

NORTH LINCOLNSHIRE COUNCIL

**REGENERATION, MARKETING AND STRATEGIC
FINANCE CABINET MEMBER**

**STRATEGIC REGENERATION, HOUSING AND DEVELOPMENT
SERVICE PLAN 2008-11**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To seek approval for the draft service plan for Strategic Regeneration, Housing and Development. (SRHD)
- 1.2 The service plan for SRHD has the key actions for the service over the next three years.

2. BACKGROUND INFORMATION

- 2.1 The 2008-11 SRHD service plan forms a key part of the council's overall strategic plan 'Going Forward Together' by contributing towards the overall vision that the council has for the North Lincolnshire area. It sets out how the SRHD service will deliver the council's major strategic priorities.
- 2.2 The service plan is an essential tool for setting our service developments and priorities for the next 3 years, clearly linking these in with financial planning and performance management.
- 2.3 The attached service plan is for the SRHD service. This service comprises two teams. These are:
 - Economic Development, Resources, Strategic Investment and Funding
 - Spatial Planning, Housing and Area Renaissance

3. OPTIONS FOR CONSIDERATION

- 3.1 Option One – Do nothing.
- 3.2 Option Two – The draft SRHD service plan is approved.

4. ANALYSIS OF OPTIONS

- 4.1 The service plan forms a key part of the council's overall planning framework. It explains what the SRHD service is responsible for, how it supports the council's ambitions and where and how improvements to the service need to be made.
- 4.2 The SRHD service plan works as part of the 'golden thread' connecting the community strategy and the council's strategic plan to individual personal action plans for each employee.
- 4.3 It ensures that service developments are in line with corporate priorities and aligns resources to them. It also plays a key part in delivering a shared vision which will be used by the council and its partners to drive the North Lincolnshire Community Strategy.

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

- 5.1 The Service Plan reflects the budget allocation for the SRHD service.
- 5.2 There are no additional staffing implications. Workforce planning is part of the service planning cycle and some of the initiatives in the SRHD service plan should have a positive impact on workforce culture.
- 5.3 The Service Plan reflects future IT and Asset Management requirements for the SRHD service.

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

- 6.1 Statutory, Environmental, Diversity and Section 17 implications have been considered during the development of the SRHD Service Plan.

7. OUTCOMES OF CONSULTATION

- 7.1 The attached Service Plan has been developed through an ongoing consultation process with all staff within the SRHD service.

8. RECOMMENDATIONS

- 8.1 That the Cabinet Member considers the attached draft service plan for approval.

HEAD OF STRATEGIC REGENERATION HOUSING AND DEVELOPMENT

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Background Papers used in the preparation of this report: None



Going Forward Together →

Strategic Regeneration,
Housing and Development
Service Plan
2008 / 2011

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SECTION 1 – HOW WE PLAN?

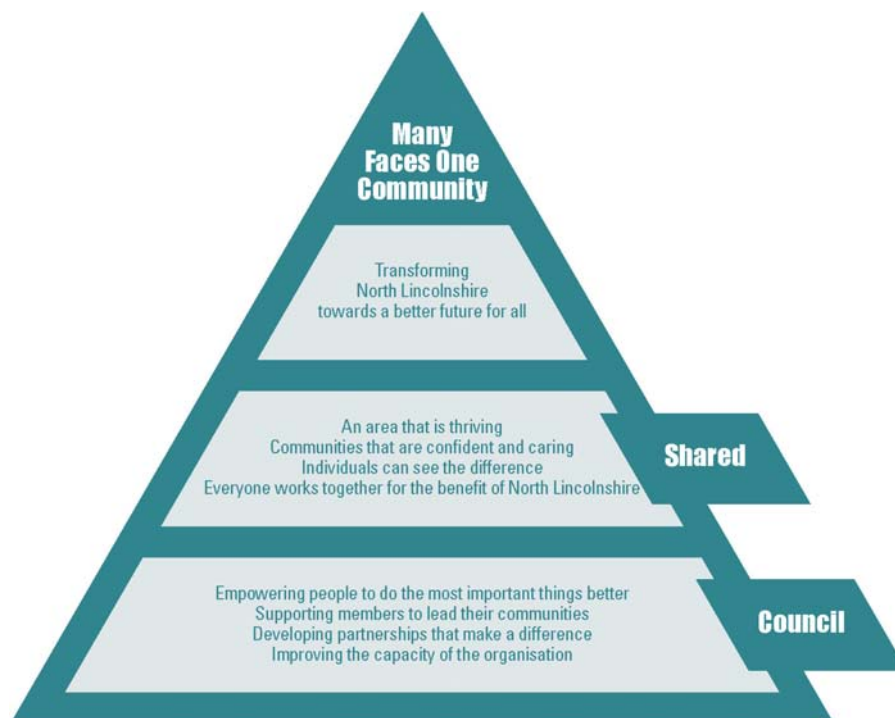
Introduction

This is the 2008–2011 Service Plan for Strategic Regeneration, Housing & Development. It forms a key part of the council's overall strategic plan "Going Forward Together" by contributing towards the agreed overall vision that the council has for the North Lincolnshire area. It sets out how the Strategic Regeneration, Housing & Development service will deliver the council's major strategic priorities. It makes the council's strategic plan operational and allows teams and individuals to focus their work on the council's priorities.

The council's vision

The council's vision is made up of two parts. The diagram below summaries the overall vision.

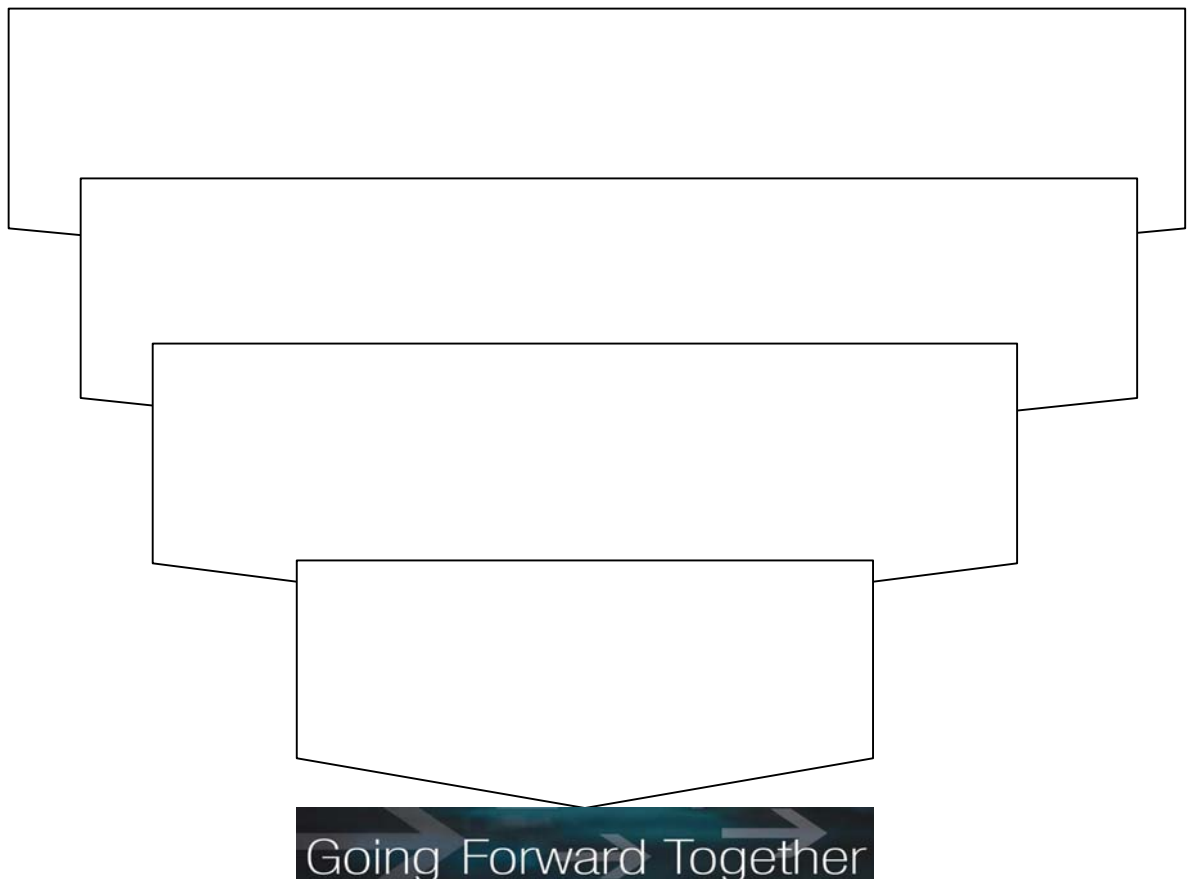
The first part shows the ambitions that the council and its partners intend to achieve for the area. These are known as the shared ambitions. These aim to transform the area, our communities and the lives of individuals who live and work here. The second part is the internal ambitions that the council has and shows the priorities for development.



The Planning Framework

The service plan forms a key part of the overall planning framework which is shown below. It explains what the Strategic Regeneration, Housing & Development service is responsible for, how it supports the council's ambitions and where and how improvements to the service need to be made. It ensures that service developments are in line with corporate priorities and aligns resources to them. It also plays a key part in delivering a shared vision which will be used by the council and its partners to drive the North Lincolnshire Community Strategy. The employee development process supports this by ensuring that staff understand their own role in terms of achieving the council's ambitions and service development and improvement priorities, as well as identifying any associated training and development needs.

The way in which it will do this is shown below:



Leadership and Strategic Planning

Going Forward Together, the council's strategic plan, ensures all our planning and performance frameworks are aligned with the community strategy and the shared ambitions. It contains a set of action plans for each ambition and also explains how we are aiming to improve our own effectiveness through a set of internal ambitions.

It is more than just a management tool. It is how we explain simply and clearly the ways in which we are planning to make a difference to the area, its communities and the people who work and live here.

Going Forward Together
AN AREA THAT IS THRIVING
A sustainable economy that is diverse, dynamic, competitive and reflects the needs of the 21st century

- Creating a strong identity for the area:** Developing a strong identity that can be transferred to attract visitors and investors. *Julia's Impression of Lincolnshire Lakes*
- Developing a dynamic economy:** Encouraging a culture where innovation and new enterprises are created, reflecting the needs of the 21st century. *Associated British Ports, Immingham*
- Having an adaptable and highly skilled workforce:** Building skills in the area of our choice to ensure the workforce meets the needs of the employers. *Corporate/Philippa's Admin Control Room*
- Area Renaissance:** Revitalising our urban and rural areas to realise our strategic vision and create our market towns. *Julia's Impression of City and Sports Academy*

Going Forward Together
COMMUNITIES THAT ARE CONFIDENT AND CARING
People look after themselves, each other and take control of their lives

- Building the capacity of our communities:** Our communities need to be places where people can thrive and feel that they belong. *Waters' Edge Skills Centre, Boston open Market*
- Improving our environments:** Creating and maintaining quality environments that are clean, safe and healthy. *Community Policing*
- Feeling and being safer:** Reducing crime and the fear of crime, and making our roads safer. *School Crossing Patrol*
- Looking after our communities:** Finding ways to improve the well-being of all communities and to significantly improve our most deprived communities. *Community Clean Up - In Home Zone*

Going Forward Together
INDIVIDUALS CAN SEE THE DIFFERENCE
Individuals lead healthy, safe, fulfilling lives

- Everyone succeeding:** Investing in our people so that opportunities are equal and attainment levels are improved. *Waters' Edge Skills Centre, Royal Opening*
- Looking after ourselves:** Improving health and ensuring services are designed to encourage independence, safety and support to the most vulnerable. *Walking the way to health*
- Making the most of our leisure:** Ensuring we have quality opportunities for sports, recreation and relaxation. *Row and Rowers' Regatta events*
- Being inclusive and accessible:** Tracking inequalities and ensuring services are integral and accessible locally. *Local Link Office*

Going Forward Together
EVERYONE WORKING TOGETHER
Reconnecting communities for the benefit of the area, communities and individuals

- Developing a shared identity:** Encouraging everyone understands how different communities need to work together for the benefit of the area. *Communities Connecting Together*
- Developing communities to achieve the area vision:** Inspiring neighbourhood plans to ensure that community development is supportive of the area vision. *Celebration of Southwell Churches*
- Re-engaging the communities:** Inspiring, motivating and motivating the most people in the area. *Business Evening presentation*
- Area cohesion:** Developing understanding and ensuring initiatives that may arise from the area's diverse nature. *Many Faces Our Community*

The Council's Shared Ambitions

SECTION 2 – WHERE ARE WE NOW?

SERVICE FUNCTIONS

The Strategic Regeneration, Housing and Development service functions are some of the most crucial to the development of North Lincolnshire. We have a critical role in helping transform North Lincolnshire and delivering the Council's vision of "Many Faces: One Community -Transforming North Lincolnshire towards a better future for all" by:

- *Delivering the council's shared ambition of 'an area that is thriving'*
- *Delivering on key areas of the council's shared ambition of Communities that are confident and caring*
- *Delivering on key areas of the council's shared ambition of individuals that can see the difference.*
- *Delivering on key areas of the council's internal ambition of Improving the capacity of the organisation*

With four clear strategic service priorities:

- ***Creating a strong identity for the area***
- ***Developing a dynamic economy***
- ***Having an adaptable and highly skilled workforce***
- ***Area renaissance***

and, four service outcomes:

- ***Global Gateway***
- ***People & Quality of Life***
- ***Scunthorpe as a major sub-regional economic centre***
- ***World Class Environment***

The Strategic Regeneration, Housing and Development delivers the following activities and functions:

- Work in partnership to deliver projects and programmes to meet identified economic, social and environmental need with North Lincolnshire.
- Drive transformational economic change and implement economic development and regeneration initiatives programmes and strategy
- Deliver the regulatory services for strategic planning, including spatial and strategic planning policy, Regional Spatial Strategy and LDF
- Develop and deliver a transformation Scunthorpe Urban Renaissance and Rural Renaissance programme for the Isle of Axholme and Brigg.
- Develop and implement rural policy
- Assess local housing needs and the local housing market
- Find solutions to meet housing needs and 're-balance' the housing market
- Work with private developers and housing associations to make new affordable homes available

- Help vulnerable people to live independently
- Identify and promote a positive image and establish a sense of place for North Lincolnshire to support the social economic regeneration of the area
- Identifying and producing marketing material that promotes existing and potential opportunities in support of social and economic regeneration in North Lincolnshire
- Promote North Lincolnshire as a strategic business location, providing a tailored package of support for inward investors and existing businesses
- Encouraging enterprising and entrepreneurial spirit within North Lincolnshire
- Identifying skills issues within North Lincolnshire businesses and matching provision to demand, both now and in the future
- Work with landowners and partners to project manage the development of the South Humber Bank
- Represent the economic interests of North Lincolnshire Council and North East Lincolnshire Council to lead work on research to prepare policy and project delivery in the South Humber.
- Delivering European and UK government initiatives aimed at regenerating communities and businesses
- Co-ordinating and monitoring all external funding on behalf of the council
- Preparing funding bids
- Delivering a research and monitoring function and developing and maintaining an evidence base for the council.

OUR CUSTOMERS

The diverse range of activities in Strategic Regeneration, Housing and Development in turn entails a correspondingly long list of customers and stakeholders.

- People living in North Lincolnshire
- People visiting or working in the area
- Local and sub-regional businesses
- Identified new businesses
- Potential investors
- Third sector
- Audit and government bodies
- Government bodies
- Council employees

OUR PARTNERSHIPS

Effective partnership working is crucial to the delivery of efficient, effective, joined-up and forward-looking services to the citizens, and visitors to North Lincolnshire.

At a strategic level, we work in close partnership with other agencies to address issues that have an impact on the North Lincolnshire area. Current partnership working includes:-

- | | |
|-----------------------|--|
| European | <ul style="list-style-type: none">▪ EU funding sources such as European Regional Development Fund and European Social Fund |
| Nationally | <ul style="list-style-type: none">▪ Various Government Departments for example Communities and Local Government, Business Enterprise Regulatory Reform and Department for Innovation, Universities and Skills▪ Transnational companies▪ Government Agencies for example Network Rail and Highways Agency |
| Regionally | <ul style="list-style-type: none">▪ Yorkshire and Humber Regional Assembly▪ Government Office for Yorkshire and the Humber▪ Yorkshire Forward - Regional Development Agency▪ Strategic Flood Risk Assessment Partnership▪ Learning and Skills Council▪ EBLO▪ Business Link Yorkshire▪ Train to Gain |
| Sub-regionally | <ul style="list-style-type: none">▪ Humber Economic Partnership (HEP) – working together on economic development and regeneration activities▪ Rural Housing Enabler Steering Group▪ Humberside Police (B Division)▪ World Trade Centre Hull and Humber▪ North Lincolnshire Primary Care Trust▪ Humberside Fire and Rescue▪ South Humber Housing Association Partnership▪ Humber Housing Partnership▪ South Humber Bank Partnership (N E Lincolnshire)▪ Humber Industry and Nature Conservation (INCA)▪ Humber Chemical Focus▪ North East Lincolnshire to deliver the joint Housing Strategy and Economic Development▪ Young Enterprise▪ External Business Support Agencies▪ Prison Service |

Locally

- Coordinating project activities and acting as the conduit between the Scunthorpe Town Team, Urban Renaissance Board, North Lincolnshire Strategic Partnership, Yorkshire Forward and the Brigg Beacon Town Forum
- Communities Count (covering N and NE Lincs)
- Economic Development Board
- John Leggott College, North Lindsey College, Local Senior Schools and Local Training Providers
- North Lincolnshire Housing Investment Board
- Local Housing Partnership
- North Lincolnshire Developments Ltd
- North Lincolnshire Strategic Partnership
- Crowle Market Place Delivery Group working with local stakeholders to ensure that input and consensus is achieved on the detail of the Crowle Market Place Development Scheme
- North Lincolnshire Homes
- The development of stronger links with the voluntary and community sector in order to build capacity and deliver joint projects such as the 'Community Hub
- Other service areas within the council

We work closely with other agencies including local councils in the Humber area. In particular, we are working with others to address those big issues which we can only plan effectively through partnership, for example issues related to flood risk assessment, Gypsy and Traveller, skills, affordable housing and the economy with organisations who share with us an interest in the South Humber area.

The Council is an active participant in Hull and Humber Ports City Region activity. The Humber Economic Partnership (HEP) leads on developing the City Region and has a Board of Directors. The Leader of the Council sits on this board and is supported by the Head of Strategic Regeneration, Housing and Development. The HEP also co-ordinates four thematic partnerships; Housing, Transport, Planning and Employment, Enterprise and Skills with North Lincolnshire Council member representation on each.

These partnerships drive forward City Region policy making. North Lincolnshire Council is represented on each of the boards by North Lincolnshire Council Cabinet Members.

INVOLVEMENT OF CUSTOMERS AND PARTNERS

One example of how we are strengthening partnership working and joint working arrangements with other Council departments and with other agencies and organisations is the work of the Economic Development Board, bringing together partners from the public sector, business and education with the overall aim of creating a thriving economy for North Lincolnshire.

We consult widely with partners and stakeholders, notably through the Local Development Framework processes and development of the Joint Housing Strategy, the vast majority of comments and feedback have been positive and where appropriate are reflected within the Strategies.

Another excellent example of involving our customers and partnerships is the secretariat role provided by the Urban Renaissance Management Team who manage delivery of the renaissance programme. The team coordinates project activities and acts as the conduit between Scunthorpe Town Team, Urban Renaissance Board and the Local Strategic Partnership.

We recognise the importance of engaging staff in the strategic planning process. This document has been developed with extensive input from the Senior Management Team and consultation with all staff from within the Strategic Regeneration, Housing and Development Service.

SERVICE STANDARDS

Service standards provide a clear and measurable standard of service delivery/provision that the public can expect. As a service we are working hard to deliver high quality services. We are constantly monitoring what we do and seeking ways of improving our services. One way of doing this is through our service standards:

Customer Standards

The council has re-launched the Customer Care Charter that sets out clear standards that everyone must meet when dealing with the public. The standards should be seen as the very minimum level of acceptable service from the council.

Royal Town Planning Institute (RTPI)

The Spatial Planning team must keep up to date with the latest research and knowledge. The RTPI helps planners and communities by:

- Promoting research and knowledge relevant to spatial planning
- Guiding professional education of spatial planners
- Providing quality assured qualifications for spatial planners through RTPI membership
- Supporting spatial planners in undertaking lifelong learning
- Working with governments, planners and communities to improve policy and practice
- Working with communities to improve access to information and services

Customer First Accreditation

The Economic Development Team retained 'Customer First' Accreditation for the third time in 2007. The team has achieved full compliance status against all the criteria of the quality framework. The award recognised the standard of business support provided by the council focussing on three main areas; customer relationships, market awareness and the people.

Putting the customer first is much more than just a quality 'stamp'. It is a tool

that benefits both the business support provider and the customer. The customer is offered benefits from this scheme. This includes a service that the customer wants and needs and an improved quality of service delivery.

Equalities Standards for Local Government

The Equalities Standard is a framework to help local authorities introduce a comprehensive and systematic approach to dealing with equality issues.

The Council has made a commitment to working to achieve all the levels in the Equality Standard for Local Government. The Council has already achieved Levels 1,2 and 3 and will not be pursuing level 4.

Environmental Policy and ISO 14001 management system

Prior to the recent restructure, areas of the Strategic Regeneration, Housing and Development Service achieved ISO14001 accreditation. Work will start later this year to work towards achieving accreditation for the service.

Audit Commission Key Lines of Enquiry

KLOEs are a set of detailed questions set out by the Audit Commission to help inform their audit process in line with the requirements of the assessment framework.

Diversity and equality standards

These standards and the new equality scorecard system ensure that we are inclusive in our planning, policy and engagement. Diversity impact assessments ensure that we consider the impact of what we do on different groups, communities and individuals.

Investors in People

The service is working towards achieving the IIP standard which is designed to improve an organisations performance through a focus on its employees.

Investors in Diversity

The council as a whole is working towards the IID standard, which supports and enables organisations to adopt, develop and benchmark behaviours and practices that promote inclusion, equality, diversity and achievement.

Performance framework

The service is committed to working within the council's performance management framework.

Data Quality protocol

As part of our commitment to working with the council's performance management framework we must adhere to the Data Quality protocol. This ensures that our performance information is of sufficient quality.

KEY DRIVERS : EXTERNAL FACTORS THAT SHAPE WHERE WE NEED TO GO IN THE FUTURE

FACTOR

FUTURE IMPACT

SUB NATIONAL REVIEW (SNR)

On 16 July 2007 the Government announced the initial outcomes from the Sub-National Review of Economic Development and Regeneration. The SNR has a number of implications for the way in which organisations work together at a regional and a sub-regional level. A consultation document for the Sub-National Review of Economic Development and Regeneration was published by the Department for Business, Enterprise and Regulatory Reform (BERR) on 31 March 2008.

Key Recommendations of the SNR

Regional Assemblies: Regional Assemblies will not continue ‘in their current form’ after about 2010 (subject to legislation). However, there is clearly an expectation that local authorities will work collectively at a regional level in some way, and that wider partners will continue to be involved in shaping policy. It is indicated that each region will have a role to play in helping to determine the most appropriate arrangements for that region, within the broader national policy context that Government is setting.

Single Regional Strategies: SNR proposes bringing together the Regional Spatial Strategy and Regional Economic Strategy to form a Single Integrated Regional Strategy (SIRS) in each region. The extent to which the Regional Housing Strategy will form part of this SIRS remains slightly unclear. Regional Development Agencies (RDAs) will be responsible for preparing these integrated strategies, working with local authorities and other partners.

Accountability: Local authorities in each region will be responsible for agreeing the integrated strategies and scrutinising RDAs. A consultation is currently being carried out on how these reforms can be implemented, although there are references in the report to suggest that Single Integrated Regional Strategies will be ‘built up’ from proposals at the local level. It is not yet clear how this accountability mechanism will work alongside the new regional ministers and proposed select committees.

Multi Area Agreements (MAA): The review recommends that Government works with sub-regions to develop Multi Area Agreements that are voluntary at the point of creation and focus on activity where sub-regional working can add value and relate principally to economic development. The four local authorities in the Hull and Humber Ports City Region are presently working to

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| | <p>establish a MAA regarding Skills, Enterprise and Employment.</p> <p>City regions: The review suggests Government explore the potential for allowing local authorities to set up statutory sub-regional authorities to pool responsibilities.</p> |
| PLANNING BILL | <p>The Planning Bill looks to reform the planning system by establishing an Infrastructure Planning Commission (IPC), streamlining the process for considering planning applications, streamlining the process for the production of the Local Development Framework, and introducing the Community Infrastructure Levy (ICL).</p> |
| HOUSING GREEN PAPER | <p>The Paper sets the government's plans for 3 million new homes by 2020. The plans include:</p> <p>More homes: backed by more ambitious building targets, increased investment and new ways of identifying and using land for development;</p> <p>More social housing: through an increased building programme;</p> <p>Building homes more quickly: by proposing changes to the planning system and releasing land for development;</p> <p>More affordable homes: by considering options for low cost home ownership and more long-term and affordable mortgage products; and</p> <p>Greener homes – by giving further details of reducing the environmental impact of new and existing homes.</p> |
| KEY REPORTS | <p>Proposals set out in the Lyons report (and other such as Leitch on skills, Eddington on transport and Barker on planning) will inform policy. The service has a key role to play in influencing the strategic policy implications of any legislative changes in the interests of North Lincolnshire.</p> |
| LOCAL TRANSPORT BILL | <p>The Government is committed to ensuring that we are well equipped to Meet not only today's transport challenges, but also those of twenty Years time. The Local Transport Bill is a key part of the Government's strategy to meet this commitment, empowering local authorities to take appropriate steps to meet local transport needs in the light of local circumstances.</p> |
| LOCAL AREA AGREEMENTS (LAA) | <p>The Local Area Agreement 2007-2010 (LAA) set out the priorities for our area agreed between central government and the North Lincolnshire Strategic Partnership (NLSP). The agreement contains priority outcomes for four blocks of the LAA. These include 12 LPSA2 projects with 'stretch' targets with the potential</p> |

| | |
|-------------------------------------|--|
| | <p>to deliver £4.2m of reward grant to North Lincolnshire.</p> <p>Under these blocks the agreement describes the outcomes we want to achieve, the indicators we will use to measure progress and the improvement targets we have set. The agreement also outlines our funding arrangements.</p> <p>The North Lincolnshire Strategic Partnership's (NLSP) 2nd LAA is now in place. It outlines the top 35 priorities for North Lincolnshire and its partners. Key indicators which relate to this service can be found in Section Four (where do we need to go).</p> |
| MULTI AREA AGREEMENTS (MAAs) | <p>MAAs are designed to be cross-boundary Local Area Agreements. They bring together key players in flexible ways to tackle issues that are best addressed in partnership – at a regional and sub-regional level. Guidance on MAAs will follow the publication of the Sub National Review.</p> |
| ECONOMIC CLIMATE /CONDITIONS | <p>One of the major external factors that will influence our approach will be the economic condition within which we operate. As we move further into a period of economic slow down, this will impact on the type of service we need to provide to businesses through support activities, guidance and events etc, as well as ensuring that we can be ready to respond quickly to any job losses at businesses in the area.</p> |

STATUTORY AND REGULATORY FRAMEWORKS

The Strategic Regeneration, Housing and Development service operates within the following statutory/regulatory framework and supports the Council in its work towards a number of often competing national and local priorities.

- **EUROPEAN**
The European Spatial Development Perspective (May 1999) seeks to promote the balanced and sustainable development of the European Union territories.
- **NATIONAL**
The UK Government prepares planning policy guidance which has to be taken into account by local authorities in preparing their development plans and in decisions on individual planning application. The Planning & Compulsory Purchase Act 2004 provided a radical overhaul of the planning system in England.
- **REGIONAL AND STRATEGIC**
 - *Regional Economic Strategy (RES) 2006-15-* The Regional Economic Strategy (RES) 2006-2015 provides the 10 year blueprint for economic development in Yorkshire and the Humber.

- *Yorkshire Forward Draft Corporate Plan 2008-11* - Sets out how Yorkshire Forward will contribute to the region's economic goals set out in the Regional Economic Strategy for Yorkshire and the Humber during the 2008-11 planning period. The plan also identifies how Yorkshire Forward will respond to the changes in regional policy and responsibilities as a result of the government's proposed Sub National Review.
- *Regional Spatial Strategy* - A new plan, the Regional Spatial Strategy (RSS) has been introduced to replace the existing Regional Planning Guidance.
- *Northern Way Growth Strategy* - Aims to improve the economy of the North of England, by building upon and adding value to the substantial impact that the three Regional Economic Strategies and Regional Spatial Strategies will bring.
- *The Yorkshire and Humber Regional Housing Strategy & Yorkshire and Humber Regional Housing Investment Strategy* - Identifies key priorities for the region, sits within the context of the region's strategic framework, Advancing Together, and is consistent with other key strategies, such as the Regional Economic Strategy, the Regional Spatial Strategy and the Northern Way Growth Strategy.
- *Yorkshire and Humber Regional Transport Strategy* - The 1998 Department for Transport (DfT) White Paper "A New Deal for Transport" established the requirement for Regional Transport Strategies (RTS) to be developed as part of Regional Planning Guidance drawn up by Regional Planning Bodies and is shaped by the delivery programmes of the Highways Agency and Network Rail and influences Local Transport Plans.
- *Hull and Humber Ports City Region Investment Plan* - Strategic Governance arrangements and strategic architecture for the Humber's sustainable economic development activity, aligning the Northern Way and Investment Planning priorities; viewed and promoted by Yorkshire Forward as regional best practice.
- *Hull and Humber Ports Region Development Plan* - The Hull and Humber Ports Region Development Plan set out medium and long term proposal which will raise the economic performance of City Regions and thus contribute to narrowing the output gap between the North and the rest of England.
- *Humber Rural Delivery Pathfinder* – The Department for Environment Food and Rural Affairs has selected the Humber Sub-Region as one of eight Rural Delivery Pathfinders in England. Pathfinders have been established to test new and innovative ways to deliver service in local areas. They aim to demonstrate the value of devolving service delivery to local levels, to better meet the needs and aspirations of rural customers.

- *Comprehensive Area Assessments* – From April 2009, Comprehensive Area Assessment (CAA) will replace Comprehensive Performance Assessment (CPA). This marks a significant change to the current assessment regime following the passing of the Local Government and Public Involvement in Health Act (2007). CPA focused on services provided by local authorities. CAA will look at the public services in an area delivered by councils and their partners including the private and voluntary sectors.
- *Draft Yorkshire & Humber: Visitor Economy Strategy 2008-11* – identifies the priorities for the growth of ‘visitor’ economy over the next 5 years. It refers to the ‘visitor’ economy rather than ‘tourism’ to emphasise the importance of this sector to the economy of the area.













- **LOCAL**










- *NLC Local Development Framework* - Will form the development plan for North Lincolnshire and will be the basis on which any planning decisions are made. It will help to shape the future of North Lincolnshire’s towns, villages and countryside for the next 10 to 20 years.
- *Urban and Rural Renaissance Strategic Development Frameworks* - Supporting urban and rural communities to respond to and influence economic change, by supporting the development and implementation of sustainable projects.
- *NLC Local Transport Plan* - The Local Transport Plan demonstrates how North Lincolnshire Council will provide effective transport planning over the next five years to improve highways and transport within the region.
- *NLC/NELC Joint Housing Strategy* - North Lincolnshire Council and North East Lincolnshire Council ‘fit for purpose’ joint housing strategy sets out local priorities for improving housing and meeting housing needs.
- *External Funding Strategy* - Ensures pro-active effective co-ordination and prioritisation of external funding bids across all council activities. It is used to align the council’s Strategic Plan and Community Strategy to ensure that North Lincolnshire Council has a corporate approach to achieving and realising the area ambitions.
- *Economic Development Strategy* – Will become the overarching document for the Local Economy and Environmental Sustainability annexe of the Local Area Agreement, setting its direction, purpose and priorities. It will guide our future interventions to deliver sustainable economic development and an “Area that is Thriving”.
- *Skills and Workforce Strategy* – Based on detailed information on the incidence, extent and nature of skills problems facing employers, in terms

of both recruitment issues and skills gaps within their existing workforce and the extent of current employers' training activities, the strategy will identify priorities for intervention to address existing skills issues as well as planning for future skills needs in North Lincolnshire, delivering a 'Highly Skilled and Adaptable Workforce.'

SECTION 3 – HOW ARE WE DOING?

Monitoring performance is a key part of our performance management framework. It allows us to identify areas of good practice as well as areas that aren't performing to the required standard. It is through monitoring performance that we are able to identify key drivers for improvement within the service.

| Indicator | Ref | Target 2007/2008 | Actual 2007/2008 | Direction |
|---|--------|------------------|------------------|---|
| New homes on previously developed land | BV106 | 33% | 27.4% |  |
| Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme? | BV200a | Yes | Yes |  |
| Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out | BV200b | Yes | Yes |  |
| Percentage of new homes built on brown-field land | E23 | 33% | 27.4% |  |
| Has the local planning authority met the milestones that the current Local Development Scheme (LDS) sets out? There is no upper threshold for this PI | E44 | Yes | Yes |  |
| New starters completing diversity training | ED51 | 100% | 42.86% |  |
| Employees undertaking learning and development activities | HR33 | 90% | 61.9% |  |
| Voluntary turnover | HR04 | 7.9% | 12.17% |  |
| Working days lost due to sickness absence | HR09 | 8.8days | 7.47% |  |
| EDRs completed in previous 12 months | HR35 | 90% | 69.51% |  |
| New managers completing induction | HR37 | 100% | 0% |  |
| Achievement of investors in people | GFT38 | 100% | 0% |  |

| Indicator | Ref | Target 2006/2007 | Actual 2006/2007 | Direction |
|--|---------|---------------------|---------------------|---|
| Number of VAT registered businesses at year end | GES1.1 | 4365 | 4595 |  |
| Skills, Those at NVQ 4 equivalent and above | GFT4 | 26.5% | 19% |  |
| Skills, Working age in SOC 2000 major group 1-3 | GFT5 | 42% | 30.2% |  |
| Skills, Working age people in SOC 2000 major group 4-5 | GFT5A | 23% | 23.9% |  |
| Skills, Working age people in SOC 2000 Major group 6-7 | GFT5B | 15.6% | 16.7% |  |
| Skills, Working age people in SOC 2000 Major group 8-9 | GFT5C | 18.9% | 28.6% |  |
| Jobs, Employed People | GFT27 | 2.1% | 6.55% |  |
| People of working age who are in employment | GFT101 | 78.3% | 76.1% |  |
| VAT Businesses, % Increase | GFT103A | 1.48% | 1.06% |  |

IMPROVEMENTS THAT HAVE BEEN MADE

- The first Employee Development Review (EDR) process was completed in August 2007 allowing staff to have clear objectives to develop their personal action plans.
- Development of the Strategic Regeneration, Housing and Development input into the council's approved performance reporting framework.
- Implementation of Quarterly Performance Reviews.
- Our successes and achievements are captured and available in the Quarterly Performance Review module within the performance management system.
- Home-working pilot initiated.
- The External Funding Programmes Team have developed a project management pack as an aid to running a successful project. The pack has been endorsed by Strategic Asset Management Team and will be rolled out throughout the council as a model of best practice.
- Enabled automatic access to the Performance Management System for all staff within the service.
- A Manager's handbook produced with a clear flow chart of the employee development process and all the supporting policies and paperwork combined into a helpful reference book.

- Re-launch of the Ideas and Innovations Group with new Terms of Reference
- Production of a draft Diversity Action plan for the service.
- An action plan to address issues identified in the last Points of View survey has been produced by the Ideas and Innovations Group.

SATISFACTION RESULTS

Points of View 2007 Survey

| Strengths | Challenges |
|---|---|
| <p>Staff in Strategic Regeneration, Housing and Development took part in the annual Points of View Survey. This is a 100% sample of staff across the council. The sixth survey was carried out towards the end of 2007, using a questionnaire based on the council's culture model.</p> <p>This model consist of five culture themes; effective leadership, listening, learning, mutual respect, reward and recognition and healthy work-life balance.</p> <p>87 % of staff in the service completed the questionnaire. This was compared to an overall 60% council wide return rate. As a measure of staff perceptions, and therefore in part culture, the survey results generally compare well against other council areas.</p> <p>Problems in some areas, however, remain and on closer investigation this is evident from some persistently low scores and downward trends. As a result of this, the Senior Management Team have tasked the Ideas and Innovations Team in consultation with all staff to develop an action plan to address these issues.</p> | <p>Healthy Worklife balance – the percentage of people that felt able to say no to unreasonable demands on their workload was the lowest in the council.</p> <p>Fair Reward & Recognition – having a balance of interesting and satisfying work scored lowest in the council and feeling valued and recognised and rewarded for work scored very low.</p> <p>We need to ensure that line managers discuss the effectiveness of training - The process for evaluating the impact of training should be strengthened by including in the Learning & Development plans how impact will be evaluated.</p> <p>Also the LADAR forms should be completed more consistently to agree the objectives for training before it takes place so that effective evaluation can be carried out.</p> <p>Effective Leadership – issues around ‘senior management working hard to keep in touch with employees’.</p> <p>Listening & Learning Organisation – there is an overriding issue around change (being consulted and the opportunity to feedback) and negative feelings about whether views on workplace issues are considered.</p> <p>While some teams feel they get very good professional guidance</p> |

| | |
|--|--|
| | <p>from their managers, they do not always feel they are well managed and supported in introducing ideas to improve performance and work together more closely across teams.</p> <p>Mutual Respect – we score low on feelings that conflict has been dealt with fairly and co-operation, support and communication within teams and across the council is below average.</p> |
|--|--|

| INSPECTION AND REVIEW SUMMARY | STRENGTHS IDENTIFIED | KEY CHALLENGES IDENTIFIED |
|-------------------------------|---|---|
| CPA Assessment | <ul style="list-style-type: none"> • The Council is starting to develop its place shaping role in projects such as the South Humber Bank development. Agreements are in place that may unlock £1 billion of investment and create up to 15,000 jobs over the next 15 years. • The Council has secured £60 million investment in retail improvements to Scunthorpe town centre and £1.6 million to create a new hub for perishable goods at Humberside airport. Work will start soon on a £13 million Sports Academy and £2 million of improvements to the adjacent Central Park. • The Council has a good understanding of the overall housing market in the area and this is helping it to make informed strategic housing decisions. • The Council is starting to work well with partners to increase the availability of affordable housing in the area. Numbers of affordable | <ul style="list-style-type: none"> • Communicating the vision and ambition of the area in relation to the economy. • Raise awareness of flagship projects, in particular Lincolnshire Lakes with stakeholders. • The council and the local strategic partnership have not sufficiently linked economic and business aspirations, future skills needs and skills provision, housing and other infrastructure to deliver regeneration schemes e.g. South Humber Bank • Councillors do not fully understand their roles in strategic leadership and as community leaders. The Council needs to provide members with the support and training they need to carry out the strategic demands of cabinet membership, their roles on external bodies and as |

| | | |
|---------------------|---|---|
| | <p>homes delivered has substantially improved.</p> <ul style="list-style-type: none"> The Council has robust arrangements in place to ensure that bids for external funding are linked to priorities. An external funding panel ensures a strategic fit with revenue funding which helps to avoid duplication and waste of resources. | <p>representatives of the council.</p> |
| Customer First | <ul style="list-style-type: none"> The Economic Development Team retained 'Customer First' Accreditation by achieving full compliance status against all the criteria of the quality framework, namely; customer relationships, market awareness and the people. Our customers are offered benefits from this scheme. This includes a service that the customer wants and needs and an improved quality of service delivery. | <ul style="list-style-type: none"> Reassessment for 'Customer First' status takes place every two years. In order to retain accreditation, the Economic Development Team will be assessed again during 2009. |
| Weedon Grant report | <ul style="list-style-type: none"> There is a strong sense of well-thought-through corporate strategy in 'high level' strategic documents that leads on well into the joint housing strategic framework and reflects a forward-looking understanding of housing markets and regeneration. There is good evidence that the council is committed to taking its strategic housing responsibility seriously and is building up its capacity in this regard. | <ul style="list-style-type: none"> Improve working relationships with North Lincolnshire Homes, including information sharing and monitoring. Review structural arrangements for housing Develop structural arrangements for housing Develop service plan focusing on work with North Lincolnshire Homes, private sector housing renewal and affordable housing delivery. |

VALUE FOR MONEY

The Strategic Housing service function are currently undertaking a Value for Money study commissioned by West Lindsey Council. The study includes North Lincolnshire, City of Lincoln, Boston and East Lindsey councils.

Although the study is underway, initial findings are not likely to be available until mid October. The study is expected to be completed by the end of this year.

VFM studies across the other major function areas of the service listed below must be identified and undertaken in the future.

| Service Function | VFM Profiling Outcome | | Overall Vfm Position | Importance to Strategic Plan | Direction of Travel | Evidence Source |
|------------------------------------|-----------------------|-------------|----------------------|------------------------------|---------------------|-----------------|
| | Cost | Performance | | | | |
| Strategic Housing | | | | High | | |
| Spatial Planning | No data | No data | No data | High | No data | |
| External Funding | No data | No data | No data | High | No data | |
| Resources and Strategic Investment | No data | No data | No data | High | No data | |
| Renaissance | No data | No data | No data | High | No data | |
| Economic Development | No data | No data | No data | High | No data | |

| Service Function | Key Actions |
|-------------------|--|
| Strategic Housing | <p>The assessment will consider and benchmark the strategic housing services provided by the 5 local authorities against the following areas:</p> <ul style="list-style-type: none"> • Housing strategy work • Strategic enabling • Homelessness • Housing advice • Private sector housing • Housing renewal |

| | |
|--|---|
| | <ul style="list-style-type: none"> • Performance management <p>Monitoring: will be carried out through SMTs and Quarterly Performance Reviews.</p> |
|--|---|

| Service Function | Key Actions |
|-------------------------|--------------------|
| Spatial Planning | Benchmark |

| Service Function | Key Actions |
|-------------------------|--------------------|
| External Funding | Benchmark |

| Service Function | Key Actions |
|----------------------------------|--------------------|
| Resources & Strategic Investment | Benchmark |

| Service Function | Key Actions |
|-------------------------|--------------------|
| Renaissance | Benchmark |

| Service Function | Key Actions |
|-------------------------|--------------------|
| Economic Development | Benchmark |

SECTION 4 – WHERE WE NEED TO GO?

The contribution that we make to the council's strategic plan is the main focus for the service over the next three years. The service leads on the shared ambition of "an area that is thriving"

STRATEGIC ACTIONS WE ARE LEADING ON

An Area That Is Thriving

Create a strong identity for the area

SA1/1 Identifying the areas marketable characteristics and develop a unique positioning based on our key strengths and assets.

SA1/2 Develop national and regional profile

SA1/3 Undertake a local and national marketing campaign to effectively promote the area as a destination for investment and tourism

SA1/4 Develop local development framework as the spatial strategy for achieving the shared ambitions

Developing a dynamic economy

SA2/1 Undertake an economic assessment

SA2/2 Develop and economic development strategy

SA2/3 Develop and provide integrated business support service

SA2/4 Develop and enable major transformational projects

Enhance skills and employability

SA3/1 Develop a skills and workforce strategy for the area

SA3/2 Develop and enable major transformational projects to improve skills and learning in North Lincolnshire

SA3/3 Ensure children and young people achieve economic wellbeing

Area Renaissance

SA4/1 Develop and area wide renaissance strategy

SA4/2 Deliver urban renaissance programme

SA4/3 Deliver rural renaissance programme

SA4/4 Ensure access to decent, affordable homes

SA4/5 Develop an area based strategy to address crime, poverty and homelessness

STRATEGIC ACTIONS WE CONTRIBUTE TO

We contribute towards the shared ambition of "communities that are confident and caring" through strategic development of long term housing projects and community development. High levels of unemployment impact on a wide range of issues such as crime and anti-social behaviour, environment and housing, health and well being and child poverty, therefore the work we do in terms of reducing worklessness will positively contribute to this ambition.

We contribute towards the shared ambition of "Individuals can see the difference" through the development of strategic interventions in skills, leisure provision, tourism and major events, access to employment and growing employment

opportunities.

We also contribute to the internal ambition of “improving the capacity of the organisation”, ensuring the capacity to deliver the vision and ambitions through our external funding strategy, which aims;

“To maximise the potential of the Council to apply for and secure funding for the benefit of North Lincolnshire Council and North Lincolnshire, demonstrating that a well thought through process has taken place before any funding enters the area with partner involvement established.”

SERVICE IMPROVEMENTS

We have identified improvements that need to be made within the service:

- Ensure completion of skills & knowledge matrix for SMT and managers.
- Improve the capacity of senior managers using planned development to support this.
- Delivery of the Points of View action plan.
- Consider the impact of Diversity, Bio-diversity and Section 17 in all areas of work.
- Improve transparency in the way we gather, store and share information internally and externally with our partners.
- Improve data quality.
- Ensure the service meets the requirements of the corporate communications campaign.
- Ensure a standard Project Management framework is adopted across the service in order to ensure accuracy and consistency in dealing with the multitude of simultaneous and overlapping projects being delivered.

OUR KEY PRIORITIES OVER THE NEXT THREE YEARS

- Develop an Economic Development Strategy
- Deliver the aspirations of the Labour Party Manifesto
- Develop a Skills and Workforce Strategy for North Lincolnshire
- Develop a marketing plan for the service
- North Lincolnshire Local Development Framework
- Development of a fit for purpose Investment website for North Lincolnshire
- Sub Regional Housing Strategy
- Develop a marketing campaign to create a strong identity for the area and promote ways to attract investors and visitors
- Sub Regional Framework to replace the RES
- Set up Thematic Board to deliver Sub-National Review
- Delivery of Urban Renaissance projects
- Rural Renaissance
- Produce a South Humber Bank Development Programme
- Become a more proactive/seamless service
- Develop the capacity to deliver the council's shared ambitions through

funding acquisition

- Effective use of resources
- Ensure that updates on Major Projects are communicated across the council
- Achieve IIP accreditation
- Develop the capacity within the service to deliver ambitions
- Development of a Geographic Programme for North Lincolnshire

OUR NON-PRIORTIES

- The Strategic Regeneration, Housing and Development Service recognise that that it can be as important to decide on those things that are not priorities and what happens to them. Leaving these non-priorities drifting along may lead to the service putting 'real' priorities at risk.
- Operational activities - as a strategic, rather than operational service, we must ensure that the mechanisms are in place for the effective and timely release of projects for delivery, allowing resources to be more appropriately utilised on new projects.
- It is essential that the Strategic Funding and Programmes team only deliver acquisition and monitoring of funding aligned towards delivery of the council's shared ambitions. Any projects or initiatives that do not align to these ambitions will not be a priority for the team.

SECTION 5 – HOW WILL WE KNOW WE ARE SUCCEEDING?

The Strategic Regeneration, Housing and Development measure the success of the service using four key outcomes. These outcomes can be clearly identified through delivery of targets set in the council's strategic plan, National Indicators and LAA Indicators.

KEY OUTCOMES

Global Gateway

- Marketing activity aimed at creating a strong identity for the area to attract investors and visitors
- Secure North Lincolnshire's major growth potential in the Yorkshire and the Humber region based on the benefits of the unique opportunities provided by the South Humber Bank ports, Humberside International Airport and Doncaster Robin Hood Airport.
- SHB Development Centre – create a SHB development centre to communicate the SHB strategic vision and support investment opportunities.
- Port facilities – create a top five European port with world class facilities capable of handling the largest vessels the River Humber can sustain.
- Logistics – create an “assemble and distribute” centre to add value to goods coming through the SHB.
- Trade balance – deliver a major contribution to the Northern Way and north/south trade imbalance.
- Energy – secure national energy production into the future.
- Renewables – create a national bio-energy centre.
- GVA – raise the GVA of the sub-region.
- Investment – realise £2+ billion of investment over the next five years.
- Jobs – create 5000 full time trade based jobs over the next five years.
- Skills – deliver a skilled SHB workforce at apprentice and mature entrance levels to address demographic issues facing the current workforce.
- Roads – deliver a A180/A160 trunk road scheme to improve access to the SHB.
- Rail – deliver the Goxhill Loop rail enhancement to improve the SHB rail access.
- Drainage – deliver the Killingholme Drainage infrastructure to increase land development adjacent to the Conoco CHP.
- Local economy – connect SHB businesses to growth opportunities on the SHB.

Scunthorpe as a major sub-regional economic centre

- Delivery of projects within the Urban Renaissance programme, measured by capital projects being delivered and successful management of Urban Renaissance financial programme.
- Delivery of Town Centre Masterplan and subsequent development.
- To achieve annually revised, contracted financial spend for the Urban Renaissance Programme
- Delivery of Lincolnshire Lakes
- Delivery of Sports Academy/Central Park
- Secure Urban Renaissance Enabling Funding to continue and expand the urban renaissance programme
- Delivery of Town Centre Masterplan and subsequent development
- Development of Knowledge Campus concept and feasibility study

- Development of Renaissance Strategies
- Develop Scunthorpe town centre as a strong sub-regional shopping, leisure and cultural focus for North Lincolnshire, also support and develop thriving service centres in our market towns and improve key rural services in our villages.

World Class Environment

- Delivery of Rural Renaissance programme.
- Ensure Design, development and implementation of Crowle Renaissance Scheme
- Secure monies for LEADER Rural Development Programme for England programme
- Development of Brigg Beacon Town Form
- Design, development and implementation of Crowle Renaissance Scheme
- Securing of monies for Leader Rural Development Programme for England programme
- Development of Brigg Beacon Town Form
- Deliver an area wide renaissance in North Lincolnshire which creates a step change in the area's role both regionally and nationally and creates a high quality of life for area's residents, with Scunthorpe providing the sub-regional focus for development supported by the market towns of Barton, Brigg, Crowle and Epworth
- Create a strong, competitive and diverse economy which encourages business, job growth and improved employment opportunities through the delivery of strategic employment locations and improvement of the range and level of skills by developing a higher education sector.
- Conserve and enhance our world class environments of the Humber Estuary and Crowle Moors and improve our other natural, historic and built landscapes as well as guiding changes in a way which reduces and takes proper account of climate change and sea level rise
- Ensure the efficient use of non-renewable resources, maximising recycling of minerals and waste products, minimising pollution, maintaining and improving air, soil and water quality, and employing sustainable building practices in new development.
- Improve North Lincolnshire's transport network to ensure that the area's major economic development opportunities can be accessed and that local residents have high quality access to key services and facilities without increasing the need to travel
- Transform North Lincolnshire's image by ensuring that all new development exhibits a high standard of design and architectural quality that respects and enhances the distinctive landscapes and townscapes of North Lincolnshire's towns and villages

People and Quality of Life

- Delivery of Community Hub Project
- Promoting an improvement in the health and well being of North Lincolnshire's people by maintaining and providing quality open spaces, play and sports facilities, better access to the countryside and improved health facilities
- Providing a sufficient quantity and range of homes to meet the needs of North

Lincolnshire's people, which are well designed, affordable, sustainable and located close to everyday services.

| KEY INDICATORS AND TARGETS | | | | |
|---|------------|----------------|----------------|----------------|
| Indicators and targets SRHD lead on | Ref | 2008-09 | 2009-10 | 2010-11 |
| Overall employment rate | NI 151 | 80.70 | 81.00 | 81.50 |
| Working age people on out of work benefits | NI 152 | 11.90 | 11.86 | 11.80 |
| Working age people claiming out of work benefits in the worst performing neighbourhoods DWP DSO | NI 153 | 28.76% | 28.44% | 28.13% |
| | LAA | 28.76% | 28.44% | 28.13% |
| Net additional homes provided | NI 154 | 500 | 700 | 800 |
| Number of affordable homes delivered | NI 155 | 70 | 149 | 225 |
| | LAA | 70 | 149 | 225 |
| Supply of ready to develop housing sites | NI 159 | tbc | tbc | tbc |
| Working age population qualified to at least Level 2 or higher | NI 163 | 64.5 | 66.5 | 68.0 |
| Working age population qualified to at least Level 3 or higher | NI 164 | 42.10% | 44.00% | 45.10% |
| | LAA | 42.10% | 44.00% | 45.10% |
| Working age population qualified to at least Level 4 or higher | NI 165 | 21.00 | 23.00 | 24.00 |
| Median earnings of employees in the area | NI 166 | £434.04 | £447.06 | £460.04 |
| | LAA | £434.04 | £447.06 | £460.04 |
| Previously developed land that has been vacant or derelict for more than 5 years | NI 170 | 5.5 | 5.0 | 4.5 |
| VAT registration rate | NI 171 | 33.0 | 34.0 | 35.0 |
| Percentage of small businesses in an area showing employment growth | NI 172 | tbc | tbc | tbc |
| | LAA | tbc | tbc | Tbc |
| Skills gaps in the current workforce reported by employers | NI 174 | tbc | tbc | Tbc |

| | Ref | 2008-09 | 2009-10 | 2010-11 |
|---|-------|---------------------------------|---------------------------------|---------------------------------|
| New starters completing diversity training | ED51 | 100% | 100% | 100% |
| Employees undertaking learning and development activities | HR33 | 90% | 90% | 90% |
| Voluntary turnover | HR04 | Maintain below national average | Maintain below national average | Maintain below national average |
| Working days lost due to sickness absence | HR09 | 8.8days | tbc | tbc |
| EDRs completed in previous 12 months | HR35 | 90% | 90% | 90% |
| New managers completing induction | HR37 | 100% | 100% | 100% |
| Achievement of investors in people | GFT38 | 100% | 100% | 100% |

| Indicators and targets SRHD contribute to | Ref | 2008-09 | 2009-10 | 2010-11 |
|---|--------|---------|---------|---------|
| Number of vulnerable people achieving independent living | NI 141 | 67 | 73 | 80 |
| Number of vulnerable people who are supported to maintain independent living | NI 142 | tbc | tbc | tbc |
| Adults with learning disabilities in settled accommodation | NI 145 | 54.8 | tbc | tbc |
| Number of households living in temporary accommodation | NI 156 | tbc | tbc | tbc |
| Tackling fuel poverty – people receiving income based benefits living in homes with low energy efficiency ratings | NI 187 | tbc | tbc | tbc |
| Adapting to climate change | NI 188 | tbc | tbc | tbc |

| Team indicators | Ref | 2008-09 | 2009-10 | 2010-11 |
|---|-----|-------------|----------|---------|
| 80 people assisted in their skills development as a result of the Renaissance Programmes | | | | |
| To achieve annually revised, contracted financial spend for the Urban Renaissance Programme | | £833,780.46 | £178,579 | |
| | | | | |
| | | | | |
| | | | | |

SECTION 6 – HOW DO WE GET THERE?

Resources

- **3 Year Finance Planning**

| 3 YEAR FINANCE SETTLEMENT | | | |
|---|--------------|--------------|--------------|
| | 2008/09 | 2009/10 | 2010/11 |
| | £000 | £000 | £000 |
| Gross Revenue Expenditure | 2,102 | - | - |
| Income | -9 | - | - |
| Grant | -163 | - | - |
| Net Revenue Budget | 1,930 | 1,958 | 1,955 |
| Capital investment programme | 161 | 46 | 0 |
| Efficiency target | -47 | -37 | -32 |
| Net Revenue Budgets by Division | | | |
| Area Renaissance & Special Project | 109 | 111 | 112 |
| Spatial Planning, Housing & Development | 928 | 940 | 921 |
| Resources, Strategic Investment & Funding | 893 | 907 | 922 |

External Funding

Yorkshire Forward's Corporate Plan sets out how they will contribute to the region's economic goals set out in the Regional Economic Strategy for Yorkshire and the Humber 2—6-2015 (RES) during the 2008/11 period. The Plan is intended to be clearer about what they are going to do and why (the Policy Product Ranges), and where they will have an impact (Geographic Programmes). During the 2008/11 Corporate Planning period Yorkshire Forward will adopt an integrated approach to key policy areas. Policy produce ranges have been developed for each of the 11 key policy areas. They will work principally with Local Authorities to develop Geographic Programmes, as well as with other key partners such as Local Strategic Partnerships, the Learning and Skills Council, Job Centre Plus and Universities to ensure that the Geographic Programmes are fully integrated with other investments. These Geographic Programmes will set out Yorkshire Forward's contribution to the Local Area Agreements.

The European Regional Development Fund Programme (ERDF) for 2007-2013 was approved by the European Commission on 7th December 2007. The programme describes how the region will benefit from the European Union's regional competitiveness and employment objectives. Yorkshire Forward will manage £394m of ERDF to deliver the Yorkshire and Humber Operational Programme 2007-2013.

LEADER funding is being made available through the Rural Development Programme for England, which is jointly funded by Defra and the European Union, and is managed by Yorkshire Forward in the Yorkshire and Humber region. The aim of the LEADER programme is to help communities to

improve the quality of life in rural areas by making make the most of their local heritage and cultural assets. The scheme will be managed by a Local Action Group which will be made up from members of the community.

The Council is increasingly dependent on securing funding from sources other than its own budgets to meet the shared ambitions for North Lincolnshire. This trend is set to continue with an increasing reliance on partnerships, exemplified by the role of North Lincolnshire's Local Strategic Partnership.

The Shared Ambitions are the aspiration that is motivating North Lincolnshire Council and its partners to improve the area and this is where the need for external funding becomes paramount. The Internal Ambitions of the council will also act as a driver for external funding, maximising the potential for improvement.

An External Funding Strategy has been developed to ensure effective coordination and prioritisation of external funding bids across all Council activities. The strategy should encourage departments to set targets and priorities for external funding to increase levels of external funding bids to support investment in a co-ordinated way. The Strategy will be used in support and in alignment with the Councils Strategic Plan and Community Strategy ensuring that North Lincolnshire Council has a corporate approach to achieving and realising the area ambitions through external funding.

In order to get a picture of the extent of such funding, the Funding team within Strategic team manages an External Funding Database which is populated with all North Lincolnshire Council's externally funded projects.

| EMPLOYEES | |
|------------------------------|--|
| | As at August 2008 |
| Number of FTE posts | 45.6 |
| Turnover | 4.76% (voluntary turnover April 2007 to March 2008) |
| % staff aged 50 and over | 18% |
| % of staff aged 25 and under | 16% |
| Gender | 63% Female 37% Male |
| Disability | 100% No disability declared |
| Ethnicity | 100% White British |
| Sexual Orientation | 84% Heterosexual 14% Not stated; Prefer not to say 2% Gay; Lesbian |

| REQUIREMENTS FOR SUPPLIES, SERVICES, WORKS OVER £75k |
|---|
|---|

- | |
|---|
| <ul style="list-style-type: none"> • Production of Lincs Lakes AAP |
|---|

- Community Hub
- Potential Brigg Beacon Town Facility
- Town Centre Masterplan
- Crowle – procurement of scheme delivery

In recognition of the fact that lack of capacity within the team often affects the implementation of projects, the service is looking to secure funding in order to recruit development officers/project managers to ensure the successful delivery of key priorities such as the Lincolnshire Lakes, The Town Centre, and Crowle Market Place Scheme.

Gypsies & Travellers: North Lincolnshire Council has recently published its Gypsy & Traveller Accommodation Assessment which has identified a need for 46 pitches to 2016. To assist in delivering the recommendations of the GTAA the Council needs to commission consultants to undertake further survey work for us, including assisting in identifying site allocations for Gypsies & Travellers and assist us in providing improved sites for Travelling Showpeople.

All LDF documents have to be subjected to an independent examination by an Inspector. The examination often results in substantial costs being incurred on Local Planning Authorities, as regulations have to be adequately met. At this stage monies will have to be found to pay for examinations on the LDF Core Strategy, LDF Housing & Employment Land Allocations DPD and LDF Waste DPD. Below is an indication of some of the requirements needed to be fulfilled by LPAs for examinations:

- The appointment of a Programme Officer over the period of the DPD Examination to ensure the organising and administering of a cost effective, and efficient Examination.
- The booking of a venue for the DPD Examination, and office accommodation for Inspector and Programme Officer (including furniture and equipment).
- Need to pay the wages of the Inspector appointed by the Planning Inspectorate.

The Waste DPD sets out the detailed policies and proposals for the sustainable management of waste in North Lincolnshire. It will cover the identification of future waste management needs, the promotion of sustainable waste management options and the protection of people and the environment from the harmful effects of waste development. Due to team resources being at capacity it is necessary to investigate whether consultancy support could be sought to ensure the delivery of the Waste DPD.

South Humberside Water Cycle Study: The study is required to support the planned growth outlined by the LDF Core Strategy, and to prepare for the new challenges of climate change.

| Asset Management | Information Technology | Systems |
|-------------------------|-------------------------------|------------------------------|
| Key Assets | Current IT Usage: | Funding: continue to promote |

| | | |
|---|---|--|
| <p>The service currently occupies open plan offices on the ground floor of Church Square House. Additionally, the Head of Service and PA are located in two offices in Pittwood House.</p> <p>Strategic None.</p> <p>Operational As part of the council's office accommodation review, the Strategic Regeneration, Housing and Development service will relocate to the lower ground floor at Pittwood House. Current timescale for the move is mid September 2008.</p> <p>Plans to incorporate a fit for purpose 'Business Room' in the new location are crucial to accommodate meetings with potential and existing business investors.</p> <p>Presuming all posts within the service are filled, the new office accommodation will be full to capacity. This has been identified as an issue and is being managed through the council's home working policy. As a result, hot desking for four members of staff has been built into plans for the office move.</p> | <p>Each member of the team has access to a PC or Laptop. A higher specification for PC/Laptop is required for Technicians to run mapping/design/3D packages.</p> <p>A replacement strategy will be implemented in the service ensuring that the appropriate equipment is implemented at user level. This includes consideration of home-working and requirement of Laptops rather than PCs.</p> <p>Anticipated IT Project List: The service has given a great deal of commitment to developing back and front office systems, this will continue over the next three years with further developments:</p> <p>Business Investment Website: We are looking at new ways to engage with businesses and investors in the region, nationally and on a global scale. One of the key ways has been highlighted to do this is a more effective use of the web. Whilst the business section of the council's website fulfils central government requirements for the standardised delivery of council information it does not provide the flexibility to deliver a highly commercial, professional website to attract inward investment.</p> <p>Land Charges: The development of Land Charges system has</p> | <p>the BidTrack system across the council in order to improve process efficiency, minimise duplication of effort and ultimately, produce more successful bids.</p> <p>Further development of Limehouse consultation software, currently used to support the Local Development Framework will include new functionality to integrate Adobe and mapping products.</p> <p>3D GIS will be developed within the area to support major regeneration projects. 3D visualisation will enable us to demonstrate options in a very accessible way to stakeholders and external funding providers.</p> <p>Evolutionary: The Service will continue to use Evolutionary as a way of logging all enquiries received from businesses by the Economic Development Team. The potential to use Evolutionary as an enquiry system for the rest of the service will be explored. .</p> |
|---|---|--|

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|--|--|--|
| | <p>commenced. Some manual elements of the system have been replaced and further work to the system will see Land Searches being processed electronically in the future.</p> <p>IT Priorities: Support to develop a commercial website aimed at attracting investment. To ensure that IT equipment is fit for purpose.</p> <p>IT Constraints/Risks: current website technology will not allow us to provide new online technologies utilised by businesses which are vital to support our work in positioning North Lincolnshire as an area of economic growth.</p> <p>Legislative considerations: we need to ensure that consultation sought on the Local Development Framework documents can be delivered through the council's web site in a timely manner.</p> | |
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Other

Wherever possible, savings will be sought through the use of technology. This includes providing documents online and on CD/DVD which will reduce the costs of printing.

Customer contacts are high, in particular around development of the Local Development Framework, Rural and Urban Renaissance projects, Housing and Economic Development. The core delivery of the service will continue to be improved with delivery through all the council channels, particularly the council website.

We will continue to work closely with the Procurement Team to ensure that the council's procurement procedures are adhered to. The service will aspire to achieving best practice in procurement as recognised by the Procurement Team in work undertaken to produce the Lincolnshire Lakes tender document and replicate this across the service ensure value for money, high quality services,

goods and works for the citizens of North Lincolnshire.

Changes we need to make

In October 2008, as part of the Humber Housing Partnership, Strategic Housing will take place in a peer review to assess the effectiveness of the partnership. This will have implications for the service in terms of possible changes we need to make.

We need to evaluate the recent service restructure which may lead to re-assigning roles and responsibilities.

Governance - we must be able to demonstrate that we are complying with the principles of good governance by involvement in implementing the vision for the area, ensuring roles and functions are clearly defined, taking informed and transparent decisions which are subject to effective scrutiny, manage risk, developing the capacity and capacity to deliver effectively and engage with local people and other stakeholder to ensure robust local public accountability.

In line with Yorkshire Forward's Corporate Plan, there will be changes in the way we obtain external funding. In the first instance, we will need to work closely with Yorkshire Forward to develop a Geographic Programme for North Lincolnshire.

See the 'other implications' section below which highlights other national legislative and policy changes affecting the service over the next 3 years.

Impact

Diversity

- We will continue to work with the Diversity Standards Officer to develop a diversity action plan for the service.
- We will carry out diversity impact assessments for any significant policy or decision at formulation stage
- We will prioritise all of our existing policies and procedures in preparation for DIA screening
- During 2008-2011 will screen all of our policies and procedures for relevance to race, disability, gender, religion and belief, sexual orientation and age.
- We will ensure implementation of diversity impact assessments through consultation and training where appropriate to ensure clear officer/manager responsibility
- We will work to mainstream diversity in partnerships and joint working
- We will consider our plans to make more use of the web and identify any possible implications.
- This service plan supports the council to achieve key diversity outcomes:
People are able to succeed in employment – by working to ensure college leavers and university graduates are attracted and retained,
Services meet everyone's needs – developing robust data collection services to ensure we have up to date statistics on needs of local people,
No one is disadvantaged – by integrating with other organisations,

obtaining external funding to promote good working practices for community project opportunities.

Bio-diversity

Biodiversity has been/will be incorporated into all appropriate Local Development Framework documents in accordance with PPS9, PPS12 and The Natural Environment & Rural Communities.

This includes the following Local Development Framework Documents:

- ◆ Core Strategy (PPS9)
- ◆ Allocations Document (PPS9)
- ◆ Proposals Map (PPS9)
- ◆ Annual Monitoring Report (PPS12)

We are looking to produce a Supplementary Planning Document on biodiversity in the near future.

Work on local wildlife site systems is commissioned through the Environment Team and linked to the Local Development Framework.

Police and Justice Act 2006 – Section 17

General policies on designing out crime and community safety will form part of the emerging Core Strategy. In addition, in accordance with Regulation 19 of the Town & Country Planning (Local Development) (England) Regulations 2004, a supplementary planning document is planned which will help assess and determine planning applications, and provide advice to developers on the use of design to reduce crime, fear of crime and anti-social behaviour.

Other areas that impact on Section 17 are our renaissance projects and joint housing strategy. Through renaissance we will contribute to improve the environment through the development of public spaces to create safe and attractive surroundings. One of the outcomes of the joint housing strategy is to create safe and strong communities by building confidence and creating neighbourhoods where people want to live and invest.

Local Government and Public Involvement in Health Act 2007 Sustainable Communities Act

This is a new direction for public sector reform. It represents a significant change in the role of local councils to develop the area's economic prosperity and create better places for our community. We will continue to work to embed the requirements of the Act and consider the economic, social and environmental well-being of the area in our planning and strategies.

Other implications [legal, environmental etc]

The following national legislative and policy changes will affect the service over the next 3 years.

The Planning Bill

The current system for the creation of Local Development Frameworks is being reviewed under the Planning Bill which is currently the subject of discussion in Parliament. The Bill proposes important changes to how documents (Development Plan Documents and Supplementary Planning Documents) are delivered through the planning system. It is effectively indented to speed up the process by creating a streamlined system.

The Planning Bill also proposes the Community Infrastructure Levy (CIL). The existing system of section 106 agreements will continue to operate alongside the CIL in terms of the provision of affordable housing. When the Planning Bill is enacted the Council will have to devise a CIL for infrastructure for North Lincolnshire which will be incorporated into the LDF. A risk is that at this stage the mechanisms involved in the CIL are not finalised and a consultation paper is due out shortly, however, the Council needs to be sure that the CIL system is developed in line with Government guidance, and abortive work is not undertaken.

Community Empowerment, Housing and Economic Regeneration Bill and the Construction Contractors Bill

There is clearly evident move in recently mooted policy discussions to ensure community empowerment and extend the influence of local communities in all aspects of local service delivery decision making. The Local Government White Paper, *Strong and Prosperous Communities*, published in 2006, places a duty on Local Authorities to involve and consult users more widely and provide better information about standards in their local area. More recently, The Community Empowerment, Housing and Economic Regeneration Bill and the Construction Contractors Bill, both highlighted in the Government's Draft Legislative Programme 2008/09, place huge emphasis on community and individual empowerment and aim to create greater opportunities for involvement in the design and delivery of public services and other measures designed to promote local democracy and larger numbers of active citizens. While these are only draft bills that may or may not be adopted in the current form, they provide a solid indication that community empowerment is high on the agenda and will continue to be a top priority in the delivery of local regeneration schemes and programmes.

Making Assets Work, The Quirk review of community management and ownership of public assets, published in May 2007, examines the current framework within which the asset transfer agenda operates and suggests that the benefits of community ownership and management of public assets can outweigh the risks. With voluntary and community sector partnerships being vital to the success of many regeneration and renaissance activities, the team may need to consider how it can best implement some of the recommendations outlined in this report.

Sub National Review

In light of the Review of Sub National Economic Development and Regeneration and Prosperous Places: Taking Forward the Review of Sub-National Economic Development and Regeneration the council will need to:

- Continue to build a strong and deep partnership with the RDA to ensure complementary regional and local economic, housing, planning, transport and low carbon priorities
- Work closely with RDA who will lead the development of an Integrated Regional Strategy which will set out how and where sustainable economic growth would be delivered, steering the activities, plans and investment decisions of the RDA, Local Authorities and other regional partners.
- Work with the RDA on Regional Structures and Roles of Delivery Partners who will develop a change management programme which addresses the changes needed to institutions, relationships and processes
- Play a stronger role on delivering economic development, including the requirement to undertake a statutory Economic Assessment. This will provide an improved economic evidence base, enhance our capacity and capability on economic development issues and ensure more effective prioritisation of economic development and regeneration interventions.

Leitch Report and Raising Expectations: Enabling the system to deliver

The final report of the Leitch Review of Skills, Prosperity for all in the global economy - world class skills, was published on 5th December 2006. The Review highlighted the need for the UK to urgently raise achievements at all levels of skills and recommended that it commit to becoming a world leader in skills by 2020 by doubling attainment at most levels of skill. The responsibility for achieving ambitions must be shared between Government, employers and individuals.

Raising Expectations: enabling the system to deliver outlines wide-ranging reforms to the provision of skills and training to young people and adults, to deliver these recommendations.

In light of this, the council will need to:

- Deliver the right education and training provision for every young person in the area.
- Cluster together in sub-regional groupings reflecting travel-to-learn patterns to commission provision for young people across the wider local area.
- Judge demand for different forms of provision and the extent to which the available supply meets demand and makes a full reality of the new entitlements to Diplomas, Apprenticeships and the Foundation Learning Tier.

The Strategic Regeneration, Housing and Development Service will play a key strategic role in delivering a skilled and adaptable workforce by:

- Identifying current skills baselines, demand from local employers and

- current education and training opportunities;
- Matching current skills supply with employer demand;
- Identifying skills priorities for North Lincolnshire and producing an Action Plan to deliver this, including an appropriate performance management framework to assess the impact; and
- Establishing an Employment and Skills sub-group of the Economic Development Board.

Regional Economic Strategy 2006 – 2015 (RES)

As a stakeholder in the Regional Economic Strategy (RES), the council must work in partnership with other partners and agencies to deliver on the following objectives of the RES:

- Objective 1) More businesses that last
- Objective 2) Competitive businesses
- Objective 3) Skilled people – benefiting businesses
- Objective 4) Connecting people to good jobs
- Objective 5) Transport, Infrastructure and environment
- Objective 6) Stronger cities, towns and rural communities

As part of delivering the RES, the council must work with Yorkshire Forward to develop geographically focused programmes based around the policy priorities (Policy Products) set out in the Yorkshire Forward Corporate Plan (2008-11). On a regional level, the introduction of the Geographical Programme by Yorkshire Forward will change the way funding is allocated by the RDA. Individual project contracts will be consolidated into one larger, area-based contract therefore altering budgetary, management, and financial processes and systems.

The geographic programme will:

- Set out the directly Yorkshire Forward funded elements of the Geographic Programme which will be delivered by the council;
- Set out the additional Yorkshire Forward contribution to the Geographic Programme delivered in the locality by intermediaries; and
- Identify the strategic added value the programme will deliver to address wider RES targets by influencing the investment and policy decisions of others through Key Account Management of major businesses, partners and public agencies.

Responding to Global, National and Local Economic Changes

The council must ensure that it is flexible and has the appropriate structures and procedures in place to respond to changes in the economic climate within which it operates. This will take into account both the economic downturn which we are experiencing currently and any potential growth opportunities resulting from improving economic conditions. This will include:

- Ensuring the appropriate support mechanisms and procedures are in place to assist companies with any job losses.
- Encouraging enterprise and developing initiatives to increase business competitiveness, increase efficiency and exploit local supply chain

linkages making our businesses better prepared to respond to challenges and opportunities.

- Stimulating inward investment through the targeted marketing of opportunities and developing a clear strategy for taking forward strategic sites for development.
- Developing and implementing a Skills and Workforce Strategy for North Lincolnshire which will ensure that businesses have access to effective and appropriate training provision and an adaptable and highly skilled workforce.

SECTION 7 – KEY BARRIERS TO SUCCESS

Risk assessment is an integral part of strategic planning. All developments in the service plan have been assessed against the criteria. This ensures that risk is considered as part of the forward planning process. The analysis produces a risk assessment score. Actions with high scores are considered the greatest risk and will be monitored as part of the quarterly performance monitoring process. They are cross-referenced with the service risk register.

Any new risks or changes that occur during the year will be updated on the service register and used to inform the planning process for the following years.

A strategic risk management group promotes effective risk management. This includes the consideration of operational service risks in all service plans.

| RISK | CONTROL | ACTION |
|--|---|---|
| Changes to the LDF system through the Planning Bill | DCLG and Government Office for Yorkshire and the Humber | Keep up to date with good practice guidance. Ensure regular contact with DCLG & GOYH |
| Substantial consultation on LDF documents | Prince2 methodology | Project management and monitoring in place. Ensure contingency plan is in place |
| Loss of Spatial Data | IT Business Continuity Plan | None |
| Major IT failure | IT Business Continuity Plan | None |
| Inappropriate decisions, policy advice or research information provided to the public or outside organisations | Good practice guidance/policies, corporately in the council and from RTPI | Keep up to date with guidance/policies |
| Staff Recruitment/Retention | EDR process Corporate Recruitment & Selection policies and contracts | See workforce plan for actions identified to address recruitment and selection issues |
| Personal safety of staff | Induction process for new staff Personal safety/customer training Safety equipment provided Mobile telephones provided | Monitor induction/training and development |
| Major Economic Recession (effects of the credit crunch) | Property trading account mechanism Operational budget Asset Management Plan Budget Monitoring | Economic Development Strategy – monitoring outcomes |

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| Ineffective asset management in NLC – Third Sector collaborations | Implementation of effective contracts/safeguards. | Review governance arrangements in partnerships Appropriate project management monitoring |
| Lack of funding to meet statutory requirements | Funding expertise External funding acquisition team - ongoing searches for funding. | Review of external funding bids |
| Failure to access new regeneration funding | Funding expertise External funding acquisition team - ongoing searches for funding. | Review of external funding bids |
| Failure to meet targets on projects | Ensure appropriate project management and monitoring is in place | Monitor through the External Funding action plan |
| Changes in external funding priorities mean that projects are not allocated continuation funding | Develop and maintain relationships with funders to ensure earliest warning of changes. | Monitor through the External Funding action plan Ensure projects have exit strategies built in from the development stage to ensure sustainability. |
| Failure to deliver regeneration programmes | Ensure strategy for delivery is in place | Improve performance monitoring through QPR and identify and monitor all targets |
| Contractual Project failure | Contractual Agreements, contingency arrangements, training, financial safeguards | Review of contingency arrangements |
| Failure to deliver the Local Development Scheme | BVPI 200 | Monitor LDS timetable through PMS & QPRs |
| The non delivery of agreed external funding contracts could result in claw back of all or a proportion of the amount claimed. Also loss of credibility as project managers. | Project management and monitoring in place. | Performance indicators to measure progress on agreed external funding contracts |
| Failure to deliver Urban Renaissance | Management Investment Plan produce Workforce Planning and Development of Learning & Development plan Senior Management development days in place | Improve performance monitoring through QPR and identify and monitor all targets |
| Failure to deliver Rural Renaissance | Development Framework produced and in place | Improve performance monitoring through QPR and identify and monitor all targets |
| Failure to deliver South Humber | Development of Management | Improve performance |

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| Bank Development | Plan | monitoring through QPR and identify and monitor all targets |
| Failure to deliver on Maximising Staff Potential | <p>Workforce Planning and Development of Learning & Development plan</p> <p>Senior Management development days</p> | Review through EDRs |

APPENDIX 1

Possible future capital schemes

| Stage | Scheme Name | 2008/09 £,000 | 2009/10 £,000 | 2010/11 £,000 |
|---|---|--|-------------------------------------|---|
| <i>Inception List of options</i> | <p>Crowle Masterplan Community Hub Brigg Beacon Town Facility Knowledge Campus (Further costs are currently unavailable until the outcome of a number of current bids are known)</p> <p>Mental Health/Vulnerable Adults Project – currently working on needs assessment likely to lead to additional requirement.</p> | | | |
| <i>Option appraisal</i> | <p>Rural Housing Need – Need identified through RHE survey. Options appraisal required for land/empty properties to meet need at: Scawby New Holland Winteringham Alkborough Redbourne Gunness Roxby Elsham Wooton</p> | Options appraisal required | | |
| | Teenage Parents - for the provision of supported living for teenage parents | Options appraisal required | Possible council resources required | |
| | Rural Extra Care – options for provision of modern supported living in rural areas. It is not feasible to provide extra care using current model in rural areas as schemes need to be quite large to stack up. HC funding for development could be available. Project may require site/capital contribution. | Option appraisal required | | Project may require site/capital contribution |
| | Foyer | Options appraisal required. Potential for Housing Corporation funding to be secured. | | Possible council resources required |

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| | Rehabilitation Housing project | Options appraisal required. Potential for Housing Corporation funding to be | | Possible council resources required |
| Feasibility study | Town Centre Masterplan | £185,000 for Masterplan Development | | |
| | Advance Crosby – Major transformational housing project with masterplan completed. Regional Housing. Possible requirement for land/match funding | Potential for Housing Corporation and Housing Board funding | | Possible council resources required |
| | Lincolnshire Lakes | £63,033 for completion of masterplan | | |
| | Gypsy and Traveller site provision – GTAA identified 10-15 pitches provided as 'social' accommodation. | | Gypsy and Traveller site Grant could be available. Possible capital and land required. | |
| | Westcliff Precinct – Project with North Lincolnshire Homes to improve the precinct area of Westcliff | Finalisation of masterplan by Spawforths funded by Regional Housing Board | Regional Housing Board funding secured for implementation of masterplan. Could require inclusion of NLC land assets to achieve best results. | |
| | Build Your Future | Phase 2: Southview Avenue, Brigg. Housing Corporation funding secured. Land @ South View Ave leased by NLC to Havelok Homes | Phase 3: Cherry Grove, Scunthorpe. Housing Corporation funding sought. Land @ Cherry Grove to be leased from NLC to Havelok Homes Phase 4: Baysgarth View, Barton. Site owned by Havelok Homes. Funding to be sought from Housing Corporation. | Future phrase: Next phases of Build Your Future to be developed. Possible council resources required. |
| Capital | South Ferriby - Rural Housing | | HC funding to be | |

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| investment proposal | Enabler Scheme | | sought. Possible start on site mid 2009. NLC owned land at South Ferriby Canteen to make up a development site with a piece of privately owned land. | |
| | Althorpe and Keadby – Need identified through RHE survey. | Possible start on site early as South Yorks Housing Association have an amount of Housing Corporation grant funding readily available | Possible site owned by NLC to the rear of Mariners Arms flats, Keadby | |
| | Manifold Road Caravan Site – NLC owned provision for Travelling Show people in need of refurbishment and modernisation. Gypsy and Traveller site grant may be available from 31st July 2008. NLC will need to provide match funding at between 50 and 75% | Funding bid submitted, 31 st July 2009 for £534,569.25. NLC contribution bid for through Capital Programme | Project start if bid successful. | |
| | Place of Change – Need identified for Homeless Hostel with additional facilities to tackle worklessness. Some potential funding available from central government through place of change programme. | | Will require site/capital contribution from NLC. | |
| | Extra Care Phase 2 – Possibility of developing phase two Ashby Link Extra Care scheme on land adjacent to current scheme. Need identified within Older Persons Housing Strategy. Likely that funding would be available from Housing Corporation. | | Housing Corporation funding bid and likely land requirement at Ashby Link | |
| | Learning Disability Supported Living – identified need for Supported Living in Brigg | | Housing Corporation funding bid. Possible land requirement | |
| | Old Crosby Mental Health Reprovision – 2-4 Old Crosby, Scunthorpe – project to seek Housing Corporation funding for demolition and re-provision of | | Housing Corporation funding bid | |

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| | mental health supported living scheme | | | |
| | Conway House, Scunthorpe – this is a vital accommodation service for young people requiring capital match funding for refurbishment | | Housing Corporation funding bid | |
| | Somerby Road and wider Riddings renewal – North Lincolnshire Homes are investigating the renewal of specific problem areas within Riddings. This needs to be worked into wider plans for the area. | North Lincolnshire Homes bidding for Housing Corporation funding | | |
| Committed capital project | Choice Based Lettings | £24,000 | £10,000 | |
| Post project evaluation | Phase 1 – Mallalleu Court. Complete 30/09/08. Steering group to undertake evaluation by December 2008. | | | |
| | Wroot, Rural Housing Scheme | | NLC owned land. Project funded by Housing Corporation. Scheme due to be complete mid 2009. | |
| | Ulceby, Rural Housing Scheme | NLC owned land. Project funded by the Housing Corporation. Scheme due to be complete late 2008 | | |
| | Epworth, Rural Housing | NLC owned land. Project funded by the Housing Corporation. Scheme complete mid 2008. Evaluation to be complete by November 2008. | | |

Appendix 2

SERVICE PLAN 2008-2011

| COUNCIL AMBITION – AN AREA THAT IS THRIVING PRIORITY 1 = CREATE A STRONG IDENTIFY FOR THE AREA | | | | |
|---|--------------------------------------|------------------------|------------|---|
| KEY ACTIONS | SERVICE LEAD | TARGET DATE | MILESTONES | OUTCOMES |
| To Submit the LDF Core Strategy to the Secretary of State. | Chris Barwell | October/ November 2008 | LDS | Submission of LDF Core Strategy |
| Undertake pre-submission consultation first stage on Lincolnshire Lakes AAP | Chris Barwell/Jenny Couch/Jacky Wass | October/ November 2008 | LDS | Lincolnshire Lakes AAP First Stage consultation |
| Undertake second stage consultation on Housing & Employment DPD | Chris Barwell | Jan/Feb 2009 | LDS | LDF Housing & Employment Land second stage consultation |
| Undertake pre-submission consultation first stage on Waste DPD | Chris Barwell | May 2009 | LDS | First stage consultation LDF Waste DPD |
| Undertake second stage consultation on Lincolnshire Lakes DPD | Chris Barwell | July/Aug 2009 | LDS | Lincolnshire Lakes AAP second stage consultation |
| To adopt the LDF Core Strategy | Chris Barwell | July 2010 | LDS | Adoption of LDF Core Strategy |
| Lincolnshire Lakes AAP is submitted to Secretary of State | Chris Barwell | August 2010 | LDS | Submission of Lincolnshire Lakes AAP |

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| Undertake second stage consultation on Waste DPD | Chris Barwell | May 2010 | LDS | LDF Waste DPD second stage consultation |
| To adopt the LDF Housing & Employment Land Allocations DPD | Chris Barwell | March 2011 | LDS | Adoption of LDF Housing & Employment Land Allocations DPD |
| To adopt the Waste DPD | Chris Barwell | March 2012 | LDS | Adoption of Waste DPD |
| To adopt the Lincolnshire Lakes AAP | Chris Barwell/Jenny Couch/Jacky Wass | July 2011 | LDS | Adoption of Lincolnshire Lakes AAP |
| <p>Respond to the Sub National Review</p> <ul style="list-style-type: none"> • State of North Lincolnshire Report • Economic Assessment • Economic Development Strategy | <p>John Bennett</p> <p>Laura Farr</p> <p>Laura Farr</p> | | <ul style="list-style-type: none"> • Collection and analysis of economic data. • State of North Lincolnshire Report and Economic Assessment complete and agreed with Stakeholders. • Economic Development Strategy complete and agreed with Stakeholders. | <p>Robust economic data bank established.</p> <p>Clear strategy and priorities for economic development.</p> <p>YF investment in NL through Geographic Programme.</p> |

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| <ul style="list-style-type: none"> • Geographic Programme | Lesley Potts | | <ul style="list-style-type: none"> • Geographic programme submitted and agreed by Yorkshire Forward. | |
| <p>Identifying the area's marketable characteristics and develop a unique positioning based on our key strengths and assets</p> | Jackie Tulley | | <ul style="list-style-type: none"> • Collection of baseline economic data • Completion of a draft North Lincolnshire place marketing audit including key economic metrics, area characteristics, competition, trends & developments and SWOT analysis. • Council and partners are involved in producing an agreed North Lincolnshire base position. | <ul style="list-style-type: none"> • An area that is thriving and creating a strong identity for the area |

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| | | | <ul style="list-style-type: none"> • Communication outputs include messages about the key projects in Direct magazine, updated website content and manager briefings | |
| Develop marketing and communications plans for transformational projects and services of SRHD internally and externally. | Jackie Tulley | | <ul style="list-style-type: none"> • Work with teams within SRHD to identify marketing opportunities complete • Quarterly external /internal projects update leaflet produced | Raised awareness of flagship projects with stakeholders. |
| <p>Develop a National and Regional Profile</p> <ul style="list-style-type: none"> • Economic Development Board • Engage with the World Trade Centre | <p>John Bennett</p> <p>Laura Farr</p> | | <ul style="list-style-type: none"> • Economic Development Board Sub-groups Established with Action Plans. • WTC working relationship, representation on ED Board. | <p>Increased profile of North Lincolnshire as a 'destination'.</p> <p>Increased inward investment enquiries.</p> |

| <ul style="list-style-type: none"> • Develop a Strategic Tourism Action Plan • Involvement in Clipper Events • Tour of Britain | <p>Jackie Tulley / Laura Farr</p> <p>Lesley Potts</p> <p>John Bennett/Nicola Trussell</p> | | <ul style="list-style-type: none"> • Strategic Tourism Action Plan Completed. • Programme of marketing activities and events linked to Clipper and Tour of Britain. | |
|--|---|-------------|---|---|
| COUNCIL AMBITION – AN AREA THAT IS THRIVING PRIORITY 2 = DEVELOPING A DYNAMIC ECONOMY | | | | |
| KEY ACTIONS | SERVICE LEAD | TARGET DATE | MILESTONES | OUTCOMES |
| <p>Stimulate Inward Investment</p> <ul style="list-style-type: none"> • Refresh & Revive approach • Targeted Marketing of Opportunities • Review of Employment Land Allocations • Town Centre Development • South Humber Bank | <p>Laura Farr</p> <p>Ulrike Dearden</p> <p>Ulrike Dearden</p> <p>Marcus Walker</p> <p>Gordon Kell</p> | | <ul style="list-style-type: none"> • Review and evaluation of current approach. • Programme of activities identified to refresh and revive the approach and targeted marketing of opportunities commences. • Review of employment land allocations | <p>Increased inward investment into North Lincolnshire</p> <p>All units in town centre development let.</p> |

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| | | | completed. | |
| <p>Develop and provide an integrated business support service</p> <ul style="list-style-type: none"> • Key Account Management • Review of Business Location Service • BLS Website Development & Location Literature • Engage with Business Link Yorkshire • Funding Support to Business • Company Visit Programme • Rural Enterprise • Business Advice - Small Business Growth and Start-ups | <p>Laura Farr</p> <p>Becky Kidner Nicola Trussell / Becky Kidner</p> <p>Penny Bee</p> <p>Funding Team</p> <p>Penny Bee</p> <p>Lucy Burkitt</p> <p>Lucy Burkitt</p> | | <ul style="list-style-type: none"> • Programme of visits to Key Accounts (Jul / Aug 2008) • Follow up actions to assist KA companies: <ul style="list-style-type: none"> - Skills (JB / PB) - Supply Chain and Location (LB/BK) • Other e.g. CSR, Environ. etc (UD / LF). • Analysis of 2007/08 BLS statistics. • Website and literature design and production. • Increased targeting of support for rural | <p>More responsive approach to Key Accounts</p> <p>Continued business presence in NLand Increased Business Growth in existing companies.</p> <p>More effective and flexible provision of business support.</p> <p>Increased value for money.</p> <p>Increased uptake of business premises in NL</p> |

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| | | | based businesses. | |
| <p>Encouraging Enterprise</p> <ul style="list-style-type: none"> • Sector Development • Procurement Events • Speed Networking • Supply Chain Development • Young Enterprise • Social Enterprise • North Lincolnshire Developments • Trade Opportunities | <p>Lucy Burkitt</p> <p>Nicola Trussell</p> <p>Nicola Trussell</p> <p>Lucy Burkitt Penny Bee / Lucy Burkitt</p> <p>Penny Bee</p> <p>Marcus Walker</p> <p>Laura Farr</p> | | <ul style="list-style-type: none"> • Gather info / intelligence. • Business visits to increased number of sectors. • Events programme including evaluation of impact. • Supply chain research and development including Airport and NFU opportunities. • Young Enterprise development. | <p>Improved business support offer, targeted interventions to support growth in new sectors.</p> <p>Increased NL businesses submitting tenders for NLC work.</p> <p>Increased business start-ups</p> <p>Increased skills and business growth.</p> |
| <p>Responding to challenges and opportunities</p> <ul style="list-style-type: none"> • Climate Change Agenda • Establish Task Force / Group in response to major job losses in North Lincolnshire | <p>Laura Farr</p> <p>Laura Farr</p> | | <ul style="list-style-type: none"> • Further work to consider implications on North Lincs economy. • Gather info / | <p>Potential impacts managed as effectively as possible.</p> <p>Redeployment of</p> |

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| | | | <p>intelligence.</p> <ul style="list-style-type: none"> • Ensure contacts up to date. • Develop task force. | <p>staff made redundant quickly with the appropriate support, training etc.</p> |
| <p>Removing barriers to growth Humber Bridge Tolls Study</p> <ul style="list-style-type: none"> • Baseline data relating to Worklessness in North Lincolnshire • Engagement with the Humber MORE programme • Worklessness programme | <p>John Bennett</p> <p>John Bennett</p> <p>Laura Farr</p> | | <ul style="list-style-type: none"> • Final report complete and agreed by partners. • Baseline data established. • Contact established with MORE project Manager. • Programme of future interventions developed. | <p>Final report to be used as a lobbying tool for the reduction of the tolls.</p> <p>Reduction in worklessness and improved employability of local people.</p> <p>Highly skilled and adaptable workforce.</p> |
| COUNCIL AMBITION – AN AREA THAT IS THRIVING | | | | |
| PRIORITY 3 = ENHANCE SKILLS AND EMPLOYABILITY | | | | |
| KEY ACTIONS | SERVICE LEAD | TARGET DATE | MILESTONES | OUTCOMES |
| <p>Develop and enable major transformational projects to improve skills and learning in North Lincolnshire</p> <ul style="list-style-type: none"> • Confucius Institute / International Centre | <p>Laura Farr / John</p> | | <ul style="list-style-type: none"> • Completion of mapping exercise. • Project planning | <p>Increased skills levels in the workforce to meet the needs of</p> |

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| <ul style="list-style-type: none"> • Engineering Academy • Produce a clear strategy and supporting plans for the development of the knowledge campus | <p>Bennett Marcus Walker Jenny Couch</p> | | <p>and development including stakeholder consultation.</p> <ul style="list-style-type: none"> • HE Strategy completion. • Funding applications | <p>business, now and in the future.</p> <p>Increased skills levels, competitiveness & productivity of businesses.</p> <p>Highly skilled and adaptable workforce.</p> |
| <p>Deliver an adaptable and highly skilled workforce</p> <p>Develop a Skills and Workforce Strategy for North Lincolnshire</p> <ul style="list-style-type: none"> • Establish Employment and Skills Partnership Board • Map Skills projects, stakeholder interests and activities. • Higher Education Strategy • Investigate LANTRA rural skills support • Train to Gain • Engagement with STEM project | <p>Penny Bee</p> <p>John Bennett</p> <p>John Bennett</p> <p>Laura Farr</p> <p>Penny Bee</p> <p>Penny Bee</p> <p>Penny Bee</p> | <p>?</p> | <ul style="list-style-type: none"> • Identify current skills baselines, employers' skills demand and supply. • Match current supply with demand. • Identify skills priorities. • Produce Action Plan & Performance Management Framework. | <p>Robust skills action plan and priorities for intervention.</p> <p>Stakeholder engagement in delivering the skills plan.</p> <p>Coordinated approach to delivering skills provision that is fit for purpose & meets the needs of business.</p> <p>Higher Education Provision in NL.</p> |

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| | | | <ul style="list-style-type: none"> • Establish Board. • Completion of mapping exercise. • Brief developed and tendered for HE Strategy. • Report complete and agreed by stakeholders. | <p>Increased skills levels, competitiveness & productivity of businesses.</p> <p>Highly skilled and adaptable workforce.</p> |
| COUNCIL AMBITION – AN AREA THAT IS THRIVING | | | | |
| PRIORITY 4 = AREA RENAISSANCE | | | | |
| KEY ACTIONS | SERVICE LEAD | TARGET DATE | MILESTONES | OUTCOMES |
| <p>Deliver Community Hub</p> <ul style="list-style-type: none"> • Produce full Business Plan for Community Hub • Design development • Project administration • Building development | Shirley Innes | Commence Building work July 2009 | <ul style="list-style-type: none"> • Full Business Plan produced Dec 08 • Design confirmed July 9 | Delivery of Community Hub |
| <p>Enable Brigg Beacon Town Partnership to procure community centre.</p> <ul style="list-style-type: none"> • Agree project plan with partnership • Secure funding • Secure land • Agree centre design • Develop Management Committee | Helen Anglum | Management Committee developed by April 2011 | <ul style="list-style-type: none"> • Project Plan agreed Sept 08 • Funding secured April 09 • Land secured May 09 • Design Agreed Jan 10 • Management Committee | This will provide a community space for the inhabitants of Brigg and surrounding areas under the management of a effective voluntary management committee |

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| | | | developed April 2011 | |
| Deliver Training Programme <ul style="list-style-type: none"> • Produce Training Strategy • Support Partnerships through training | Helen Anglum/Shirley Innes | October 2008 | <ul style="list-style-type: none"> • Training strategy developed by Oct 08 | Enabling groups and community members to deliver projects and manage their own assets and sustainability |
| Secure Urban Renaissance Enabling Bid <ul style="list-style-type: none"> • Formalise Costs • Submit bid to Yorkshire Forward • Sign Contract | Jacky Wass | Contracts signed Sept 09 | <ul style="list-style-type: none"> • Costs formalised June 08 • Bid submitted to Yorkshire Forward July 08 | To secure additional funding to enable the continuation, expansion and development of the Scunthorpe Urban Renaissance Programme. |
| Delivery of Sports Academy/Central Park <ul style="list-style-type: none"> • Obtain Planning Permission • Stage E Design Complete • Secure Funding for Stage F onwards • Stage F Design complete • Procure construction contractor • Undertake Construction | Jacky Wass/Tom Coburn | ? | <ul style="list-style-type: none"> • Planning Permission Obtained June 08 • Stage E Design Complete Sept 08 • Funding past Stage E Secured Sept 08 • Stage F Design Complete Dec 08 • Procure Construction Contractor April09 • Undertake Construction June | The creation of an innovative and iconic new sports facility for the residents of Scunthorpe and surrounding areas, together with the reinvigoration of Central Park. |

| | | | 2009 | |
|---|---------------------------|---|--|---|
| <p>Lincolnshire Lakes development</p> <ul style="list-style-type: none"> • Complete Feasibility Study • Stakeholder Consultation • Appoint Project Manager • Production of Area Action Plan | Jacky Wass/Jenny Couch | ? | <ul style="list-style-type: none"> • Feasibility Study Complete July 08 • Project Manager appointed Nov 08 • Area Action Plan submitted to Secretary of State March 2010. • AAP Adopted April 2011 | The creation of a new sustainable waterside setting and neighbourhood for Scunthorpe incorporating residential, business, leisure and amenity land use. |
| <p>Town Centre Redevelopment</p> <ul style="list-style-type: none"> • Finalise Tender Brief • Undertake Tender Exercise for Town Centre Masterplan • Appoint Consultant • Masterplan complete • Appoint Project Manager • Commission further design | Jacky Wass/Jenny Couch | ? | <ul style="list-style-type: none"> • Tender Brief finalised June 08 • Consultant appointed Sept 08 • Project Manager appointed Nov 08 • Masterplan complete March 09 | Development of a vibrant, more successful and more competitive Town Centre for Scunthorpe |
| <p>Knowledge Campus Feasibility Study and design</p> <ul style="list-style-type: none"> • Secure funding • Draw up tender brief • Appoint consultants for Phase 1 feasibility • Feasibility study undertaken • Appoint consultants for phase 2 design | Jacky Wass Jenny Couch | ? | <ul style="list-style-type: none"> • Funding secured September 2008 • Appointment of consultants Nov 2008 • Phase 1 Study complete March 2009 • Appointment of | Increased University presence |

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| | | | Consultants for Phase 2 study June09 | |
| Appointment of Urban Realm Arts Officer <ul style="list-style-type: none"> Develop Job Description Secure funding Recruit to post | Jacky Wass | December 2008 | <ul style="list-style-type: none"> Job Description grading approval June 2008 Funding Secured September 2008 Officer in post December 2008 | Raised profile of Public Art. Series of public art works. Consistent high quality public realm. |
| Crowle Market Place Redevelopment <ul style="list-style-type: none"> Appoint Rural Renaissance Manager Undertake Tender Exercise for Town Centre Masterplan Appoint Consultant Masterplan complete Commission | Jenny Couch | ? | <ul style="list-style-type: none"> Appoint Renaissance Manager July 2008. Appoint MasterPlan Consultants July 2008 MasterPlan complete | Improved public realm and public space in Crowle Market place. Increased usage of Market Place. |
| Delivery of RDPE Programme <ul style="list-style-type: none"> Develop Bid Secure Funding Deliver Programme Monitoring and Evaluation | Jenny Couch | ? | <ul style="list-style-type: none"> Bid Developed Funding Secured Delivery underway | Provision of support for rural groups and organisations in order to enhance our rural economies. |
| Provide more affordable homes | Strategic Housing | 2011 | 2008/2009= 70 units 2009/2010= 149 units 2010/2011 = 225 | Increase in the provision of affordable homes |
| Improve the range of tenure and choice in housing | Strategic Housing | 2010 | 20 affordable homes | Improved tenure |

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| | | | per year for shared ownership Implement Choice Based Lettings by 2010 | choice in North Lincolnshire and better mobility for social housing tenants. |
| Provide choice in rural areas | Strategic Housing | Ongoing | At least 2 rural housing schemes will be brought forward each year | Local people have access to affordable homes in rural areas |
| Improve transition into sustainable accommodation | Strategic Housing | Specific targets for each project set in the Housing Strategy Action Plan | Increased housing provision for people fleeing domestic violence and people with mental health problems Develop a Place of Change | People are able to live independently with support where necessary |
| Enable independent living | Strategic Housing | Specific targets for each project set in the Housing Strategy Action Plan | Develop a range of supported accommodation for Older People People with Physical Disabilities Teenage Parents Learning Disabilities Deliver 20 'Build Your Future' Homes | People are able to live independently with support where necessary |
| Meeting the needs of everyone within our communities | Strategic Housing / Spatial Planning | Pitch requirement to be met by 2016 | Meet G+T pitch requirements. Address gaps in knowledge – people | Gypsy & Travellers have access to appropriate accommodation |

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| | | | with mental health problems, other vulnerable groups | |
| COUNCIL AMBITION – IMPROVING THE CAPACITY OF THE ORGANISATION | | | | |
| PRIORITY 5 = | | | | |
| KEY ACTIONS | SERVICE LEAD | TARGET DATE | MILESTONES | OUTCOMES |
| Maximise the potential of the Council to apply for and secure funding for the benefit of North Lincolnshire Council and North Lincolnshire | Lesley Potts | ? | ? | Clear demonstration that a well thought through process has taken place before any funding enters the area with partner involvement established. |
| SERVICE IMPROVEMENTS IDENTIFIED IN SECTION 4 – WHERE DO WE NEED TO GO? | | | | |
| KEY ACTIONS | SERVICE LEAD | TARGET DATE | MILESTONES | OUTCOMES |
| INTERNAL TEAM INDICATORS | | | | |
| KEY ACTIONS | SERVICE LEAD | TARGET DATE | MILESTONES | OUTCOMES |
| 80 people assisted in their skills development as a result of the Renaissance Programmes | Area Renaissance | | | |
| To achieve annually revised, contracted financial spend for the Urban Renaissance Programme | Area Renaissance | | £833,780.46 (2008/09) £178,579 (2009/10) | Contracted spend met |
| Results of internal user satisfaction survey (resources) | | | | |

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| | | | with mental health problems, other vulnerable groups | |
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