberside Airport got the go ahead, creating 60 jobs.

A £23m investment at the Trent Valley Retail Park saw Boots, Debenhams and Marks and Spencer open, resulting in a further 300 new jobs being created.

New developments for the 'Do Something Project', which is a project for adults with a disability, launched the successful Rebound Therapy sessions. The project has gained national recognition as an example of good practice for trying to solve inactivity.

Work started on site ahead of schedule to build the Humber University Technology College that



will create 70 new jobs including 45 teaching posts. The £9.6m investment will provide around 600 people aged 14 to 19 the specialist skills they need for careers in the engineering and renewable energy industries. The development is a key 'early engager' of the Scunthorpe town centre regeneration.

The Communication and Interaction Charter Mark was awarded to the Library Service Children and Young People's Services team. This is in recognition of the contribution they make towards speech, language and communication development with local children and families.

As a result of consultation with library users and town and parish councils, the opening hours of nine libraries have been increased – giving a total of 36 extra library opening hours a week across North Lincolnshire.

Building Control received its Re Certification Assessment for ISO 9001:2008.

The Registration Service hosted their first ever Wedding Fayre when the Civic Centre opened its doors to couples searching for their ideal wedding. Around 250 visitors came to see what was on offer.



Adult Community Learning has gained the Matrix standard. Matrix is the quality standard for information, advice and guidance services. To gain this standard, ACL was inspected by a matrix assessor who spent two days interviewing members of staff, partners and learners and visiting centres.

Following an inspection from the Opening Doors Mystery Shopper project Adult Community Learning, Normanby Hall Country Park and North Lincolnshire Central Library were awarded Silver status, while Brigg Library and Local Link received Bronze for providing suitable access and assistance for disabled visitors.

Following on from years of flood damage and adverse weather related pothole damage, Highways undertook the most ambitious road resurfacing programme in North Lincolnshire's history with just over £6m being invested in roads and footways. A new approach to highway asset management has allowed a greater number of roads and footways to be resurfaced providing better value for money than older more traditional highway maintenance techniques.

Able Marine Energy Park received the go ahead. This will be Europe's largest offshore wind park.



The Food and Safety team closed a number of unsafe food businesses using emergency powers.

Trading Standards seized 50,549 cigarettes and 7.3 kilogram's of tobacco.

2014 saw the delivery of two major highway construction related projects. The A18 Mortal Ash Hill roundabout at the east of Scunthorpe and the A18 Doncaster Road realignment to accommodate the new Marks and Spencer's retail park on the west side of Scunthorpe.

Over 200 flooding repair and renewal grant applications from local residents were processed, totalling over £800,000.

Arrangements were put in place to enable up to 99% of residual household waste to be diverted from landfill. The arrangement will mean energy is generated from the treatment of waste over the next five years. The Strategic Projects Service successfully led the procurement that was £4.5m less than a previous exercise that was unaffordable.

An agreement in principle has been reached with Ongo for provision of a new flagship head quarters building in the town centre, bringing up to 300 new workers into the area. The council will design and oversee the construction.

Since the start of the Parkrun in North Lincolnshire, there have been over 2,916 participants running the 5km route with over 20,883 attendance, and 246 volunteers supporting the event. This means that this event in only 2 years has seen a grand total distance run of 104,415km – that almost equates to running the circumference of the world 2.5 times.

Changes were made to the Care Call service provided to enable people to keep their independence and feel supported to stay at home. This sees improved packages provided



through Care Call to offer even more valuable services to ensure people feel safe and supported in their own homes as well as when they are out and about.

A new air quality service and

maintenance contract was awarded to Enviro Technology in February. The new contract includes a significant upgrade to the Scunthorpe Town and Low Santon monitoring stations.

The Environment Team has worked closely with The Friends of the Beck with a joint aim to regenerate the Bottesford Beck area. With the help of a new amphibious

TRUXOR machine the water flow and appearance of the beck is much improved.



The Building Schools for the Future programme was successfully completed ahead of programme and under budget.

100 Apprenticeship Opportunities were created.

The appointment of the council's first ever Driver Training Officer is a significant step in the Fleet Management Team's goal of becoming self sufficient in terms of driver training. Previously the council had to rely on external organisations for this service.

SERVICE ACTIVITY 2014-15

The tables below provide an overview of key service activities that took place within the directorate during 2014-15.

Community Services	
Total number of waste and recycling collections completed	7,606,844
Total tonnage of municipal waste collected and received	86,920
Total tonnage of municipal waste landfilled	46,560.79
Total tonnage of municipal waste recycled, composted or re-used	44,753
Total number of jobs raised on the network of principal roads	207
Number of enquiries on the network of principal roads	304
Total number of jobs raised on the network of non-principal roads	3,748
Number of enquiries on the network of non-principal roads	3,222
Number of repairs to street lights	2,480

Customer Services	
Number of enrolments to Adult Community Learning	3,601
Total calls handled by the council's Customer Contact Centre	79,019
Face to face enquiries handled by Local Links	111,702
Total number of library transactions	912,977
Total number of Register Office marriages	143
Total number of marriages conducted in the Civic Suite	130
Total number of marriages in approved premises	144
Total number of Development Programme users (S, L & C)	208,320
Total visits by customers to all sports facilities	1,017,550
Total visits to North Lincolnshire Museum	31,791
Total visits to 20-21 Visual Arts Centre	36,647
Total visits to Normanby Hall Country Park	321,624

Planning and Regeneration	
Number of major planning applications processed	26
Building Regulation applications processed	8,690
Total footfall in Scunthorpe town centre	6,069,455

Technical and Environment Services

Number of DFG's completed	108
Preventions of homelessness	1,104
Number of Handyman enquiries dealt with	2,020
Number of Handyman enquiries received	1,962
Calls Received from Care Call clients	67,353
On-street parking penalty notices issued	6,682
Off-street parking penalty notices issued	6,106
Pay and Display car park tickets purchased (Scunthorpe, Ashby and Brigg)	147,611
Pay and Display free car park tickets (Scunthorpe, Ashby and Brigg)	1,413,912

KEY DIRECTORATE PLANS AND STRATEGIES

The Council Strategy Sets out the council's vision, priorities and aims. Places Directorate is responsible for the following key strategies and plans:

Local Transport Plan 2011-2026	Sets the council's transport policies and strategies.
Waste Management Strategy 2012-2025	Far sighted approach to the collection, disposal and recycling of waste, including how waste will be managed sustainably.
Adult Learning Strategic Plan 2012-2015	Sets the strategic direction and vision for the delivery of adult and community learning across North Lincolnshire and vision for the delivery of adult.
Carbon Management Plan	Sets out the council's approach to reducing our carbon footprint by 33% over five years, reviewed annually.
Regeneration strategy 2015-2020	Sets out key priorities for improving prosperity and delivering economic growth.
Safer Communities Plan 2015-2016	Sets out Council and Partners Strategy for reducing crime, substance misuse and re-offending.
Local Development Framework 2008-2026	Set of documents that guide future planning and development until 2026.
Road Safety Strategy 2011-2020	Sets out the work the road safety partnership intends to carry out to reduce casualties on the highway network.
Transport Asset Management Policy	A comprehensive and current policy for management of our transport related assets. This includes creation, construction, acquisition, maintenance, rehabilitation and disposal.
North Lincolnshire Cultural Strategy and Milestones in Culture	Sets out a planning framework that recognises the vibrancy and diversity of culture in North Lincolnshire.
Active Choices Active Futures Strategy	Aims to build active, healthy, successful and safe communities through increased participation in sport, physical activity and active recreation.
Local Broadband Plan 2015-2017	Sets out how the council will deliver the government's broadband targets, to reach 95% of Northern Lincolnshire with superfast broadband.

PRIORITY INDICATORS FOR 2015-16

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

Excellence in Customer Service					
Priority Indicators	2013/14 Actual	2014/15 Actual	2014/15 Upper target	2015/16 Upper target	2015/16 Lower target
Customer Satisfaction	96.02%	Awaiting further survey results	95%	95%	85%
DFGs - Average number of weeks taken	47 weeks	58 weeks	58 weeks	-	-
DFGs - Average number of weeks taken for £0-£10K	-	New	N/A	32 weeks	50 weeks
DFGs - Average number of weeks taken for £11-£30K	-	New	N/A	36 weeks	54 weeks
DFGs - Average number of weeks taken for £30K+ (high value)	-	New	N/A	40 weeks	58 weeks
Satisfaction on school catering	87.8%	83%	90%	90%	85%
Complaints Upheld	42.2%	40.64%	40%	35%	40%

Provide Value for Taxpayers Money					
Priority Indicators	2013/14 Actual	2014/15 Actual	2014/15 Upper target	2015/16 Upper target	2015/16 Lower target
*Increase in the Business Rate Base	New	5.4%	6%	2%	4%
% increase yield on gross rental income	New	24%	3%	3%	3%
The percentage of municipal waste sent for landfill	51%	49.62% Estimate	45%	45%	55%

Make our Communities Safer and Stronger

Priority Indicators	2013/14 Actual	2014/15 Actual	2014/15 Upper Target	2015/16 Upper target	2015/16 Lower target
Number of those threatened with homelessness for whom advice and support prevented homelessness	887	958	700	1000	950
Improved street and environmental cleanliness (litter)	5%	3%	1%	1%	5%
Total number of crimes recorded	10,434	10,257	10,434	10,157	10,157
Road Traffic Accidents - Killed and Seriously Injured	110	98	122	117	117
Number of properties reduced flood risks	36	18	79	66	56
Air pollution - Number of days exceeding the 24 hour mean PM10	130	120	84	84	142
Excess weight in 4-5 year olds	24.9%	24.1%	24.9%	23.5%	24.1%
Excess weight in 10-11 year olds	33.4%	35%	33.4%	34.5%	35%
Excess weight in Adults	70.14% (2012)	Not released yet	70.1%	Not Released yet	Not Released yet
Smoking prevalence during pregnancy	16.4%	22.4%	11%	15%	16%
Smoking prevalence in Adults	24.5% (2012)	23.2% (2013)	21%	21%	23%
Alcohol related admissions to hospital	632	650	632	650	650
Drug Completion - Successful Treatment (Opiates)	6.6%	7.83%	7.2%	8.5%	8%
Drug Treatment - Successful Completion (Non-Opiates)	32.9%	41.6%	39%	42%	41.5%

Regenerate our Area and Increase Prosperity

Priority Indicators	2013/14 Actual	2014/15 Actual	2014/15 Upper target	2015/16 Upper target	2015/16 Lower target
% decrease of those claiming JSA	New	0.8%	2%	2%	1%
Number of businesses receiving specialist business support	New	152	134	134	100
*Number of new Enterprises	New	13.92%	2%	6%	4%
Processing of planning applications (major applications) - 13 weeks	83.72%	57.78%	65%	65%	62%
Proactively support delivery of new homes	379	369	841	880	300
% increase in the number of premises and residents able to access Superfast Broadband	New	94.44%	90%	95%	95%
CO2 emissions - reduction from fleet vehicles	4.5%	11.26%	4%	4%	2%
Delivery against the Transport Action Plan	72%	86%	90%	Completed See indicator below	
<i>For 2015/16 above indicator will become:</i>					
Delivery against the total Transport Solution Grant	–	–	N/A	66%	33%
Principal roads where maintenance should be considered	3%	2%	3%	2%	5%
CO2 reduction from Local Authority operations	-28%	-32.6%	-10%	-30%	-33.3%
% decrease of those aged 18-24 claiming JSA	New	1.81%	1%	1%	0.5%

*RGF improved performance in 2014/15

SERVICE STANDARDS

The Places directorate is establishing service standards across the directorate in the following areas, so that customers know what they can expect when accessing our services.

Customer Services	Community Services
<ul style="list-style-type: none"> ● Generic customer service standards/charter ● Registration Service National Good Practice Standards: <ul style="list-style-type: none"> ○ Appointment waiting times, ○ Certificate applications waiting time, ○ Customer satisfaction with service ● Customer Complaints Standards 	<ul style="list-style-type: none"> ● Satisfaction with catering service ● Delivery of new bins ● Delivery of replacement bins ● Collect bulky waste items ● Missed boxes rectified ● Missed bins rectified ● Highway Service requests ● Graffiti removal ● Flytipping
Planning and Regeneration	Technical and Environment Services
<ul style="list-style-type: none"> ● Process Major Planning Applications ● Process Minor Planning Applications ● Building Control - control of demolition ● Building Control - response to applications ● Economic Development Response 	<ul style="list-style-type: none"> ● Homeless Advice ● Home assistance ● Drug treatment ● Consumer Direct referrals ● Noise Complaints (public/commercial) ● Trees and Hedges investigation ● ASB (Community Trigger)

KEY COUNCIL STRATEGY & DIRECTORATE DEVELOPMENT PLAN

The tables below contain the priorities and actions applicable to the Places directorate which support the delivery of the Council Strategy 2013-17.

Our Aims	Where do we want to be?	How are we going to get there?
Priority 1 – Excellence in customer service		
1. Provide high quality customer focused service	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"> • Enhance arrangements for measuring and improving customer satisfaction • Enhance methods for understanding and responding to customer needs and feedback • Ensure the delivery of excellent front line operational services • Lead the Transforming Customer Access programme
2. 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"> • Deliver the Customer Service Improvement Plan 2013-2015 • Embed the generic customer charter across the council
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	<ul style="list-style-type: none"> • Review mechanisms that give local people the ability to influence how service delivery is designed and delivered • Develop a generic customer service satisfaction survey
Priority 2 – Provide value for taxpayer’s money		
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	<ul style="list-style-type: none"> • Reduce energy consumption and minimise the amount of carbon produced • Deliver the waste management strategy • Release of surplus assets and achievement of capital receipts • Deliver Ongo offices project and opportunities for the council to use its asset base more effectively to support economic growth and value for money • Take forward budget plan actions to deliver cost efficiencies • Increase income via commercial trading
Priority 3 – Make our communities safer and stronger		
1. 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	<ul style="list-style-type: none"> • Ensure early intervention and targeting of resources to those with greatest need • Deliver effective drug and alcohol services to tackle the key causes of acquisitive crime • Target those offenders who are committing the most crime and to develop effective strategies to reduce re-offending • Provide support for victims of crime and to work with communities to make neighbourhoods safer • Effective management of flooding/adverse weather by investing in flood defence works • Reduce the number of people killed or injured on our roads • Director of Public Health assures that strategies for health protection are in place with partners to protect the people of North Lincolnshire

2. Improving health and wellbeing	Improved population health, with equality of health and well being across all life stages and communities concentrating on ensuring we are dementia, child and family friendly	<ul style="list-style-type: none"> • Increasing adult and child participation in physical activity to improve health • Make the contributions to improved health and well being detailed later in this plan document
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Our Aims	Where do we want to be?	How are we going to get there?
Priority 4 – Regenerate our area and increase prosperity		
1. 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"> • Deliver the council’s regeneration strategy • Deliver Regional Growth Fund project • Improve life skills for the working age population of North Lincolnshire to take advantage of future/growth opportunities • Lead the University Technical College project • Support and contribute to the delivery of the priorities of the Humber sub-region through the Humber and Greater Lincolnshire Local Enterprise Partnership • Deliver the Northern Lincs Broadband project • Develop the Community Investment Partnership to address barriers to economic growth including unemployment, aspirations and skills
2. Growing North Lincolnshire	Meet the diverse and growing needs of all our communities in North Lincolnshire	<ul style="list-style-type: none"> • Identify local housing needs and find ways to meet them • Deliver the Local Development Framework • Work in partnership with developers and housing associations to deliver sustainable housing • Enable residents to improve their quality of life no matter which step on the housing ladder they are on
3. 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"> • Deliver the Local Transport Plan Review • Promote sustainable travel that reduces the negative effects on the environment • Invest additional resources in improving the highways network
4. Increasing prosperity	People within North Lincolnshire can enjoy economic success and lead meaningful lives	<ul style="list-style-type: none"> • Create inspiring places to support economic investment • Deliver the Lincolnshire Lakes project • Deliver the vision for the South Humber Gateway • Deliver the Wage Incentive Programme to reduce the number of young people claiming Job Seekers Allowance • Reducing fuel poverty • Develop the Apprenticeship Programme and open an Action Station

PLACES DIRECTORATE KEY PRIORITIES 2015/16

Generic Directorate Priorities	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
● Proactive 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 targets	✓	✓		
● Positively contribute to improving Health and 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	✓			
● Put our Customers First	✓			
● Transformation – Planning for the future	✓	✓	✓	✓

Community Services	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
● Implement the Waste Services review	✓	✓		
● Implement the Highways and Neighbourhood Services review	✓	✓		
● Implement the School Catering and Cleaning review	✓	✓		
● Develop the residual waste contract arrangement post 2016	✓	✓	✓	
● Monitor and Delivery of the Highways programme of works including prioritisation		✓		✓
● Deliver Fleet Compliance action plan phase 3		✓		
● Deliver divisional requirements of the Service IT Plan	✓	✓		
● Implement Street Works Permit Scheme	✓	✓		

Customer Services	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
● Maximise technology to achieve channel shift and improve service to customers	✓	✓		
● Maximise facilities and resources to develop service offer, promote partnership approaches and improve VFM	✓	✓		
● Enhance Customer Services facilities to improve local well being and promote participation	✓		✓	
● Develop and implement alternative future service governance, management and delivery arrangements	✓	✓		
● Develop and deliver plans to contribute to improving learning, literacy, skills and employability in North Lincolnshire	✓		✓	
● Ensure Customer Services functions and staffing structures are fit for future purpose, efficient and VFM	✓	✓		

Planning and Regeneration	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
● Delivering the right choice of homes	✓		✓	✓
● Creating a strong, thriving economy		✓	✓	✓
● Deliver Transformational Projects (Lincolnshire Lakes, South Humber Gateway, Humberside Airport including opening of a new 100 bed 4 star hotel, University Technical College and Scunthorpe Town Centre developments)	✓	✓	✓	✓
● Develop the Apprenticeship Programme and open an Action Station	✓		✓	
● Take forward a development plan for the Development Management service	✓	✓		
● Optimise the use of our assets		✓	✓	✓

Technical and Environment Services	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
● Improve Community Safety	✓		✓	
● Prioritise and facilitate remediation of areas of contaminated land	✓		✓	✓
● Early intervention to reduce the number and impact of homelessness	✓		✓	
● Lead/Work in partnership to deliver improvement to the environment		✓		✓
● Improve delivery of Disabled Facility Grants Scheme	✓	✓		

Strategic Projects Service	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
● Oversee and support the delivery of a range of strategic projects	✓	✓	✓	✓
● Cross council, work to improve project management approaches	✓	✓		

TRANSFORMATION – PLANNING FOR THE FUTURE

The council faces major challenges over the next few years, as it looks to shape the continuing transformation of North Lincolnshire. The ongoing huge task of dealing with the national deficit will inevitably result in further significant pressure on public services to reduce spending. North Lincolnshire as a place is changing rapidly. Different communities and demographics bring different demands on our services. The health and wellbeing agenda aimed at reducing inequalities requires new approaches to achieve positive outcomes. Strategic initiatives such as the Able development on the South bank of the Humber and the Lincolnshire Lakes project present exciting opportunities for the area, but also bring consequential new demands for public service providers. The future of major employers such as Tata Steel and Power Stations and the contribution they make to council finances through business rates brings further potential uncertainty.

Against this backdrop, the demand for key public services continues to increase, both from residents, communities, customers and our elected members. As such, it is essential that we all recognise the need to continue to explore ways by which to further transform the services we provide. This will require open minds and objective thinking, creativity and innovation and a willingness to explore new ways of doing things without being constrained by the restrictions of the past. We can either choose to face up to the need for change and successfully drive it or wait for it to happen around us and become unwilling victims of it.

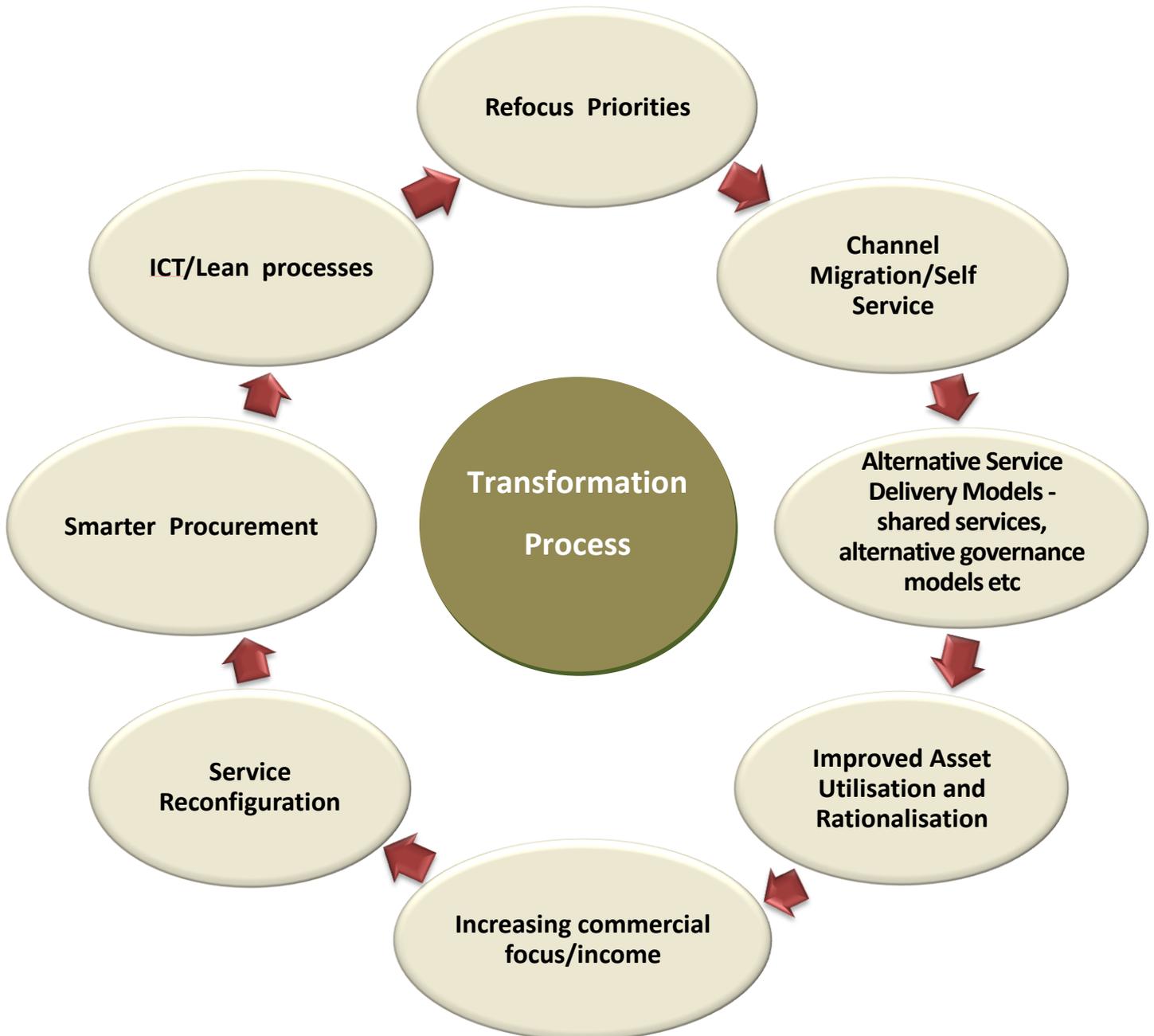
Further profound and radical service transformation extending beyond general efficiencies is likely to prove necessary going forward, driving the organisation in a new direction and taking it to an entirely different level of effectiveness. Successful transformation takes time and at the same time demand is rising, expectations changing and budgets declining. The consequential need for urgency and rigour is more pressing than ever.

The Places directorate has already made significant progress towards the transformation agenda. This momentum needs to be maintained both at a directorate and council wide level. We need to further develop our thinking towards achieving the next phase of service transformation that is required. This will inevitably mean reviewing our service priorities and starting to develop a number of options to do things differently and to change and reshape service delivery including, where we believe it appropriate, exploring the potential to stop doing things that to date have been accepted as the norm. This could involve a significant change to the way we currently deliver services or the range of services that we provide in the future.

A series of workshops with Managers are underway to develop ideas for transforming services, improving efficiency and encompassing the One Council agenda. A Transformation Plan will then be produced during summer 2015. The Plan will set out the vision for how the Places directorate will transform to meet the financial and operational challenges of the future. It will build on the priorities and actions in both the council strategy and Directorate Plan, refocusing where necessary to ensure the public become less dependent and provide a roadmap of how we will change and evolve, ensuring the directorate focuses on delivering services within available resources that are aligned to the people and areas of greatest need.

Transforming the directorate

- Transformation plan being developed
- Key themes to reshaping our services and driving efficiencies



DETERMINANTS OF HEALTH AND WELL-BEING

The main priorities for public health within the Places directorate have been to work to address the lifestyle factors that have the biggest effect on the health of the population in North Lincolnshire, namely smoking, physical activity and excess weight.

- During 2014/15 we commissioned a new stop smoking service to support people who want to stop smoking. The new service offers 1:1 support in person, over the telephone and online. Group sessions are also available. The new service is run in such a way that many of the barriers people told us they faced when trying to stop smoking have been removed. For example, the service can directly supply nicotine replacement products to clients, taking away the need for a separate visit to their GP.
- In 2014/15 we have been piloting a youth smoking project to better understand how to support young smokers in quitting the habit, and how best to promote to young people the benefits of not starting to smoke. In this first year we have been working with four secondary schools to develop a programme, which we hope to be able to take wider in 15/16 and beyond.
- Undertaking regular physical activity not only contributes to helping people maintain a healthy weight, but it also helps to reduce the incidence of cardiovascular disease, type 2 diabetes, some cancers, and falls in older people. It can help to strengthen bones and muscles, can improve mental health and mood, and increase people's chance of living longer. Therefore, in order to support the leisure centres that the Places directorate operates, Public Health have committed an investment of £660,000 over three years through the 'Active Together' Programme. The programme targets people who are currently inactive and aims to get them engaged in some physical activity.
- Due to its success our 'Get Going' childhood weight management programme that we piloted in 13/14 has been commissioned for a further three years. The programme engages with families and young people and helps young people to make positive changes to their weight, diet and physical activity levels.
- We have undertaken a procurement exercise to commission an adult weight management service for people in North Lincolnshire who are classed as obese. The service will be up and running by 1 June 2015.
- Our Health Trainer Service continues to work on a one-to-one basis with residents who require support to make healthy changes to their lifestyle. In 2015/16 we will expand the programme to offer more Cook and Eat sessions to give people the practical support and skills they need to eat a healthy balanced diet.
- We continue to work with local employers to help them to support their employees to lead healthier lives, through our Work Place Award Scheme. During 2014/15 the programme had worked with over 20,000 employees.
- Our programme of Led Health Walks continues to attract a high number of walkers. In 2014/15 we had almost 11,000 attendances.
- In 2014 we recommissioned the substance misuse service to provide an integrated, recovery orientated service, providing a full range of treatment modalities across drugs and alcohol.

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

KEY PARTNERSHIPS & JOINT WORKING ARRANGEMENTS

The Places Directorate participates in the following key partnerships and joint working arrangements:

Alkborough Flats Partnership

Work on development of the Alkborough partnership started in 1999. From the outset the scheme has been managed by a partnership of statutory agencies working initially under a broad framework of objectives and more recently under a detailed set of management objectives and site action and management plans. The partnership comprises the Environment Agency, Natural England, North Lincolnshire Council and Associated British Ports. As a Flood Risk Management Scheme, the scheme at Alkborough is unusual within the Environment Agency because of the broad partnership approach that has been taken. Working within such a broad partnership has created opportunities that have enabled a wide range of benefits to be delivered and funding to be secured from non-traditional sources.

Barton Tourism Partnership

The Partnership brings together representatives from all visitor attractions in the town along with event organisers, members of Barton Town Council and the Tourism Team from North Lincolnshire Council. The aim of the Partnership is to raise the profile of Barton and its tourism offer. It meets monthly to share information on activities that are planned and exchange ideas. The Partnership organises the annual Performance in the Park and an events leaflet is also produced annually showcasing the wide range of events to be held.

Community Investment Partnership

The Community Investment Partnership (CIP) brings together statutory agencies, the local authority and the voluntary and third sector to address the barriers to economic growth including unemployment, aspiration, skills and well being. The CIP reports to the Poverty Working Group. The partnership informs and delivers the priorities of the North Lincolnshire Regeneration Strategy and works proactively with communities to establish a visible presence to make a difference. The partnership closely monitors the impacts of its interventions through measurement of specific outputs.

Home Choice Lincs Partnership

North Lincolnshire Council, North East Lincolnshire Council, North Lincolnshire Homes Ltd, Shoreline Housing Partnership Ltd, Guinness Northern Counties, Longhurst and Havelok Homes and Sanctuary Housing Association are in partnership to provide the HomeChoiceLincs scheme. The partnership is responsible for more than 20,000 homes across Northern Lincolnshire and it is hoped that other registered providers of rented homes in the area will eventually join the scheme. This scheme gives home seekers more choice and information about homes that are available throughout the whole of Northern Lincolnshire offering better opportunities to find a home that people want and need.

Humber Authority Calibration Test Centre

This is a partnership involving the four Humber authorities, which provide calibration services for a range of weights and measures equipment. The joint service maintains weights and measures equipment on behalf of the four Trading Standards departments, allowing them to comply with their statutory duties under the Weights and Measure Act. The service also carries out calibration services to private industries. Part of the partnership is jointly funded by the four authorities with the remaining funding coming from income generated from private industry.

Humber Bridge Board

The Humber Bridge Board is comprised of four directors appointed as representatives from the four constituent local authorities – East Riding of Yorkshire, Hull, North East Lincolnshire and North Lincolnshire and two directors from the private sector who are proposed by the Humber Local Enterprise Partnership. The primary purpose of the Humber Bridge Board is dictated by its statutory responsibilities under the Humber Bridge Acts. The vision for the Board is “to provide and maintain an effective, efficient, economic and safe crossing of the River Humber for vehicular and pedestrian traffic whilst avoiding unnecessary cost increases to customers paying the bridge toll”.

Humber Emergency Planning Joint Arrangement

Humber Emergency Planning Service is the emergency planning team of the four Humber local authorities. It is delivered through a joint arrangement which is made up of representatives (senior officers) from each of the four Humber Bank Local Authorities – East Riding of Yorkshire Council, Hull City Council, North East Lincolnshire Council and North Lincolnshire. It has an aim of reducing the impact of an emergency or business disruption in the Humber area. This is achieved by working to improve the four Humber Council’s response to an emergency or business disruption, ensuring the Council’s comply with the Civil Contingencies Act and other legislation, working with multi-agency partners in planning, training and exercising and promoting individual, community and business resilience to an emergency.

Greater Lincolnshire Enterprise Partnership

North Lincolnshire Council is a member of two Local Enterprise Partnerships, the Greater Lincolnshire LEP and the Humber LEP. The Greater Lincolnshire Local Enterprise Partnership (LEP) is a partnership of leaders from both the business community and local authorities and aims to improve infrastructure and conditions for business in Greater Lincolnshire. The partnership includes the three upper-tier local authorities and the seven district councils of Lincolnshire, as well as the Chamber of Commerce and the Federation of Small Businesses.

Humber Local Enterprise Partnership

The Humber Local Enterprise Partnership (Humber LEP) is a business-led partnership that works closely with government to promote and develop the natural economic area surrounding the Humber estuary, and provide strategic leadership for economic growth. The Humber LEP is made up of representatives from businesses as well as the University of Hull and the four Local Authorities in the Humber area - Hull City Council, East Riding of Yorkshire Council, North Lincolnshire Council and North East Lincolnshire Council.

Humber Local Resilience Forum

The Humber Local Resilience Forum (Humber LRF) is a multi-agency partnership made of representatives from local public services, the emergency services, local authorities, the NHS, the Environment Agency and others. These agencies are known as Category 1 Responders and a chief officer from each is required to attend. The boundary of the Humber LRF corresponds with that of Humberside Police. The Humber LRF consists of an overarching forum and a series of sub-groups that will meet at least four times a year.

Humber Relevant Authorities Partnership

Humber Estuary Relevant Authorities have statutory duties in relation to the Humber Estuary European Marine Site. The Humber Estuary Relevant Authorities Group (HERAG) set up and supports the Humber Management Scheme to ensure a joined up and coordinated approach to the management of the Humber Estuary European Marine Site (EMS). HERAG meets regularly to ensure the progress of the Humber Management Scheme action plan and to address any concerns raised in relation to the Humber EMS.

Humberside Airport Board

The airport shareholders comprise 17% North Lincolnshire Council, 49.6% Bristows and 33.4% Eastern Airways. The remit of the Board is to drive the business of the airport forward as part of the main transformation of the regional economy.

Local Education Partnership

The Local Education Partnership (LEP) is a public private partnership which provides long term partnering services for the Council and was formed principally to deliver the circa £90 million 'Building Schools for the Future' investment in North Lincolnshire. The LEP is a joint venture between the Council and its private sector partners MASS and Clugston Construction Ltd to design and build educational buildings and provide an ICT managed service.

Local Action Group

The Local Action Group is a local committee for North and North East Lincolnshire that oversees the allocation of the Department of Environment, Food and Rural Affairs LEADER funding. For the 2014-2020 funding programme a refreshed LAG has been recruited from the public, private and third sector. The new focus for the partnership is job creation and business development.

Humberhead Levels Partnership

The Humberhead Levels Partnership is a cooperative effort aiming to create an internationally renowned, unique network of wetlands in a predominantly agricultural landscape, whilst supporting thriving communities and wildlife. One of its key aims is to work with local businesses, landowners, communities and other organisations to achieve sustainable land management practices.

Greater Lincolnshire Nature Partnership

The Greater Lincolnshire Nature Partnership (GLNP) is a government accredited Local Nature Partnership- one of around 50 in the country. It was established to work alongside the Local Enterprise Partnership. The 46 partners work together to achieve more for nature across Greater Lincolnshire. The GLNP provides a strategic approach, bringing nature into decision-making in the fields of agriculture, planning, health, tourism and recreation. It also delivers services, including the Lincolnshire Environmental Records Centre, the Local Sites system, the Geodiversity Strategy and the Nature Strategy.

Safer Neighbourhoods Partnership

The Safer Neighbourhoods Partnership is the Community Safety Partnership (CSP) for North Lincolnshire and arose out of the Crime and Disorder Act 1998. CSPs are partnerships between the emergency services, local authorities, public, private, and voluntary sector agencies that work together to reduce crime, disorder and substance misuse and re-offending.

Safer Roads Humber

Safer Roads Humber is a Humber wide partnership including the four unitary authorities and Humberside Police. Its work includes operation of safety (speed) cameras, delivery of education seminars as an alternative to prosecution for a range of traffic offences and delivery of a programme of road safety campaigns and schemes supporting the work of the partner organisations. Other agencies involved include Humberside Fire and Rescue Service and the Highways Agency. All work is data led and aimed at reducing casualties on the road. A policy board has a strategic overview of the partnership and a working group delivers the programme of campaigns and schemes. A partnership manager oversees the day to day operation of the partnership.

Yorkshire and Humber Trading Standards Group

This group is made up of heads of service from the eleven trading Standards authorities in the Yorkshire and Humber area. The group aims to identify, share and enable best practice across the region to provide consistency of approach in the most cost effective manner.

Yorkshire and Humber Joint Verification Service

This group is made up of the eleven Trading Standards authorities in the Yorkshire and Humber area. The group acts as a notified body under the provisions of the Measuring Instruments Directive. This allows the group to carry out initial verifications work of a range of weights and measures equipment. Due to the range of equipment involved and level of knowledge and skill required, a regional approach is required. Without which individual authorities would not be able to maintain the required competency to maintain their notified body status.

Brigg Town Business Partnership

The Partnership takes its membership from retailers in the town along with members from visitor attractions, Brigg Town Council and the Tourism Team of North Lincolnshire Council. Its aim is to raise the profile of shopping in the town along with the tourism offer. The Partnership is active in trying to make Brigg an attractive place to shop and visit. A number of events are held throughout the year to encourage people to visit the town and an events leaflet is produced annually for this.

Humber Sports Partnership (HSP)

The HSP is one of 49 regional County Sports Partnerships funded through Sport England to increase participation in sport and physical activity. The Partnership works with local, regional and national partners to provide a strategic framework to identify, coordinate, deliver and expand sporting opportunities across the Humber Region – engaging people in sustainable physical activities that improve health, wellbeing and social cohesion and contribute to economic growth in the area.

North Lincolnshire Obesity Strategy Group

The North Lincolnshire Obesity Strategy Group is a partnership made up from the local authority, education, public health and the NHS. Its objectives are to Lead and direct the implementation of the North Lincolnshire Change4Life Obesity strategy and action plan, to lead on the development and remodeling of a comprehensive obesity care pathway in North Lincolnshire and to lead on the commissioning of prevention programmes and early intervention community based treatment services in North Lincolnshire as guided by evidence based need.

PERFORMANCE PROFILE FOR CUSTOMERS

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

