

NORTH LINCOLNSHIRE COUNCIL

**REGENERATION
CABINET MEMBER**

PLACES DIRECTORATE PLAN AND PERFORMANCE TARGETS 2014/15

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To approve the 2014/15 Places Directorate Plan and agree the key performance indicators and targets for the directorate.
- 1.2 The key points in this report are:
- An updated version of the council's strategy was approved in June 2014. Annual directorate plans are produced to ensure the actions in the strategy are delivered. The Places directorate plan also includes directorate priorities for each division of the service.
 - The directorate plan also includes key performance indicators and targets for 2014/15.

2. BACKGROUND INFORMATION

- 2.1 An updated version of the Council Strategy was approved in June 2014. 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 plan includes 35 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 key actions that the directorate will aim to complete in order to help 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 as identifying any associated training and development needs. This is critical in continuing to meet our obligations under the 'Investors in People' standard.

2.6 The plan is a 'live' document that will continue to be developed and improved to reflect progress that is being made.

2.7 The Places Senior Management Team monitors progress against key actions and indicators on a monthly basis.

2.8 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 2014/15 and priority indicators and targets.

3.2 Option 2 – That the Cabinet Member does not approve the Places Directorate Plan 2014/15 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.
- 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.

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

- 5.1 In February 2014, 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. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

- 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 AND CONFLICTS OF INTERESTS DECLARED

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

8. RECOMMENDATIONS

- 8.1 That the Places Directorate Plan 2014/15 be approved.

DIRECTOR OF PLACES

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Date: September 2014

Background Papers used in the preparation of this report:

- Council Strategy
- Directorate Plans for Policy and Resources and People
- Minute 139(13) of the Policy and Resources Cabinet Member of 21 July 2014
- Minute 142(6) of the People Cabinet Member of 28 July 2014



“Aspiring People,
Inspiring Places.”

DIRECTORATE PLANS 2014-2015



People

Places

Policy and Resources

INTRODUCTION

This is the 2014-2015 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.



MANAGEMENT

Senior Management Team

The Places Directorate is made up of four divisions, that together include a wide variety of significant front line council services. These include functions, ranging from Building Control to Sport, Leisure and Culture, and from Highways and Transport to Climate Change and Sustainability. The Programme Director - Strategic Projects also reports to the Director.

One of our key priorities in last year's plan was to build these areas into one directorate - at the same time striving toward putting our customers first, working as one council, and ensuring a consistent focus on achieving the council's priorities. Altogether making a real difference for people living, working in and visiting North Lincolnshire.

Significant progress has been made towards achieving this priority and we will continue to strive to ensure this focus is maintained.

We remain fully committed to developing the commercial policy agenda by attracting new customers for our services as well as maintaining our current markets. This continues to demand real commitment from all staff to '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 with the directorate.

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	Home Link
Adult Community Learning	Customer Contact Centre
Public Library Service	Customer Service Standards and Complaints
Registration Service	Sport, Leisure and Culture
Education Library Service	Arts Development
Multi-purpose Customer Service Sites	Entertainments/Theatres
Local Links	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



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)

Technical & Environment Services

Animal Health	Homelessness Prevention
Pollution Control	Alcohol treatment & substance misuse
Air Quality and Noise Nuisance	Anti-social behaviour
Food Safety and Inspection	Crime reduction, prevention & analysis
Health and Safety at Work	Domestic violence
Infectious Diseases	Integrated offender management
Pest Control	Neighbourhood watch development
Health Improvement	Counter terrorism strategy
Climate Change and Sustainability	Neighbourhood Action Teams
Metrology	Emergency Planning
Fair Trading and Trading Standards	Public Rights of Way
Licensing and Taxi Licensing	Security Control Centre
Countryside Access Investigation	Car Parking & Enforcement
Enviro-crime	
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	



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

Strategic Asset Management
 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)
 Delivery of the Residual Municipal Waste Treatment and Disposal Service



WORKFORCE Profile

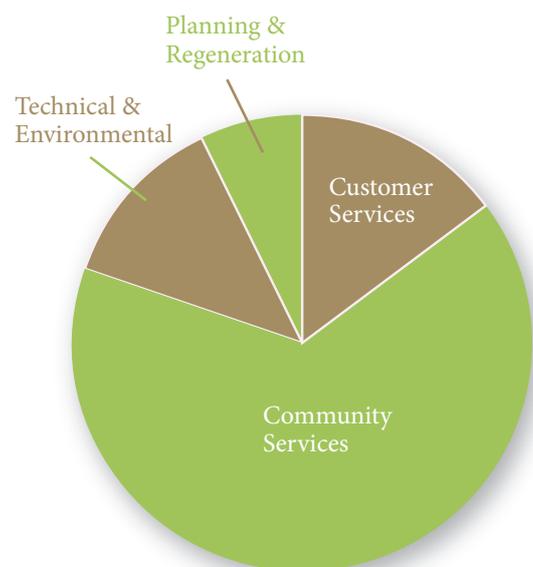
There are a total of 1,786 staff within the Places Directorate, as at 31 March 2014. The table below provides more information on the diversity characteristics and working patterns of the staff in the directorate and compares with the council as a whole and North Lincolnshire.

Directorate	FTE	Total	Gender		BME %	Disabled %	Age						Hours		Appraisals %
			F %	M %			<25 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %	FT %	PT %	
People	992.24	1,200	87	13	2.67	5.50	4	17	21	34	23	2	51	49	75
Policy & Resources	340.58	380	69	31	2.37	6.84	7	17	27	32	17	1	68	32	91
Places	1326.05	1786	62	38	2.07	3.53	5	13	18	35	25	5	44	56	77
Community Services	752.57	1063	60	40	1.32	3.01	3	8	17	36	28	7	40	60	82
Customer Services	257.34	398	75	25	3.27	3.52	10	20	18	30	21	2	34	66	78
Planning & Regeneration	193.60	214	52	48	1.87	5.61	7	18	21	35	18	1	68	32	59
Technical & Environment Services	98.92	105	57	43	5.71	3.81	5	15	23	39	18	0	78	22	60
North Lincolnshire Council	4078.99	5563	79	21	1.92	3.20	5	16	24	33	20	3	41	59	78
Local population			51	49	2.5	15.05	15.6	18.2	21.6	20.8	16.8	7	-	-	-

FINANCIAL Profile 2014-15

Directorate	Revenue £000	Capital £000
People	66,298	19,277
Policy & Resources	12,256	705
Places		
Customer Services	5,465	5,500
Community Services	25,150	13,818
Technical and Environmental	4,127	4,492
Planning and Regeneration	2,857	17,690
Strategic Projects	852	
Total Places	38,451	41,500
Council Total	142,112	61,482

Places Analysis



KEY PARTNERSHIPS & JOINT WORKING ARRANGEMENTS

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

Alkborough Flats Partnership	Humberside Airport Board
Aviation Heritage Forum	Humber Road Safety Partnership
Barton Tourism Partnership	Lincolnshire Nature Partnership
Flood Forum	Lincolnshire LEP
Home Choice Lincs	Local Education Partnership
Humber Authority Calibration Test Centre	Local Resilience Forum
Humber Bridge Board	Safer Neighbourhoods Partnership
Humber Emergency Planning Service	South Bank Youth Dance Hub
Humber Head Levels and Moors Partnership	South Humber LEP
Humber Local Enterprise Partnership (LEP)	Yorkshire and Humber Trading Standards Group
Humber Relevant Authorities Partnerships	Safeguarding Adults/Childrens Boards

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

Brigg Traders Business Partnership	North Lincolnshire Obesity Strategy Group
Heritage Open Day	Yorkshire and Humber Joint Verification Service
Humber Sports Partnership	

DETERMINANTS OF HEALTH AND WELL-BEING

In April 2013, 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 a key role to play in improving the health and wellbeing of the population in North Lincolnshire. The environment in which we live directly affects our physical and mental health.

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"> • 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 	<ul style="list-style-type: none"> • Leisure centres • Licensing pubs and clubs 	<ul style="list-style-type: none"> • Registration services • Sports development

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With councils taking on more responsibility for the health and wellbeing of their population, and Public Health staff transferring to the Council in April 2013, much has been achieved in the first year. Our priorities 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 weight.

During 2013/14 we carried out research to understand why some of our communities do not access NHS Stop Smoking Services. In one ward we found that 81% had tried to stop smoking before, but of these only 27% had used NHS services. Given that a combination of Nicotine Replacement Therapy (NRT) and support is shown to be the most effective means of giving up, we were aware that we needed to commission a new service that would appeal to residents and provide flexible and easily accessible support. A new service will be up and running from the 1st July 2015.

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 your chances of living longer. Therefore, in order to support the leisure centres that the Places Directorate operates, Public Health have committed an investment of £x

During 2013/14 we have been working to improve the support that is available to people who are above a healthy weight. For children and their families we have piloted a programme called the Get Going Programme. This programme works with young people from 4 – 16 years of age who are above a healthy weight. It works on a one to one basis with the family to support changes in behaviour around eating and physical activity. The first year of the programme has been so successful that Public Health will be funding the programme for a further 3 years.

For adults we have undertaken a process of Experience Led Commissioning for supporting people to achieve and maintain a healthy weight. This process ensures that people are put at the heart of the commissioning process, ensuring that the service that is commissioned meets the needs of individuals. We will have a new adult weight management programme up and running from 1 September 2014.

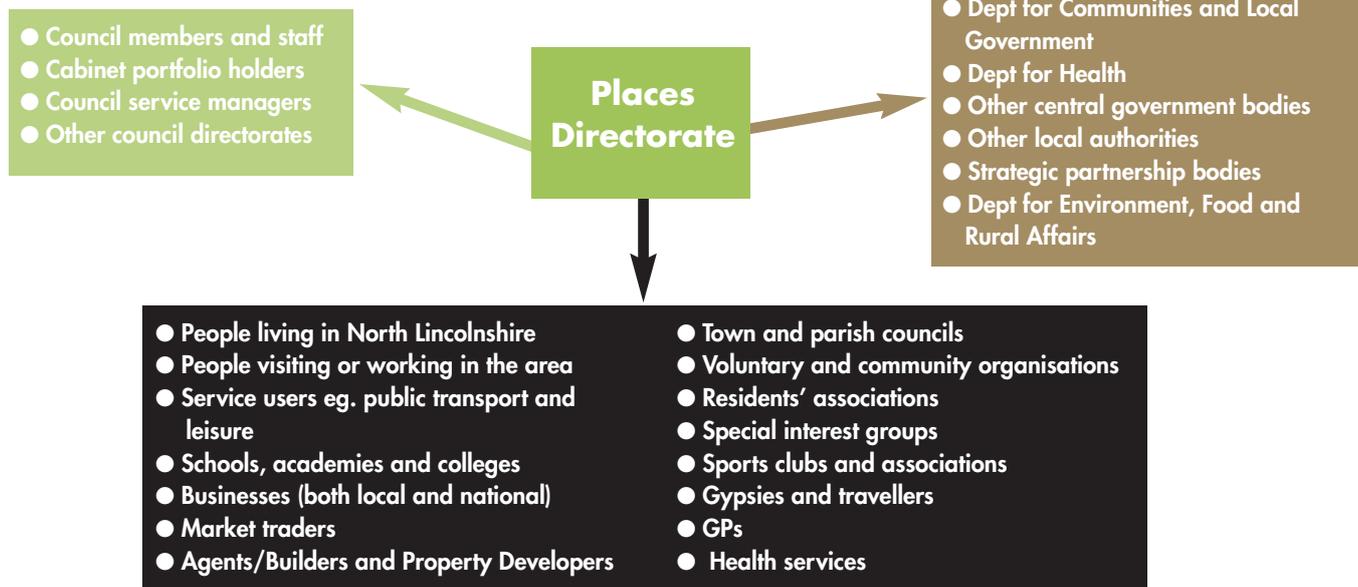
STANDARDS

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

PERFORMANCE PROFILE FOR CUSTOMERS

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



SERVICE ACTIVITY 2013-14

The table below provides an overview of the key service activity that has taken place in 2013-14 within the directorate.

Number of Bus Passenger Journeys: 3,925,647	Face to face enquiries handled by Local Links: 124,350	Interactions with Businesses by Economic Development Team: 4,535
Number of passengers transported by voluntary drivers: 7,422	Total number of library transactions: 965,072	Number of Major Planning Applications processed: 39
Children having taken part in road safety education sessions: 8,114	Total number of new births registered: 1,929	New enquiries handled by the Economic Development Team: 628
Children having taken part in road safety training: 2,536	Total number of deaths registered: 1,643	On-street parking penalty notices issued: 7,738
Number of cycle trips on the new Connect 2 Cycle Route measured at three main points: 4,941	Number of marriage notices issued: 1,172	Off-street parking penalty notices issued: 3,838
Total number of waste and recycling collections completed: 7,723,872 (99.93%)	Number of nationality checks processed: 162	Pay and Display car park tickets issued (Scunthorpe, Ashby and Brigg): 1,491,539
Total number of waste and recycling collections missed: 3,562 (0.07%)	Total number of Register Offices Marriages conducted: 140	Number of complaints dealt with that were passed by Consumer Direct (Citizens Advice Consumer Helpline): 691
Total tonnage of municipal waste collected and received: 89,072	Total number of Marriages conducted in the Civic Suite: 141	Number of homes at which Energy Efficiency Measures were installed: 71
Number of jobs raised on the network of non-principal roads: 3,753	Visits by customers to the Pods: 429,885	Number of home assistance support enquiries dealt with: 834
Number of jobs raised on the network of principal roads: 229	Total visits to all sports facilities: 1,065,854	Number of Handyman Enquiries dealt with: 2,346
Number of street lighting repairs completed: 2,103	Total visits to all cultural services venues: 250,393	Preventions of Homelessness: 899
Number of enrolments to Adult Community Learning: 3,269	Building Regulations applications processed: 8,765	Total number of crimes recorded: 10,434
Total calls handled by the council's customer contact centre: 78,507	Number of visitors to Waters Edge Country Park and Visitor Centre: 145,566	Total number of Disabled Facility Grants: 95
Calls handled by the council's customer contact centre in relation to services at the Pods: 57,753	Customers advised at Brigg Tourist Information Centre: 39,250	Total number of Disabled Facility Grants completed: 84
	Number of calls received from Care Call Clients: 51,954	

KEY ACHIEVEMENTS IN 2013-14

During 2013-14 the directorate has achieved the following:

The council received approval and were awarded the Northern Lincolnshire Broadband ERDF contract to provide 92.5% of premises access to superfast broadband by 2015.



The council received the go-ahead for the £450m Able Marine Energy Park (AMEP). AMEP is the largest offshore wind manufacturing facility in Europe, which will create around 4,000 local jobs.

Highways and transport Teams moved from Brigg Road and Midland Road depots to larger and improved facilities at Billet Lane. Advantages of the move include under cover vehicle and salt storage, and savings of £350,000 previously set aside for a new salt barn at the Brigg Road site.

A package was agreed by members for free car parking – extending to two hours free car parking in Ashby, Scunthorpe Market and Mary Street Coop car parks. The Parishes car park was also switched to pay and display, allowing staff savings, and will be free after 2pm.

The Discover North Lincolnshire marquee, designed by the Tourism and Town Centres Team won the Constance Eastwood Challenge Cup for the best non-agricultural stand at the Lincolnshire Show.

A new Crosby Link facility opened in July in the Citizens Advice Bureau premises on Oswald Road, Scunthorpe.

School Catering and Building Cleaning secured two contracts to support schools outside North Lincolnshire.

The council was invited by Rescue Day organisers to attend the event at 7 Lakes Country Park on 13 July. Highways and Fleet teams represented the council by displaying five vehicles and providing information around their 'adverse weather' theme. The theme focussed around flood management and winter service provision.

North Lincolnshire Museum and 20-21 Visual Arts Centre both received a bronze award for the Opening Doors Disability Standards North Lincolnshire.



The museum and Normanby Hall Country Park collected the Sanford award granted by the Heritage Education Trust and Bishop Grosseteste University, Lincoln.

20-21 won the Connect10 Museums at Night competition for the second year running.

The museum received an award for leading learning forward teaching school alliance partner November 2013/14.

Free swimming lessons were provided for the 16yrs and under age group throughout the school summer holidays.

The Brigg Farmers' Market was chosen as the Farm Shop and Deli Awards market of the year.

The Building Schools for the Future Programme continued to deliver a transformation in our secondary school buildings with the progress of projects at St Bedes and Frederick Gough schools.

Woodlands Crematorium was awarded the Green Flag status for the 5th year running, together with Kingsway Gardens who won the award for the 6th year running.

Confirm OnDemand was launched with modules enabled to allow the system to provide a wider variety of tasks and pave the way for mobile working. It also facilitates easier home working, whilst reducing overall internal IT costs.

The Environmental Health Team launched their new air quality web site. The web site provides understandable air quality data for North Lincolnshire used by council staff, consultants and the public.

North Lincolnshire was particularly badly hit by the storms and floods in December and numerous employees from across the Places directorate selflessly went the extra mile in a variety of different roles on those two days, and during the subsequent recovery efforts, often in extreme difficult circumstances, to support residents and communities, in addition to keeping their own services operational.

The project element of the 2008/13 RDPE LEADER Programme has been successfully completed. Overall this has secured over £2m of funding for projects across North Lincolnshire, ranging from investment in small scale infrastructure projects such as village hall improvements, to larger tourism projects intended to benefit the whole area.



The new Chatterbox Children's Reading Group at Brigg Library had an early success by winning a national competition run by the Royal Shakespeare Theatre Company. The group won tickets to see a production of Wendy and Peter Pan at Statford upon Avon in December.

The Scotter House Place of Change opened on 4 February. The £2m conversion of the former Scotter House care home in Dorchester Road, Scunthorpe will see up to 22 people accommodated in the one-bed flats.

The Adult Learning Team was inspected by the Cambridge Examining Board for their ESOL exam process and was awarded the rating of 'Fully Competent'.

A letter of congratulations was received from Richard Benyon MP (Minister for Natural Environment, Water and Rural Affairs) by the Humberhead Levels Nature Improvement Area (NIA), of which the council is a major partner. He wrote to congratulate the council and its partnership on the impressive achievements on the council's first year as a Nature Improvement Area.

'Invest in North Lincolnshire' web site went live. The council's vision is to regenerate and increase prosperity in North Lincolnshire and is committed to attracting business investment and creating employment opportunities for all ages. These key developments will not only help us to achieve our vision, but also unlock investment opportunities for businesses wanting to locate and invest in North Lincolnshire.



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.

	2013/14 Actual	2014/15 Upper Target	2014/15 Lower Target
Excellence in customer service			
Customer Satisfaction	New	TBC	TBC
DFGs - Ave number of weeks taken	47	26	38
Satisfaction on school catering (Head teacher survey)	87.8%	90%	85%
Complaints Upheld	42.2%	35%	40%
Community based projects supported with grant aid	96.02%	95%	85%
Noise Pollution - Number of complaints per year about noise pollution	7.5%	7%	8.5%
Regenerate our area and increase prosperity			
% decrease of those claiming JSA	New	2%	1%
Number of businesses receiving specialist business support	New	160	120
Processing of planning applications - Major applications - 13 weeks	83.72%	65%	62%
Net Additional homes	379	841	379
% increase in the number of premises and residents able to access Superfast Broadband	New	92.5%	92.5%
CO ² emissions - reduction from fleet vehicles	4.5%	4%	2%
Principal roads where the maintenance should be considered	3%	3%	5%
CO ² reduction from Local Authority operations	-28%	-33%	-30%
% decrease of those aged 18-24 claiming JSA	New	1%	0.5%
Reduction in Fuel Poverty	15.8%	15.8%	15.5%
New Enterprises	New	2%	1%
Delivery against the Transport Action Plan	72%	90%	80%
Make our communities safer and stronger			
Total number of crimes recorded	10,434	10,434	10,434
Killed and Seriously Injured	110	122	122
Number of properties reduced food risks	36	79	10
Excess weight in 4-5 year olds	24.9%	24.9%	24.9%
Excess weight in 10-11 year olds	33.4%	33.4%	33.4%
Excess weight in adults	70.1% (2012)	70.1%	70.1%
Smoking prevalence (smoking in pregnancy)	17% (2012)	15%	16%
Smoking prevalence in Adults	24.5% (2012)	21%	23%
Alcohol related admissions to hospital	632	632	632
Drug Completion - Successful Treatment (Opiates)	6.6%	7.1%	7.2%
Drug Treatment - Successful Completion (Non-Opiates)	32.9%	38%	39%
Number of those threatened with homelessness for whom advice & support prevented homelessness	887	900	800
Improved street and environmental cleanliness (litter)	5%	1%	5%
Air Pollution - Number of days exceeding the 24 hour mean PM10	131	84	142
Provide value for taxpayers' money			
Increase in Business Rate Base	New	TBC	TBC
Increase in income on commercial property portfolio	New	TBC	TBC
The Percentage of municipal waste sent for landfill	51%	45%	55%

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.

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
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 2013-15 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 Taxpayers' 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
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 To 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
1. 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
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 economic partnerships Deliver the Northern Lincolnshire 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 Lincolnshire Lakes 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

PLACES DIRECTORATE

KEY PRIORITIES 2014/15

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 Consultancy Framework and establish Partnership Board for Construction Procurement	✓	✓		✓
• Implement appropriate service reviews	✓	✓		
• Develop residual waste contract arrangement post 2017	✓	✓	✓	✓
• Monitor and Devlivery of the Highways programme of works including prioritisation	✓	✓		✓
• Deliver Fleet Compliance action plan phase 2 and 3	✓			
• Establish a Green Fleet Policy	✓	✓		✓
• Deliver improvements to HRC sites, including access and usage	✓	✓		
• Deliver divisional requirements of the Directorate IT Plan	✓	✓		
• Expand the catering service to provide free school meals to key stage 1 pupils for the 2014/15 school year	✓	✓	✓	

TECHNICAL & ENVIRONMENT	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
• Introduce new methods of customer consultation to comply with the new Regulators Code	✓			
• Improve Community Safety			✓	
• Prioritise and facilitate remediation of areas of contaminated land				✓
• Early intervention to reduce the number and impact of homelessness	✓		✓	
• Introduce new Licensing Initiatives			✓	
• Develop Partnership Opportunities	✓	✓	✓	
• Lead/Work in partnership to deliver improvement to the environment	✓			✓
• Deliver the Carbon Management plan programme of works to meet the target of a 33% reduction by 2014/15		✓		✓
• Develop and implement a pilot project to reduce smoking prevalence in secondary schools	✓		✓	
• Deliver Health Improvement for North Lincolnshire Council Employees	✓		✓	

How this will link to the Council Priorities

PLANNING & REGENERATION	Link to Council Priorities			
	Excellence in Customer Service	VFM	Stronger Communities	Regenerate our Area
• Delivering the right choice of homes	✓		✓	✓
• Deliver the capital programme		✓		✓
• Creating a strong, thriving economy		✓	✓	✓
• Raise and develop the profile of North Lincolnshire as a place to live, work and play	✓		✓	✓
• Deliver the Regeneration Strategy	✓		✓	✓

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	✓	✓		
• Maximise technology to achieve channel shift and improve service to customers	✓	✓		
• Develop effective partnerships to improve delivery and access to services for customers	✓	✓		
• Improve understanding of performance and value for money for customer contact	✓	✓		
• Ensure Customer Service functions and staffing are fit for future purpose, efficient and VFM	✓	✓		
• Develop and deliver plans to contribute to improving learning, skills and employability in North Lincolnshire			✓	✓
• 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	✓	✓	✓	
• Deliver the Public Health funded Active Together programme to increase physical activity levels	✓	✓	✓	

