

**NORTH LINCOLNSHIRE COUNCIL**

**CABINET**

**UPDATED COUNCIL STRATEGY 2013-2017**

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

1.1 To approve the Council Strategy for 2013-2017

1.2 The key points in this report are:

- The Council Strategy is a four year plan which sets out our vision and strategic priorities together with our aims and key actions.
- This strategy updates the Council Strategy 2012-16 that was approved by Cabinet in July 2012

**2. BACKGROUND INFORMATION**

2.1 In July 2012 Cabinet approved the Council Strategy 2012-16

2.2 Since the strategy was approved we have worked hard to demonstrate out commitment to 'one council, putting our customers first'. Notable achievements during the year have included:

- Successful transfer of public health functions to the council
- Successful relocation of Brigg Library and Local Link to the Angel along with the opening of a new heritage centre and the return of the Brigg 'Raft'.
- Adopted a commercial policy to drive an ambitious new income generation programme
- Recruited 61 apprentices into the council
- Successful deployment of new winter policy arrangements to improve the safety passage on our highway network during adverse weather
- Implementation of a range of free parking initiatives in support of our key town centres
- Put in place new arrangements for the collection of household waste with minimal disruption to residents
- Successfully hosted a leg of the London 2012 Olympic torch relay on a route through North Lincolnshire
- Balanced budget delivered and 4 year plan approved
- Administration of £10m Regional Growth Fund to create 439 jobs over three years

- Received Ofsted outstanding ratings for looked after children, fostering services and short break services for children with disabilities
  - Adopted a new corporate parenting pledge, with full commitment from the Council and partner agencies.
  - Major investment work started on final two BSF projects
  - Highest level of judgement for adult provision inspected.
- 2.3 The council vision as set out in the 2012 strategy remains unchanged. The strategy presents a summary of the 2011 census data for the area and sets out the strategic priorities for the next four years.
- 2.4 The priorities and aims have been revisited to ensure they are still 'fit for purpose'. It is felt that the original priorities remain relevant and therefore remain unchanged. The aims and actions have also been revisited with completed actions removed. Amendments have been made to respond to the changing environment and reflect new and emerging agendas. The updated priorities and their aims are:

**Priority 1 – Excellence in customer service**

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

**Priority 2 – Provide value for money**

- Spend on priority services providing value for money and keep our council tax as low as possible
- Manage our finances and balance our budget
- Manage our assets in the interests of the community
- Increase revenue through commercial activity to ensure services remain viable, effective and value for money

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

- Ensure children, young people and vulnerable adults feel safe and are safe
- Ensure everyone in North Lincolnshire feels safe and are safe in their own home and are protected in their community
- Raise aspirations and empower our young people
- Value and support independence for our older residents, carers and those with special needs
- Improve population health and well being by reducing inequalities across all life stages and all communities
- Encourage volunteering and support community projects

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

- Attract business investment and create employment opportunities for all ages
- Support housing development and improve existing housing stock (both social and private) where there is evidence of need
- Provide a high quality transport infrastructure for individuals and businesses

- 2.4 The strategy has been updated to reflect the progress made to date and the changing environment. It incorporates new agendas including the transfer of public health into local authorities and the recent drive to become more commercial.
- 2.5 As in previous years each priority will be addressed through a number of aims and supporting actions, which will be implemented and managed in line with the council's performance management arrangements.
- 2.6 We will continuously monitor the delivery of the strategy through monthly performance scorecards. The measures that we use have been revised to ensure that they are more outcome focused and that they address the new agendas detailed in Para. 2.4. These measures are shown in Appendix A.

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

There following options are suggested for consideration by Cabinet

- 3.1. Option 1 – That Cabinet approve the updated council strategy 2013-17 and the measures at Appendix A.
- 3.2 Option 2 – That Cabinet does not approve the strategy and associated measures and requests changes.

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

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

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

- 5.1 In February 2013 Full Council approved the council's budget and spending priorities for the next four years. The council strategy helps the council focus on the approved priorities and is a critical step in ensuring the council achieves value for money
- 5.3 All supporting strategies and plans will need to be reviewed to ensure they align with the priorities identified in the council strategy.

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

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

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

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

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

## **8. RECOMMENDATIONS**

8.1 It is recommended that Cabinet approve the Council Strategy 2013-2017 and its associated performance measures.

CHIEF EXECUTIVE

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North Lincolnshire  
DN16 1AB  
Author: Rachel Johnson  
Date: 16 June 2013

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

Council Strategy 2012-16



# North Lincolnshire Council **COUNCIL STRATEGY** 2013-2017

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



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# INTRODUCTION

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Since this strategy was approved in July 2012 the council has worked hard to demonstrate its commitment to ‘one council, putting our customers first’. Notable achievements during the year have included:

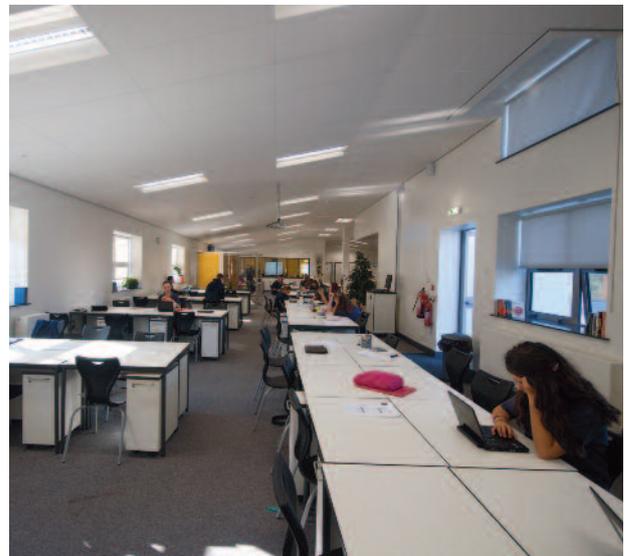
- Successful transfer of public health function to the council;
- Successful relocation of Brigg Library and Local Link to the Angel along with opening a new heritage centre and the return of the Brigg ‘Raft’;



- Adopting a commercial policy to drive an ambitious new income generation programme;
- 61 apprentices recruited into the council;
- Successful deployment of new winter policy arrangements to improve the safe passage on our highway network during adverse weather;
- Implementation of a range of free parking initiatives in support of our key town centres;
- Put in place new arrangements for the collection of household waste with minimal disruption to residents;
- Successfully hosted a leg of the London 2012 Olympic Torch Relay on a route through North Lincolnshire;



- Balanced budget delivered and four-year plan approved;
- Administration of £10m Regional Growth Fund to create 439 jobs over three years;
- Received Ofsted ‘outstanding’ ratings for looked after children, fostering services and short-break services for children with disabilities;
- Adopted a new corporate parenting pledge with full commitment from the council and partner agencies;
- Major investment work started on final two Building Schools for the Future projects;



- Highest level of judgement for adult provision inspected.

This refreshed strategy builds on the priorities set out last year and identifies the key aims and actions that will guide our work for the next four years.

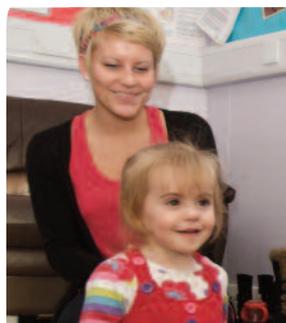


Cllr Liz Redfern  
LEADER OF THE COUNCIL



Simon Driver  
CHIEF EXECUTIVE

# OUR VISION AND PRIORITIES



**Our council will:**

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

# PEOPLE, PLACES AND RESOURCES

4

Since the original strategy was launched, the 2011 census data has been published. The census shows that 167,400 people live in our area. Between 2001 and 2011 the resident population grew by 9.5% and is expected to grow by a further 14% between now and 2035.



All areas of North Lincolnshire have enjoyed growth with the greatest population increase being in the Ashby ward which grew by 30% following significant housing development in the area. More than

half of our population (52%) live in North Lincolnshire's six market towns and 80+ villages and hamlets, with the remainder living in Scunthorpe.

The Black and Minority Ethnic (BME) population was 7.2% of the total North Lincolnshire population (12,053) in 2011. The largest communities are 'other white' including Polish and Lithuanian residents. Furthermore, 6.5% (6,634) of residents said they were born outside the UK, including 2,624 people born in Poland, 1,915 from Southern Asia and 759 from Africa. Between 2001 and 2011 the number of people aged 55 years and older grew by 19%, compared with a 13.5% rise amongst this age group nationally. Within this

there was a 34.5% increase in those aged 85+. All of these factors will have an impact on the demand for, and future shape of, public services in our area.



22.6% of the local population currently work in manufacturing. Future growth sectors include high value, high

skilled jobs in alternative energy technology, engineering and logistics, as well as supporting industries in leisure and tourism, including the North Lincolnshire Lakes.

The area benefits from higher than average earnings: the average male full time earnings are

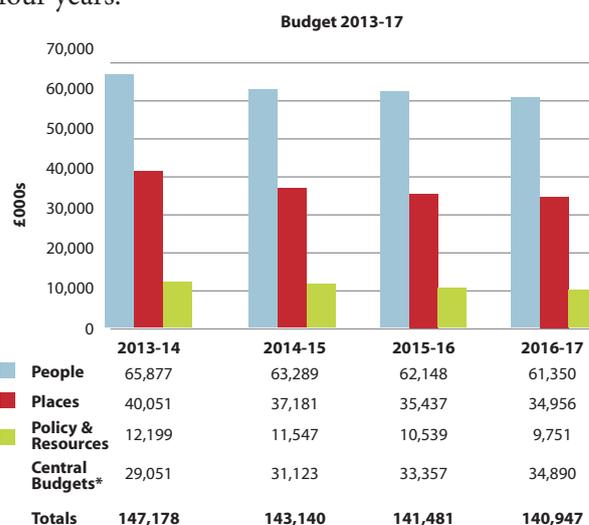
£535 per week, compared with a regional average of £465. The average house price in North Lincolnshire is £107,543 compared with a national average of £160,372. Home ownership is falling with 69.8% of households being owner occupied, down from 73% in 2001. 80% of private sector housing in North Lincolnshire meets decency standards.

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

The three guiding principles we developed last year continue to help us concentrate our activities and refocus the organisation to respond to the challenges ahead. These are:

**Make best use of our spending in a constructive manner, responding to our customers' priorities.**

The chart below shows the council's revenue budget and the reductions that will take place over the next four years.



\* Includes pay and price contingency of £6.6m for the four year period.

In order to meet these challenging financial targets we have embarked upon a journey of transformation. This includes a number of service reviews, soft market testing exercises and other initiatives to improve efficiency and value for money.

### Function in a team environment to provide high quality, efficient and effective value for money services

The leadership of the council is provided by 43 local councillors elected by the residents of North Lincolnshire. The current political make up of the council is 23 Conservative and 20 Labour councillors. The senior management of the council was reviewed in 2012 and a new structure is now in place. The council has four directors who report to the Chief Executive. The council employs 3,522 people, with a further 2,178 in schools.



**Frances Cunning**  
DIRECTOR OF PUBLIC  
HEALTH



**Denise Hyde**  
DIRECTOR OF PEOPLE



**Peter Williams**  
DIRECTOR OF PLACES



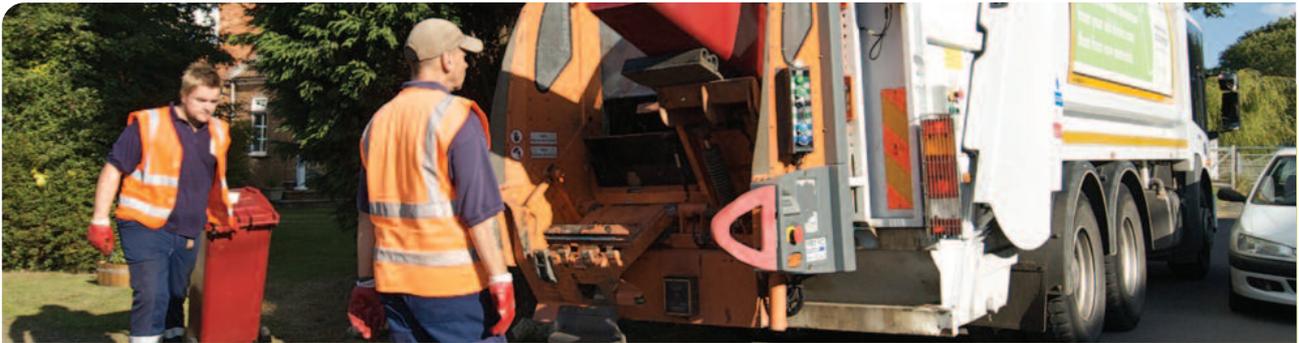
**Mike Wedgewood**  
DIRECTOR OF POLICY  
AND RESOURCES

### Work to improve the health and well being of the residents of North Lincolnshire

On 1 April 2013 the council took over the responsibility for public health from the NHS. In order to improve the health and well being of the residents of North Lincolnshire, a Health and Wellbeing Board has been established. The vision of the board is “that North Lincolnshire is a healthy place to live where everyone enjoys improved well being and where inequalities are significantly reduced”.

A key role for the health and well being board is to assess local needs (via preparation of the Joint Strategic Needs Assessment) and to develop a Joint Health and Well Being Strategy (JHWS) to address identified need. The priorities identified in the JHWS have been embedded within this strategy and the council recognises the huge impacts of its services on health and well being – such as housing, education, environment, leisure services and social care. By improving these, alongside closer working with partner agencies, we can make a real difference to the health and well being of the people of North Lincolnshire.

# OUR PRIORITIES



## 1 Excellence in customer service

### Our aims

### Where do we want to be? (Outcomes)

### How are we going to get there? (Actions)

Provide high quality customer focused services

Services that best meet customer needs, including the most vulnerable in our communities, resulting in high levels of customer satisfaction and improved outcomes

- Improve arrangements for measuring and improving customer satisfaction
- Ensure that we continue to provide services which are accessible to everyone
- Deliver the cross council commissioning programme
- Develop methods to understand customer needs in order to improve service delivery and value for money
- Ensure the delivery of excellent front line operational services

Respond in a timely manner to customer requirements

Accessible services based on standards that meet customer expectations and improve outcomes

- Enhance customer feedback arrangements
- Improve customer access to services through a range of channels
- Ensure all services deliver on their customer standards and key performance targets

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

- Review mechanisms that give local people the ability to influence how service delivery is designed and delivered
- Demonstrate value for money by being open and transparent

# OUR PRIORITIES



## 2 Provide value for taxpayers' money

### Our aims

### Where do we want to be?(Outcomes)

### How are we going to get there? (Actions)

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

- Deliver savings whilst maximising positive impacts on service performance
- Spend only on core services and locally agreed priorities
- Invest in preventative activity to save costs in the future
- Increase capacity to understand our cost drivers
- Use cost, performance and customer satisfaction intelligence to help improve services
- Introduce a category management model for procurement to drive further cost reduction
- Reduce reliance on energy and minimise the amount of carbon produced
- Deliver the waste management strategy

Manage our finances and balance our budget

A financial strategy that delivers our priorities providing value for money and smarter working

- Deliver the 2013/17 budget
- Achieve identified savings
- Provide effective stewardship of public funds

Manage our assets in the interests of the community

Rationalised council buildings and smarter working which eliminates duplication and reduces costs and supports community priorities and needs

- Mainstream agile working principles
- Deliver the IT/digital plan
- Deliver projects to support community priorities

Increase revenue through commercial activity to ensure services remain viable, effective and value for money

Effective and flexible response to budget pressures and investment for areas that support agreed local priorities

- Implement a robust commercial strategy through determination of commercial priorities and achievement of commercial indicators
- Maximise collection of council tax and business rates owed to the council

# OUR PRIORITIES



## 3 Make our communities safer and stronger

### Our aims

Ensure children, young people and vulnerable adults feel safe and are safe

Ensure everyone in North Lincolnshire feels safe and are safe in their own home and are protected in their community

Raise aspirations and empower our young people

### Where do we want to be? (Outcomes)

Staff know, accept and act on their safeguarding responsibilities

A reduction in crime and an enhanced environment for the area that enables communities and individuals to feel safe and be safe

Young people are at the centre of decision making on issues that affect their lives, taking responsibility for their own behaviour and making confident and informed decisions about their futures

### How are we going to get there? (Actions)

- All staff will receive e-training on safeguarding and uptake will be monitored
- Act on the findings of the annual perception survey of children and young people

- 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
- Reduce the number of people killed or injured on our roads
- Provide safe facilities for both service users and staff

- Ensure that all children and young people have access to high quality learning provision that meets their needs and aspirations
- Invest in support so that children make the best start in life
- Increase the opportunities for young people's voices to be heard
- Council and partners promote culture of success for children and young people
- Promote young people's readiness for the world of work
- Continue to act as an involved corporate parent

# OUR PRIORITIES

## 3 Make our communities safer and stronger, continued

### Our aims

### Where do we want to be? (Outcomes)

### How are we going to get there? (Actions)

Value and support independence for our older residents, carers and those with special needs

People will have choice and control over their own lives

- Provide support to enable people to regain independence and achieve improved quality of life
- Ensure that people have a positive experience of care
- Enable people to be able to access community resources to stay independent
- Provide a personal budget to people with long term needs to enable them to choose how their needs are met

Improve population health and well being by reducing inequalities across all life stages and all communities

All council policies and strategies contribute to closing the inequality gap and people are supported and challenged to make positive choices

- Deliver the council's diversity commitments and projects making a real difference to the delivery of local priorities and needs, thereby reducing inequalities
- Address the drivers of family poverty and reduce the impact on families
- Ensure all children are given the best start
- Develop strategies for strengthening the health and well being of our workforce
- Deliver the health and wellbeing strategy

Encourage volunteering and support community projects

A network of enthusiastic, able and willing volunteers for deployment across all aspects of community life

- Encourage the development of a vibrant voluntary and community sector
- Address social isolation and promote positive communities

# OUR PRIORITIES



## 4 Regenerate our area and increase prosperity

### Our aims

### Where do we want to be? (Outcomes)

### How are we going to get there? (Actions)

Attract business investment and create employment opportunities for all ages

A diverse and growing economy supported by an adaptive and highly skilled workforce that meets future needs of North Lincolnshire

- Deliver the council’s regeneration strategy
- Deliver regional growth fund project
- Improve life skills for the working-age population of North Lincolnshire
- 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 Programme

Support housing development and improve existing house stock (both social and private) where there is evidence of need

Meet the diverse and growing housing needs of all of our communities in North Lincolnshire

- Deliver the housing strategy
- Deliver the Local Development Framework
- Work in partnership with developers and housing associations to deliver sustainable housing and improve quality of life for residents
- Engage with private landlords to improve the quality of rented housing

Provide a high quality transport infrastructure for individuals and businesses

Infrastructure improvements to the highways network that encourage new investment into the area

- Enhance people’s health and well being through the promotion of healthy modes of travel and provision of a high quality integrated transport system
- 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

# CONTACT INFORMATION

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Investors in Diversity



INVESTOR IN PEOPLE



NORTH LINCOLNSHIRE COUNCIL

www.northlincs.gov.uk

**NORTH LINCOLNSHIRE COUNCIL STRATEGY  
KEY PERFORMANCE MEASURES**

**Appendix A**

PRIORITY 1: Excellence in customer service		
Our aims	Where do we want to be (OUTCOMES)	Key Outcome Measures
1. Provide high quality customer focused services	Services that best meet customer needs, including the most vulnerable in our communities resulting in high levels of customer satisfaction and improved outcomes	1 Availability of Council Website and Customer Self Service Tools
		2 Increase in website traffic as a result of improved customer self service / digital access to the information and services that they need most
		3 Missed refuse and recycling wheeled bin collections
		4 Percentage of customers who are satisfied with the finished built product/facility
		5 Percentage of children achieving first choice in school admission (primary/secondary)
		6 Rate of Improvement in Service Critical KPI's
2. Respond in a timely manner to customer requirements	Accessible services based on standards that meet customer expectations and improve outcomes	1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
		2 Delivery times (end to end) for Disabled Facilities Grants
		3 Claims reports to insurers on time
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	1 Increase the audience for the council's social media presence
		2 Satisfaction on School Catering (Head Teacher Survey)
		3 The number of Upheld External Complaints

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

Our aims	Where do we want to be (OUTCOMES)	Key Outcome Measures
1. Spend on priority services providing value for money and keep our council tax as low as possible	Effective delivery of services with fewer resources, including investment in agreed local priorities	1 Service Areas assessed as having Good Value for Money
		2 Percentage of key performance indicators on-track or within tolerance
		3 Level of Council Tax set
		4 Overall VfM assessment of the council
		5 Percentage of children under 5 from the 10% and 30% most disadvantaged wards accessing Children's Centre services
2. Manage our finances and balance our budget	A financial strategy that delivers our priorities providing value for money and smarter working	1 Percentage of strategic plan actions completed or on-track
		2 Percentage of identified savings achieved
		3 Percentage of Council Tax Collected
		4 National & Non Domestic Rates Collection rate
		5 Deliver cash limited Council Revenue Budget
		6 External Auditor Opinion Unqualified accounts
		7 Percentage of Internal Audit Plan Completed
3. Manage our assets in the interests of the community	Rationalised council buildings and smarter working which eliminates duplication and reduces costs and supports community priorities and needs.	1 Capital Financing Costs
		2 Positive information governance audit opinion
		3 Value of Completed General Fund Disposals
		4 Procurement Savings
		5 Working days lost due to sickness absence
		6 CO2 reduction from LA operations
		7 Municipal waste land filled
		8 Municipal waste recycled at HRC sites
4. Increase revenue through commercial activity to ensure services remain viable, effective and value for money	Effective and flexible response to budget pressures and investment for areas that support agreed local priorities	1 Value of external business retained
		2 Value of New Income streams generated through commercial activity which directly contribute to the council's revenue budget

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

Our aims	Where do we want to be (OUTCOMES)	Key Outcome Measures
1. Ensure children, young people and vulnerable adults feel safe and are safe	Staff know, accept and act on their safeguarding responsibilities	1 Stability of placements of children looked after : number of moves
		2 Assessments for children's social care that were carried out within 45 working days of their commencement
		3 Decisions taken in single duty team within 24 hours
		4 Looked after children's cases which were reviewed within timescale
		5 People with Mental Illness or disability in settled accommodation
		6 Child protection cases which were reviewed with required timescale
		7 Average time for a child to be placed for adoption
		8 Take up of e-training on safeguarding across the council
2. Ensure everyone in North Lincolnshire feels safe and are safe in their own home and are protected in their community	A reduction in crime and an enhanced environment for the area that enables communities and individuals to feel safe and be safe	1 Number of those threatened with homelessness for whom advice & support prevented it
		2 EQS Improved street and environmental cleanliness - levels of litter.
		3 First time entrants to the youth justice system aged 10-17
		4 Recorded Crime
		5 Dwelling Burglary
		6 Criminal Damage
		7 Violence against the person with injury
		8 Reduce shop theft
		9 EQS Improved street and environmental cleanliness - levels of Graffiti
		10 Number of properties with reduced flood risk
		11 Operator compliance VOSA risk score
3. Raise aspirations and empower our young people	Young people are at the centre of decision making of issues that affect their lives, taking responsibility for their own behaviour and making confident and informed decisions about their futures.	1 Rate of permanent exclusions from school
		2 Percentage of pupils in good or better primary schools
		3 Percentage of pupils in good or better secondary schools
		4 Registration of children 0-5 for the imagination library
		5 Percentage of young people attending NLC supported positive activities who complete accredited qualifications through positive activities or community volunteering
		6 Attainment of five A*-C grades at GCSE including English and mathematics by key stage 4
		7 Achievement of a level 3 qualification by age 19
		8 The number of maternities to under 18s per 1,000 women aged 15-17 years
		9 Children In Poverty
		10 Percentage of eligible 2 year olds accessing the early education offer
		11 Proportion of young people (16-18) who are NEET

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

Our aims	Where do we want to be (OUTCOMES)	Key Outcome Measures
4. Value and support independence for our older residents, carers and those with special needs	People will have choice and control over their own lives	1 Proportion of Older People (aged 65 and over) Who Were Still at Home 91 Days After Discharge from Hospital into
		2 Carer quality of life
		3 Proportion of older people (aged 65 and over) offered reablement/rehabilitation services as a percentage of all older people hospital discharges
		4 People with learning disability in settled accommodation
		5 Employment for those with a long-term health condition, including mental illness
		6 Percentage of older people (75+) undertaking well being checks who access community resources to help them stay
		7 Proportion of carers reviewed or assessed as a percentage of service users receiving community based services measured on a rolling 12 months
		8 Social Care clients receiving self-directed support in year to 31 March as a percentage of all clients receiving community based services, and, carers receiving a specific carer service
		9 Proportion of people using social care who receive direct payments in the year to 31 March
		10 Overall satisfaction of people who use services with their care and support
5. Improve population health and well being by reducing inequalities across all life stages and all communities	All council policies and strategies contribute to closing the inequality gap and people are supported and challenged to make positive choices	1 Breastfeeding Rates
		2 Performance against the Equality Objectives
		3 Health Checks Offered and taken up
		4 Emergency readmissions within 30 days of discharge from hospital
		5 Reduction in Neonatal infant deaths and stillbirths
		6 Mortality from causes considered preventable
		7 Excess mortality in adults with serious mental illness
		8 Percentage of parents who have been supported to access training or volunteering that go on to enter the workforce (paid and unpaid)
		9 Alcohol related admissions to hospital
		10 Air Quality
		11 Per Capita CO2 emissions in the local authority area
		12 Achievement of at least 78 points across the Early Years Foundation stage (NI 72)
		13 Excess weight in 4-5 and 10-11 year olds
		14 Smoking Prevalence (in Pregnancy)
6. Encourage volunteering and support community projects	A network of enthusiastic, able and willing volunteers for deployment across all aspects of community life	1 Organisations achieving the supporting volunteers award
		2 Increase the number of voluntary opportunities identified & filled
		3 Local District Election – percentage turnout to elections and referenda
		4 Number of community based projects supported with grant aid
		5 Number of standards complaints received and processed via the council's Standards arrangements

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

Our aims	Where do we want to be (OUTCOMES)	No.	Key Outcome Measures
1. Attract business investment and create employment opportunities for all ages	A diverse and growing economy supported by an adaptive and highly skilled workforce that meets future needs of North Lincolnshire.	1	Investment committed to, job creation through Regional Growth Fund
		2	No of new apprentice's achieving Level 2 qualification through the council's programme
		3	Increase in town centre footfall in Scunthorpe
		4	Invoices paid within 30 days
		5	% Local Spend through contracts let over 10k
2. Support housing development and improve existing house stock (both social & private) where there is evidence of need	Meet the diverse housing needs of all of our communities in North Lincolnshire	1	Processing of major planning applications
		2	Number of significant housing hazards mitigated and the health cost savings
		3	Proactively support the delivery of new homes in North Lincolnshire
		4	Green deal energy efficiency measures
		5	Number of Affordable homes delivered
3. Provide a high quality transport infrastructure for individuals and businesses	Infrastructure improvements to the highways network that encourage new investment into the area	1	CO2 emissions - reduction from fleet vehicles
		2	Delivery against the Community Transport Action Plan
		3	Condition of Category 3 & 4 footway
		4	Principal Roads where maintenance should be considered
		5	Non-principal roads where maintenance should be considered
		6	Condition of unclassified roads