



Going Forward Together →

North Lincolnshire Council

One Council, One Plan

**Strategic Plan
2009-2012**

CONTENTS

Forword	•Page 4
People and Places	•Page5
National Policy Framework	•Page7
Vision and Values	•Page8
Working in Partnership	•Page9
Council Priorities	•Page 11
Governance	•Page14
We Care	•Page15
We Value	•Page16
We Achieve	•Page19

Financial Strategy	•Page 24
Value for Money	•Page 26
Risk	•Page27
An Area that is Thriving	•Page28
Communities that are Confident and Caring	•Page 31
Individuals Can See the Difference	•Page33
Everyone Works for the Benefit of North Lincolnshire	•Page35
Feedback and Translation	•Page37

FOREWORD

Achieving the best possible outcomes for the area cannot happen through the work of one organisation alone. North Lincolnshire's future is based on public, private, voluntary and community sectors working together with our citizens. Everyone in the area has a unique part to play in enabling us to jointly achieve our vision of transforming North Lincolnshire towards a better future for all.



In 2008, representatives of North Lincolnshire's public, private, voluntary and community sectors developed Many Faces – One Community the areas Sustainable Community Strategy. It looks ahead to 2020 and explores how the area will change and develop in this time. It shows the key challenges and opportunities that North Lincolnshire will face and sets out how we can work together to achieve our ambitions for the area, communities and individuals who live and work here.

Alongside this, Going Forward Together the council's strategic plan sets out the contribution that the council will make to achieving our ambitions. Whilst working with our partners is at the forefront of what we do, it is still necessary to set out our individual role and direction. Going Forward Together is not new, it details the council's four shared ambitions and shows the 15 priorities that we have set to achieve them. We will ensure that the whole council maintains its drive and enthusiasm to deliver them so the public can enjoy the opportunities that they will bring. By *Going Forward Together* we can achieve our ambitions and transform North Lincolnshire towards a better future for all.

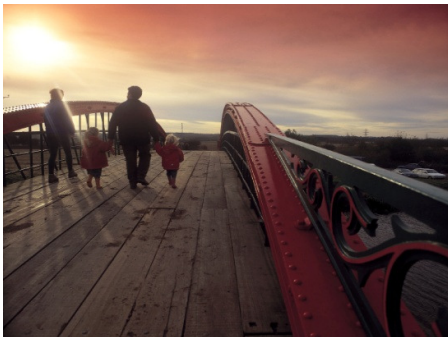
Simon Driver
Chief Executive



Mark Kirk
Leader
of the Council



North Lincolnshire – People and Place



North Lincolnshire is unique. The urban centre of Scunthorpe, with its heritage in steel making, contrasts with rural landscapes of the Lincolnshire Wolds and the Isle of Axholme.

It sits on the south side of the Humber estuary covering an area of 85,000 hectares. As an administrative area, it was formed in 1996 bringing together the boroughs of Scunthorpe, Glanford and part of Boothferry which were all part of the former county of Humberside. North Lincolnshire is now one of four local authority areas that make up the Hull and Humber Ports City Region, along with North East Lincolnshire, East Riding of Yorkshire and Hull City.

North Lincolnshire is part of the Yorkshire and Humber region, and forms part of the region's southern border with the East Midlands region and the County of

Lincolnshire. North Lincolnshire has a fantastic strategic position in the United Kingdom, being centrally located close to the eastern coast. 40 million people are within four hours drive of North Lincolnshire. The following gives an overview of North Lincolnshire.

DEMOGRAPHICS

- The North Lincolnshire population has risen and will continue to increase over the next 20 years;
- Fewer 15-44 year olds than nationally, but more over the age of 45;
- Large increase in the number of over 65 year olds over the next 20 years;
- The number and proportion of minority Black and Ethnic residents has risen.
- The last decade has seen an increase in the number of single and lone parent households.

QUALITY OF LIFE

- Overall, North Lincolnshire is less deprived than the national average;
- Scunthorpe is more deprived than the rural areas;
- Crime is a particular problem in some areas;
- More households than the national average suffer from fuel poverty;
- Satisfaction with the area as a place to live is lower than regional and national averages.

ECONOMIC

- Gross Value Added per head is the highest in the Humber, but lower than regionally and with slower growth levels than elsewhere;

- Low levels of business start-ups, but excellent survival rates and an increasing number of businesses;
- Low land values;
- Large amount of industrial land, but low levels of office and retail office space;
- Fewer enquiries to council's business location service.

LABOUR MARKET

- Manufacturing employs double the national average, whilst banking, finance and insurance employs half the national average;
- The number employed in manufacturing is declining, other sectors are employing more;
- North Lincolnshire workers work some of the longest hours in the country, and the hours are rising;
- Unemployment is below the regional average but rising especially in 20-24 year olds;
- Claimant rates for out of work benefits is low;
- Forecasts show few new jobs being created in North Lincolnshire.





PROSPERITY

- Weekly pay is at regional average, but with large differences between men and women;
- Pensioners in North Lincolnshire are worse off than the national average;
- Over half of households have an annual income below £25,000, with over a third earning less than £15,000.

SKILLS

- Skills levels in North Lincolnshire are lower than regionally and nationally;
- More people with no qualifications than the regional average;
- Employers report fewer skills shortage vacancies and skills gaps than the national average;
- Low graduate recruitment rates.

COMMUNITY SAFETY

- A reduction in recorded crimes over the last five years;
- Vehicle crimes and burglaries have seen notable decreases;
- Crime rates are still higher than national averages in many cases, and whilst the gap has closed in many cases it still exists for some crimes such as sexual offences;
- Common assault has increased over the last five years;
- Residents are concerned about anti-social behaviour.



Health

- Life expectancy in North Lincolnshire is lower than the national average;
- The infant mortality rate in North Lincolnshire is higher than the regional and national average;

- Mortality rates from cancer and circulatory disease have fallen dramatically and are now below the national average;
- Obesity levels in North Lincolnshire are amongst the highest in the UK;
- North Lincolnshire has very low numbers of long-term inactive sick.

ENVIRONMENT

- Levels of carbon dioxide emissions are amongst the highest in the country, with the majority coming from commercial and industrial processes;
- Recently there has been a significant reduction in emissions;
- Good levels of recycling of household waste, although still a high proportion going to landfill.



National Policy Framework

Local Government White Paper 2006: Strong and Prosperous Communities

In October 2006, central government published their White Paper for Local Government: Strong and Prosperous Communities. Its aim is to give local people and local communities more influence and power to improve their lives. Key recommendations included: improved consultation and engagement with local people; strengthening Overview and Scrutiny; and developing the role of local authorities as place-shapers.

Local Government and Public Involvement in Health Act 2007

The Local Government and Public Involvement in Health Act became law in October 2007. Key measures include: the provision of a statutory framework for Local Area Agreements (LAA); the creation of a councillor call for action (CCFA) which gives a power to frontline councillors to refer matters in their area for scrutiny and measures for local authorities to replace Patient Forums with Local Involvement Networks (LINKs) to ensure the involvement of people in the commissioning, provision and scrutiny of local health and social care services.

North Lincolnshire is well placed to deliver on the expectations and challenges set out in the White Paper and the Act. The Strategic Partnership has developed our new LAA 2008-2011 based on the four shared ambitions identified in Many Faces - One Community the area's Sustainable Community Strategy 2008 - 2020. Key Boards have been set up to help deliver the transformation. We have also set up our LINK as the key form of engagement around local health and social care services.

National Improvement and Efficiency Strategy 2007

The National Improvement and Efficiency Strategy was published following the announcement of the Comprehensive Spending Review in 2007. It acknowledged that councils have come a long way in increasing efficiency, but delivering improvements in the face of considerable environmental, economic and social challenges will require new levels of innovation and improvement.

Improvement of local public services must be led by local authorities working in partnership with local communities and other public service providers. This will be helped by devolving central resources to local authorities and creating space for greater local decision making by councils together with their partners.

The strategy outlines the support that will be available to councils to meet the renewed efficiency challenge as the foundation to the delivery of

excellent LAAs. Central government is committed to increase measures that will support the local capacity to innovate. In response North Lincolnshire must build on this offer and rise to new challenges. We are well placed to meet this challenge, but continuing success rests on the ability and agility of the organisation to transform itself.

Regional Improvement and Efficiency Strategy

In response to the National Improvement and Efficiency Strategy, the Regional Improvement and Efficiency Partnership, has developed a regional improvement strategy to ensure that public services continue to take the lead in innovation, fairness, relevance, efficiency and effectiveness. To make this vision a reality, they will support councils and their partners in delivering the shared priorities for their local areas and ensure that residents' satisfaction with local government continues to improve.



Our Vision and Values

Vision

The vision of the council and its partners is

**“Many Faces One Community –
Transforming North Lincolnshire for the
benefit of all”**

Values

We have three core values which give a benchmark for the behaviours that we want across the council.



They provide a simple message for us all in how we act and behave in our dealings with each other and the communities we serve.

Our Ambitions

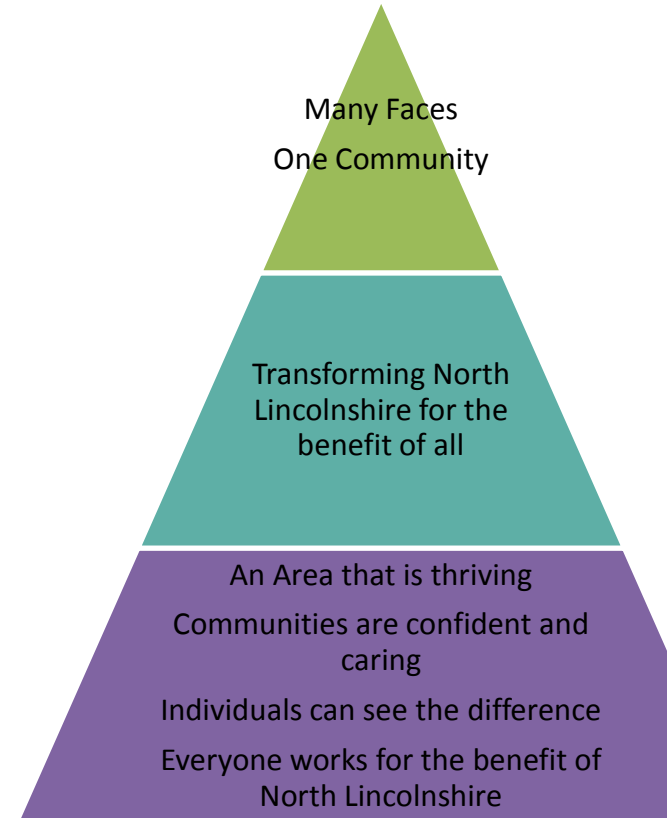
Our ambitions show in more detail the key areas of transformation that we want to make with our partners.

Transforming Together

Our strategic plan describes the things we will deliver over the next 3 years towards the shared ambitions. We have some big things to achieve if we are to:

- ▶ Regenerate the area
- ▶ Improve our community environments and engage with communities so they get the right services to meet their needs
- ▶ Make a visible difference to the lives of individuals
- ▶ Close the gap between those in the area that are advantaged and those that are not.

All employees who work for the council have a key part to play in achieving our transformation. We will need to bring about organisational change and release the resources to be able to deliver our ambitions. Our aim is to be a top performing council, delivering quality services that will make a visible difference to the lives of people who live and work here. To do this the council will also need a transformation. Our internal ambitions will therefore be replaced by a new transformational plan, Transforming Together, which sets out a clear direction for the transformation we want for the council in the next five years.



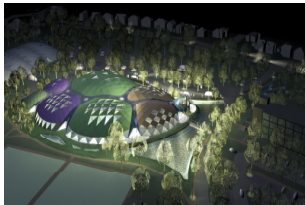
Transforming Together

In order to enable the council to achieve the shared ambitions, we recognise that changes will have to be made within the organisation. These were previously shown as four internal ambitions which showed how the council itself wished to develop.

We are now in an environment of increasing change:

Economic change	<ul style="list-style-type: none"> with an unrelenting pace of global economic change we cannot just continue to do things the way they have always been done – we need to be much smarter, more targeted and most importantly more innovative in preparing for the challenges to come.
Social change	<ul style="list-style-type: none"> with raising expectations, changes in our demographics and our social structures - we need to ensure more personalisation of services, provide greater choice and really start to address the needs of our most deprived individuals
Environmental change	<ul style="list-style-type: none"> we have already seen the impact of flooding first hand and the Government's agenda places a much greater responsibility on us as councils to reduce our own environmental impact but also to take a greater community leadership role leading others in the area to do the same.

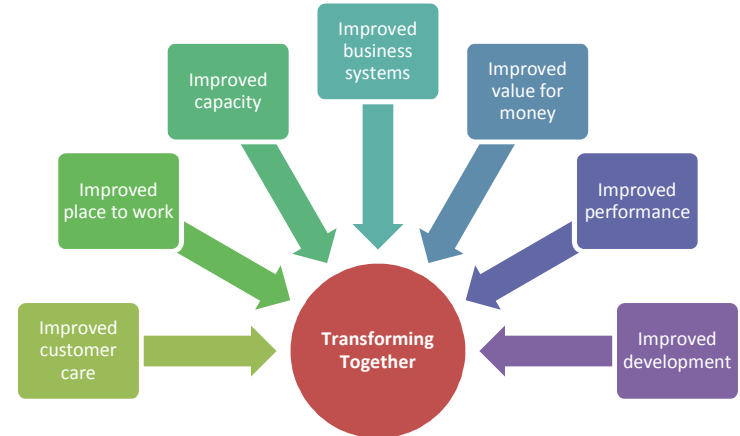
The council has decided that a much more ambitious plan is required and has therefore decided to replace its internal ambitions with a much more ambitious transformational plan - Transforming Together.



Our vision for transformation is very simple. We want :

A council that can really transform North Lincolnshire for the benefit of all.

To do this we have identified 7 main themes for transformation:



To support these we intend to develop these 4 main areas of focus each having four key outcomes that we want to achieve:

Organisational Excellence	<ul style="list-style-type: none"> Improving our one council approach Improving our customer care Improving our performance Improving our cultural fit
Operational fitness	<ul style="list-style-type: none"> Improving our working arrangements Improving our flexibility Improving our productivity Improving our accountability
Valued council	<ul style="list-style-type: none"> Improving our focus Improving our value for money Improving our commissioning mix Improving our choice to customers
Worksmart	<ul style="list-style-type: none"> Improving our use of technology Improving our use of assets Improving our systems Improving our working environments

WORKING WITH OUR PARTNERS

The importance of working in partnership

The council and our partners share the vision that:

“Many Faces – One Community

Working together to transform North Lincolnshire for a better future for all”

We are working to make North Lincolnshire the global gateway to Europe and a place with a great quality of life. We are aware of the challenges that face our communities locally and also of the challenges that we face in achieving our ambitions. We know that we cannot achieve our vision alone, it is only through strong and effective partnership working that we will really be able to make the transformation we all want.

The North Lincolnshire Local Strategic Partnership (LSP)

The LSP brings together representatives of North Lincolnshire’s public, private, voluntary and community sectors to look at the major issues that affect local people and to explore how to improve the quality of life of all our citizens. Key partners on the LSP board are:

- ▶ NHS North Lincolnshire
- ▶ North Lincolnshire Council
- ▶ Humberside Police
- ▶ Voluntary Action North Lincolnshire
- ▶ Humberside Fire and Rescue
- ▶ North Lincolnshire Homes
- ▶ Kimberley Clarke

- ▶ Mason Baggott & Garton
- ▶ Corus
- ▶ Learning and Skills Council (shortly to be replaced)
- ▶ South Humber Race Equality Council
- ▶ Patient and Public Information Forum
- ▶ Hull and Humber Chamber of Commerce

LSP Structure

The LSP is led by the LSP board which is chaired by the council’s Chief Executive Simon Driver. Working with the board are a series of themed partnerships concentrating on a specific set of cross-cutting policy issues. The current thematic partnerships are as follows:



The Children’s Trust Board



The Economic Development Board



The Environment Board



The Well Being and Health Board



The Safer and Stronger Communities Board



The Resilience Board

They all bring together the relevant organisations and individuals to ensure that joint working results in the best possible outcomes. For example the Children’s Board brings together representatives from the local authority, health, local schools and Police to make sure that all

children’s services are working together to achieve the outcomes we want for children and young people.

LSP Values

The LSP is committed to two key principles:



Reducing inequality

it will strive to ensure that our wards are not below the UK average for deprivation in any area such as health, economic success, environment and crime



Improving sustainability

it will strive to ensure that the actions it takes will deliver a better quality of life now and for generations to come.

Many Faces One Community

Many Faces One Community is North Lincolnshire’s sustainable community strategy. It looks ahead to 2020 and explores how North Lincolnshire will develop and change in this time. It identifies the key challenges and opportunities that the area will face and looks at how we can ensure that the area, communities and individuals can benefit from the changes the future will bring.



Our Local Area Agreement

North Lincolnshire's Local Area Agreement (LAA) simplifies the arrangement for funding from central government to the council to help join up public services in the area more effectively and allow greater flexibility for local solutions to local circumstances. North Lincolnshire's LAA acts as the delivery plan for Many Faces – One Community the area's Sustainable Community Strategy and is built upon the LSP local areas for improvement.

Our second LAA (2008 - 2011) focuses on ensuring that areas of significant challenge, particularly where some have been excluded from success, are at the centre of our attention. It will also address the issues that our citizens feel most strongly about such as community cohesion, crime and the local environment. Economy, efficiency and effectiveness underpin the LAA, the Council must work with partners to improve how local public agencies jointly deliver services.

The LSP monitors progress against our LAA and reports progress on its website www.nlspartnership.org. Progress is also reported through the council's annual report.

Outcomes we want

The LSP measures its progress using a number of outcomes that it wants to see for each ambition. These are the cross cutting outcomes that the LSP and all its theme groups are striving to achieve.

They are:



The Priorities

Alongside the provision of key services, the council also has a vital role to play as community leader and place shaper. The Local Government White Paper clearly sets out the need for local authorities to provide communities with the strategic leadership to ensure the area's problems and challenges are addressed in a co-ordinated way.

The 4 shared ambitions set out in Many Faces One Community set the direction for the work of our partners over the forthcoming years. These are underpinned by 15 key priorities. These show the areas that are priorities for the council and its partners to work on during the next three years. They show the areas that we feel will make the biggest difference and those that we need to undertake to ensure the ambitions are delivered

North Lincolnshire council recognises this key leadership role and therefore uses the same priorities to ensure that the work on the council is outward looking and faced on the challenges and opportunities for the area, communities and individuals

The Council's Priorities

The 15 corporate priorities that show the council's contribution to the sustainable community strategy are:


 **AN AREA THAT IS THRIVING**

 Creating a strong identity for the area

 Developing a dynamic economy

 Enhancing skills and employability

 Area Renaissance

 Developing a shared identity


 **COMMUNITIES THAT ARE CONFIDENT AND CARING**


 Building the capacity of our communities

 Improving our environments

 Feeling and being safer

 Area cohesion

 **EVERYONE WORKS TOGETHER**

 Developing communities to achieve the vision


 **INDIVIDUALS CAN SEE THE DIFFERENCE**

 Everyone achieving

 Looking after ourselves

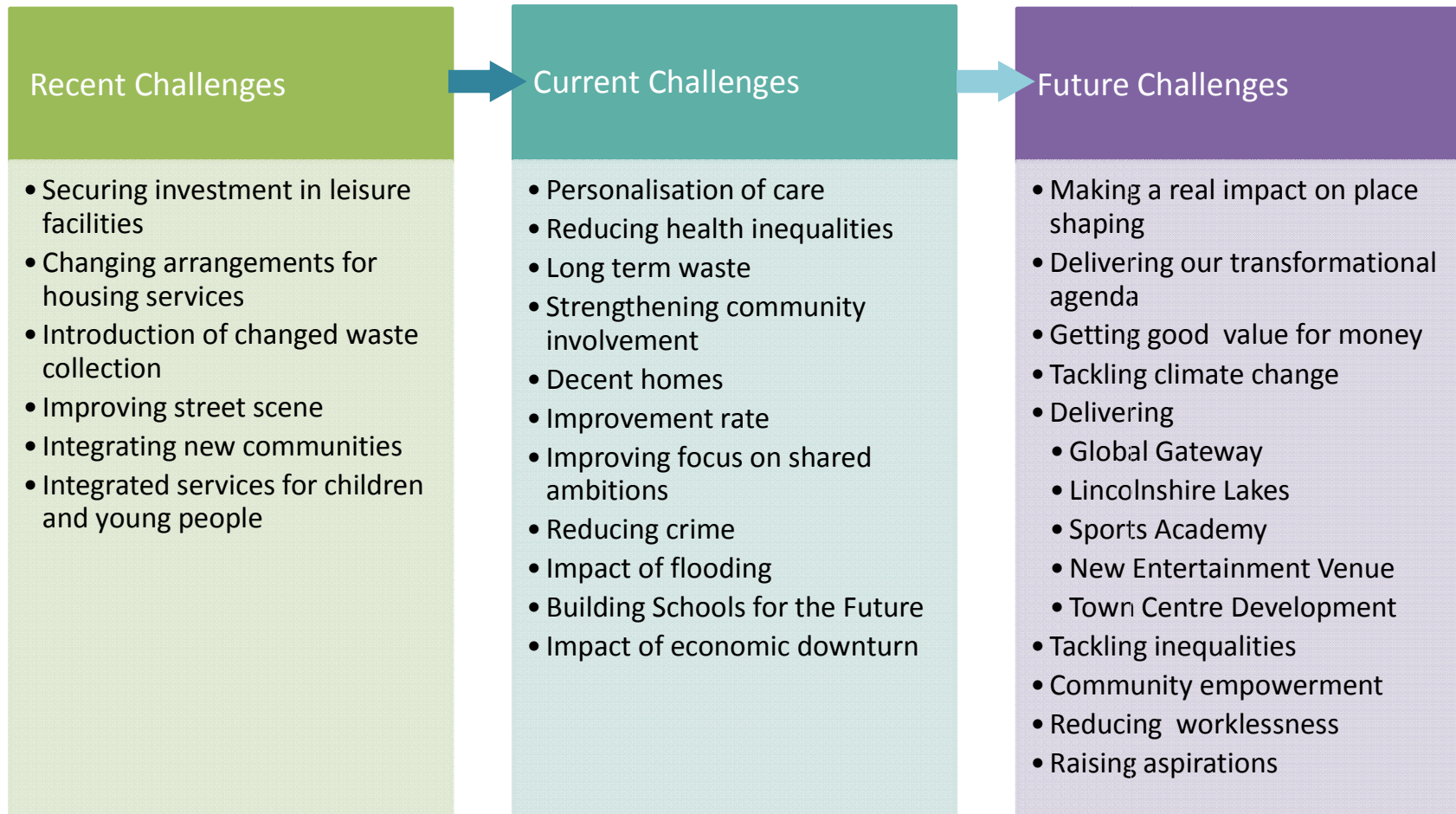
 Making the most of leisure

 Being inclusive and accessible

 Re-engaging communities

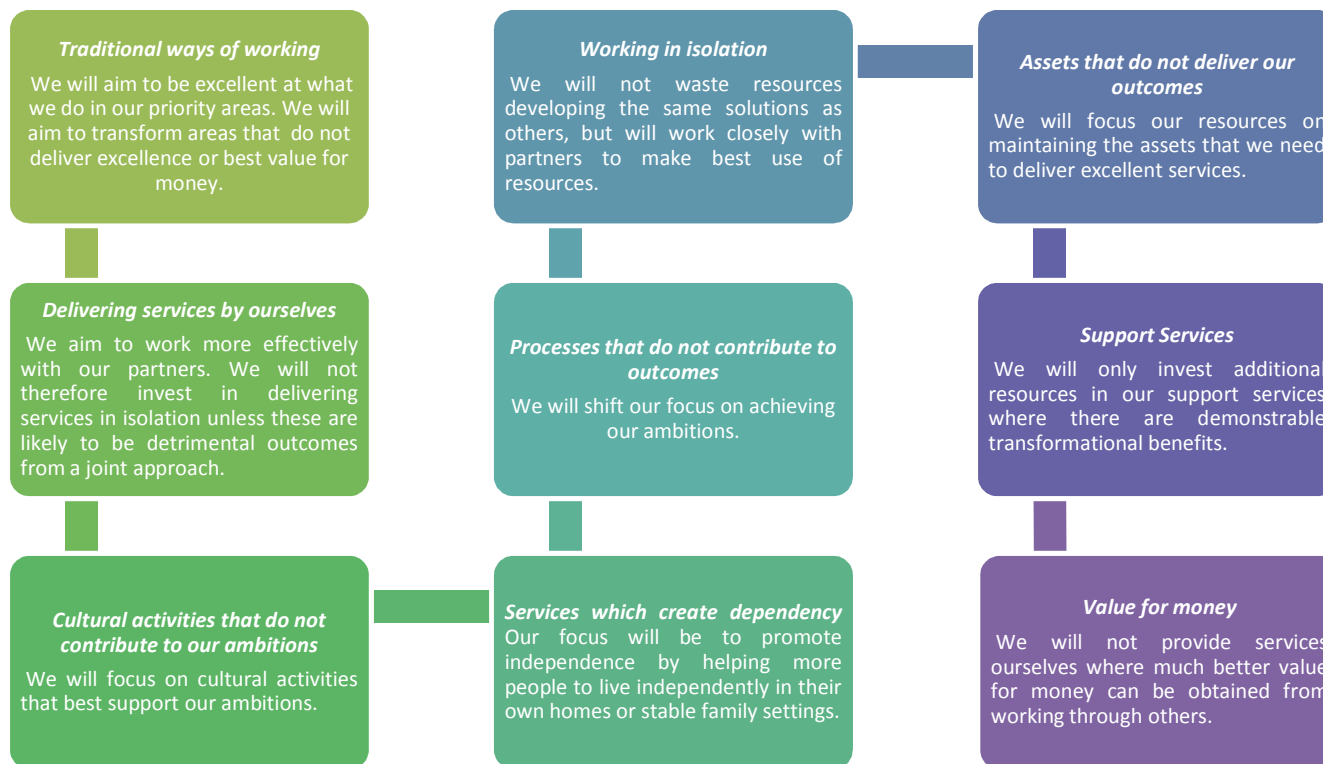
Challenges to achieving our priorities

The council's 15 priorities are the long term priorities of the organisation. We must maintain focus on these at all times but it is also necessary to address current and future issues as they arise. This diagram helps show the areas we focused on last year, what requires particular focus this year and what we anticipate we will focus on in the future.



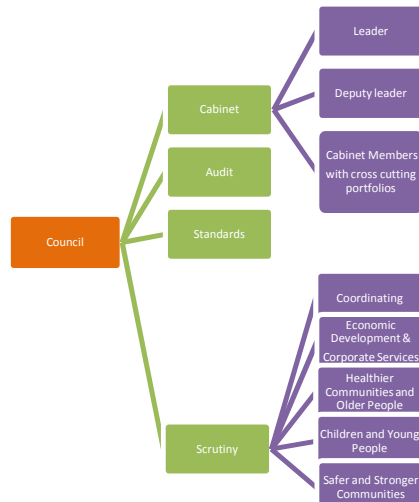
What is not a priority?

Being clear about our non-priorities is as important as being clear about our priorities. The council can not just continue to do what it has always done when the needs of the area have changed. It must adapt and change with the environment around it. Identifying where our future focus will be enables us to re-direct resources towards our priorities. We must also ensure that the residents of North Lincolnshire are getting the best possible value for money from the services we provide. We have therefore identified the following areas that are not priorities.



Governance

Strong corporate governance arrangements are crucially important to the management of a modern and successful local authority. North Lincolnshire has adopted a Cabinet with Leader structure of governance as shown below.



The Cabinet

- ▶ The leader is elected by council to lead the council and act on behalf of the whole of North Lincolnshire.
- ▶ The leader appoints 10 councillors to form the cabinet with specific areas of responsibility

- ▶ A programme of major decisions is set out to be taken in the Leader's Forward Plan published monthly
- ▶ It takes decisions to implement policies within the agreed budget and policy framework

Cabinet Member Portfolios

Cabinet members each have a functional portfolio. These are:

- ▶ Regeneration, Marketing and Strategic Finance
- ▶ Neighbourhood, Environmental and Communities
- ▶ Strategic Planning and Housing
- ▶ Highways and Planning
- ▶ Adult Services
- ▶ Leisure, Arts and Culture
- ▶ Children & Young People's Services
- ▶ Corporate Services

Full Council

Full council consists of all 43 elected members representing 17 wards. We have :

- ▶ 22 Labour
- ▶ 18 Conservative
- ▶ 2 Independent
- ▶ 1 Liberal

Full Council approves the policy framework and the

budget.

Overview and Scrutiny

The council also has 4 overview and scrutiny panels which keep an overview of cabinet decisions and have the power to call in executive decisions. The panels are:

- ▶ Economic Development and Corporate Issues
- ▶ Healthier Communities and Older People
- ▶ Children and Young People
- ▶ Safer and Stronger Communities

In addition there is a co-ordinating panel of scrutiny chairs and vice chairs.

Member Development

The council has been accredited with the IDeA Member Development Charter. This signifies the commitment to ensuring that all members have access to the training and development opportunities they need to fulfil their responsibilities to the local community and provide clear leadership and effective scrutiny of local council functions.

WE CARE

Putting the customer at the heart of everything we do

The reputation of the council is important to us. We also believe that the people of North Lincolnshire deserve to have excellent customer service. In North Lincolnshire we use WE CARE as our way of telling customers what they can expect from us. But it is not just about a set of aims. We want to create a culture where our staff put our customers at the heart of everything they do. We also use WE CARE as the symbol of the culture we aim to create.



Welcoming

- We will treat you in a friendly and professional manner and with courtesy and respect

Effective

- We will aim to resolve your enquiries efficiently and effectively

Considerate

- We will listen to your individual needs and where possible tailor our services to meet them

Accessible

- We will aim to ensure our services are easy to use and provide choice in the way you use them

Reliable

- We will keep our promise and meet our standards to deliver what we say - where we don't, we shall take urgent action to resolve the matter

Excellent

- We will aim to consistently deliver to the highest standard and where possible exceed your expectations

Engagement

All the residents of North Lincolnshire have the right to influence the future of their area. This can only be achieved through active engagement of the people who use and deliver our services, and by building a shared sense of pride in North Lincolnshire.

We have therefore developed an engagement framework which outlines how we will ensure our commitment to engagement is delivered. We support our framework with a toolkit to help and guide the best possible engagement. We engage with residents' through a range of methods including:

Direct magazine

www.northlincs.gov.uk

Local media

Annual resident survey

Project based consultation & focus groups

Involvement in policy and service design

Attending council and cabinet meetings

Complaints process

Service User Groups



WE VALUE

Valuing Diversity Together

Part of North Lincolnshire's unique character is its diversity. We have many different faces - urban and rural, young and old, prosperity and deprivation, traditional and new. We also have a thriving mix of racial and cultural communities.

Our diversity is our strength but can also be a challenge. The needs and aspirations of our urban and rural towns, our villages and communities of interest - such as people with disabilities and young people - can be different. Ensuring they are recognised and work together is the key to achieving our vision.

We want people to understand and respect each other and have a strong sense of community spirit. We want to create a strong identity for the area where everyone understands the part they play.

Achieving better outcomes for people

The challenge for us is to develop better outcomes for individuals, families and communities. The council and partners must continue to work together to understand the differing needs of our diverse community, the differing life chances and the barriers to equality.

Defining Diversity

The government have now defined a more inclusive notion of equality:

"An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises people's different needs, situations and goals and removes the barriers that limit what people can do and can be"

We cannot assume that people want to be treated exactly as we do. People have different and diverse needs. As a council we value this diversity. We aim to ensure that our staff and our services show they value this too.

We will show our commitment to valuing diversity and actively promoting equality of opportunity for employees and people who live here. The council has three distinct roles as: service provider, employer and community leader. We will work to:

- ▶ eliminate unlawful discrimination
- ▶ eliminate harassment

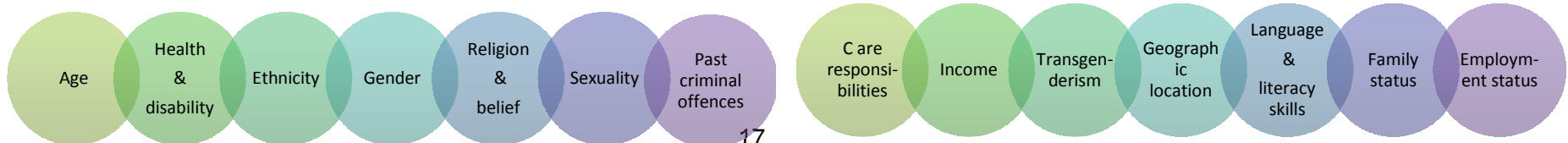
- ▶ promote equality of opportunity
- ▶ promote good relations between different groups in the community
- ▶ recognise and take account of people's differences.

The council has committed to achieving the Investors in Diversity Standard to demonstrate this commitment.

Valuing Together our Corporate Diversity Plan sets out how the council intends to achieve improved outcomes for our diverse communities. This includes our current legal duty to have:

- ▶ Race Equality Scheme
- ▶ Disability Equality Scheme
- ▶ Gender Equality Scheme

These will be replaced in the future, in line with changing legislative requirements, by a single equality scheme.



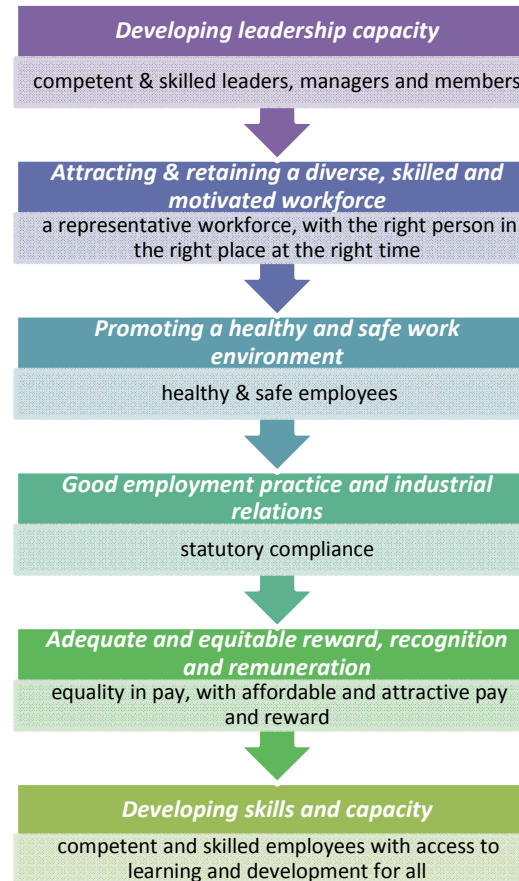
Valuing People Together

As the largest employer in the area, the council has a significant role to play in helping achieve economic and social well-being for its residents. North Lincolnshire is diverse and so is the council's workforce of over 7100 employees, the majority of whom live in North Lincolnshire.

We pride ourselves on this richness, which provides a unique opportunity to develop services that are in tune with community needs and for talent from all backgrounds to be fostered. High quality and efficient services are dependant on the council's ability to inspire and equip its staff with the skills, competencies and motivation to achieve and sustain excellent levels of performance. By working closely with partner organisations we have a greater chance of achieving the excellent services we seek.

The council would like to see the composition of its workforce reflecting that of the local community. In broad terms, the council achieves this, although certain recruitment challenges exist. Part time workers also make up a sizeable part of the council's workforce.

"Valuing People Together", the council's people strategy, is the foundation upon which the council can effectively recruit, retain and develop its employees to achieve its vision and ambitions. Its main priorities are:



We have a framework of HR policies in place to support people management across the council. We maintain close working relationships with trade unions. Informal and formal mechanisms are in place to ensure that employee consultation takes place for all employment related matters. We underpin the council's valuing people values with five principles



The council has also committed to the Investors in People Standard with 80% of services achieving it and the remaining areas committed to assessment in 2009. Our annual employee survey "Points of View" shows a year on year improvement in employee satisfaction.

Our Going Forward Together Star Awards aim to motivate and retain good employees by recognising and celebrating individual and team contributions to Going Forward Together. The council benchmarks how well it is doing using the "Times Best Council to Work For" and achieved 1st place in unitary councils, 2nd in the larger councils and overall 24th.

Valuing our Future

North Lincolnshire council and its partners are committed to transforming the future of North Lincolnshire for the benefit of all. Improving our environments is a key priority for the council and its partners to deliver its ambitions. This means that the council has a responsibility to demonstrate leadership and innovation in managing resources in a more sustainable way and to develop and implement plans to mitigate and adapt to climate change.

The council is committed to reducing the environmental impact by signing the Nottingham Declaration on Climate Change in March 2003. The council aims to improve environmental quality of the area by:



Minimising the impact of its own activities



Encouraging others in the community to do the same

The council is committed to making a difference in the following areas:



Further details are set out in our environmental policy.

To achieve them the council will:

Operate an environmental management system

Raise awareness amongst employees of our environmental aims

Provide information and encourage an open dialogue

Work with and encourage council contractors and suppliers to set good environmental standards

Ensure the council complies with all relevant legislation

Enforce regulations and give advice to local industry

Encourage and support the sustainable use of local materials and expertise

WE ACHIEVE

Strategic Management Framework

Our strategic management framework is designed to join up the council's strategic planning documents which operate over a three to five year period. Our framework provides clear links between the documents that the council approves and the services provided in services through service plans. It also provides a clear link with individual staff through a Personal Action Plan. The personal action plan arises from an annual employee development review and shows how each member of staff contributes to the council's strategic plan and what their work and development priorities are.

The council has a number of plans which support the plan. These are delivered in partnership and are outlined later in the plan under each ambition. In addition it has a number of internal key supporting plans:

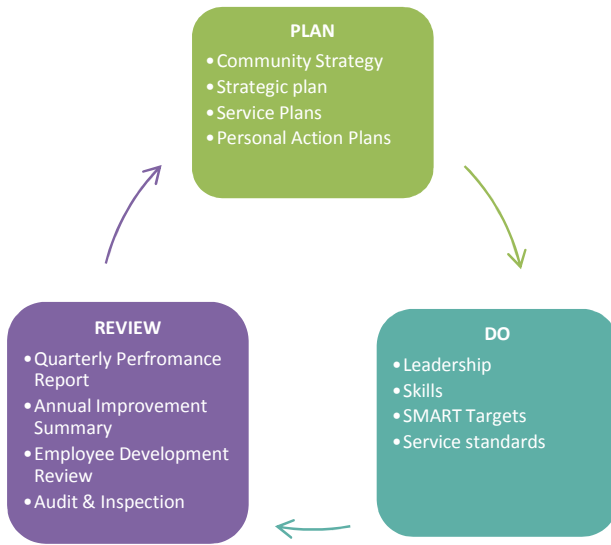
- ▶ Transforming Together
- ▶ Valuing Diversity Together
- ▶ Performing Together
- ▶ Communicating Together
- ▶ Valuing People Together
- ▶ Local Development Framework
- ▶ Better Value Together



Performing Together

Being clear about what we need to do is not enough. We also ensure that planning is an integral part of our performance management framework. This means that we regularly check on progress to make sure we are delivering our plans as we intended and take action where we are not doing as well as we could. Throughout this process we make sure we engage with employees, members, partners and the public to ensure that they are aware of what we are doing and able to contribute their views.

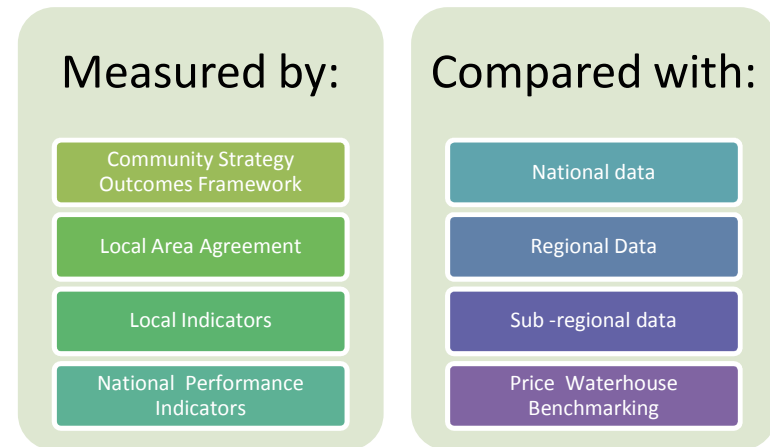
Our strategic approach to improving performance is set out in all strategies and service plans. A corporate performance management report is produced on a quarterly basis and details how the organisation is performing across our corporate priorities. This is scrutinised by senior managers and councillors who will drive the organisation to take appropriate action to improve services and user focus. The reports, together with the action to be taken are then forwarded to the council's scrutiny panels.



Monitoring and measuring our performance

Performance has to be continually monitored using measures and indicators that assess performance against predetermined criteria. The council uses indicators that have been set by central government and also indicators that have been set by the council and LSP, in response to local needs. A single set of 188 national indicators came into force in April 2008. These replace our old indicators as the main focus of our performance. Our performance management system allows the council and LSP to manage performance, risk, projects and finance in one place. It will deliver a consistent approach to performance management across the council and its partners and enable service areas to view performance information in "real time".

We monitor performance in the following ways:



External Inspection

The independent inspection body for local government, the Audit Commission, judges how effectively councils are providing services for local people, engaging citizens and making the best use of resources. In the corporate assessment of the council published in February 2008 the Audit Commission identified that the council's rate of improvement was adequate. From April 2009, there will be a new risk framework, the Comprehensive Area Assessment. This will focus more on the delivery of outcomes for the area than on the performance of individual institutions. This means that we must continue to strengthen partnership working with key public sector agencies and ensure that this delivers genuine transformational change and better outcomes for citizens. The council welcomes external validation from our peers and the opportunity to learn from best practice. In order to drive up service performance we continuously benchmark our performance against other local authorities.

Each year the Audit Commission assess the performance of the council. In 2008 this assessment was published as :

*This is a council that is **improving well** and demonstrating a **3 star** overall performance.*



Improving Well



Three star performance

“ North Lincolnshire Council is improving well. Despite the impact of the floods of June 2007, improvement in performance is above the national average. Crime has reduced in most areas although robberies have increased. Outcomes for children and young people have improved including educational attainment at GCSE and the numbers of young people in post-16 education. Services for older people continue to be assessed as good. More waste is recycled but the amount of total waste collected has increased. The Council has improved access to services for its citizens with an improved website which is recognised by increased user satisfaction and visitor numbers. Improvement in housing is poor and progress on reducing teenage pregnancy and childhood obesity is slow. The Council has responded well to the findings of the Corporate Assessment by developing capacity in terms of partnership working and strategic leadership. However, capacity is hampered at an operational level by increasing levels of staff sickness absence. Performance management within the Council is sound but arrangements with partners are still developing. The Council's management structure has been reorganised to address its four strategic ambitions which focus on areas important to local people”.

Priority Issues Monitoring

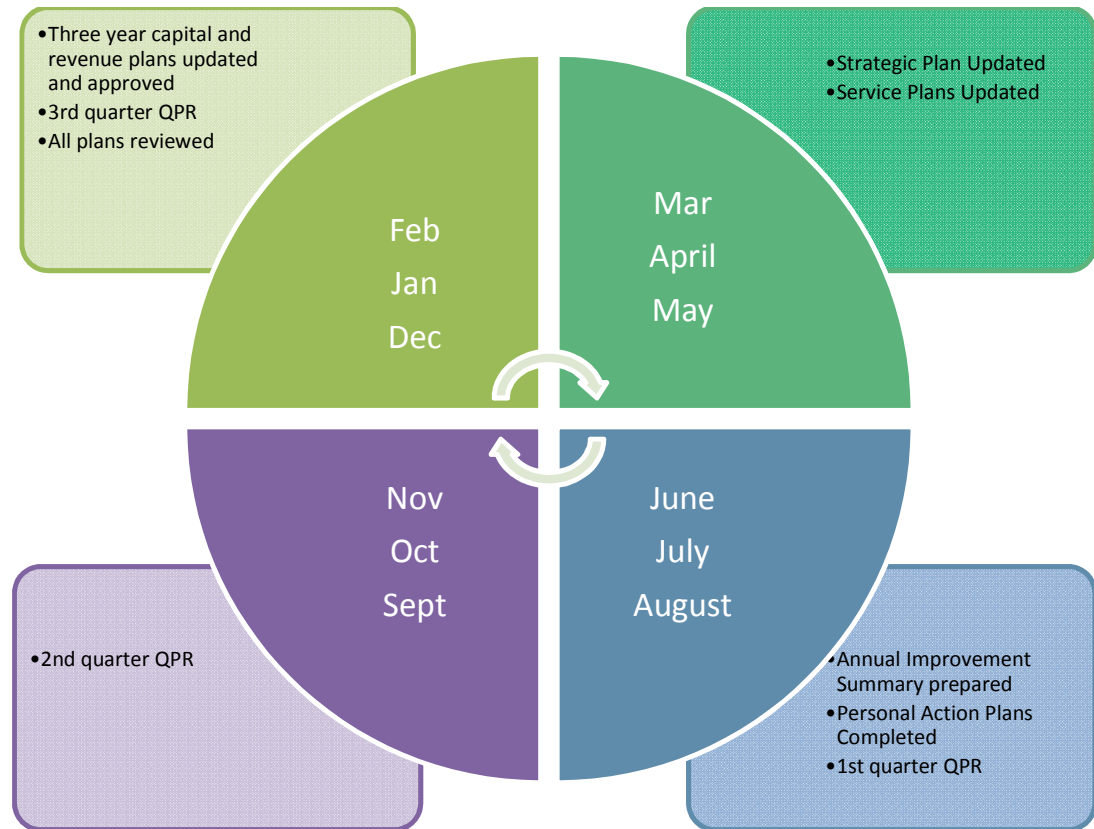
Priority Issues Monitoring ensures focus is maintained on our priorities and enhances our governance arrangements by ensuring good progress is made on critical issues. These include:

- All priority indicators not on target
- All actions due in the period
- Other actions not on target
- Areas at risk
- Finance
- Human resources
- Communication and complaints
- Procurement
- Value for money
- Risk management

The business cycle

Our annual business cycle links the various decision making processes. This ensures that the corporate planning process is linked to the budget planning process. The council's budget is prepared by the Cabinet and approved by Full Council.

The budget is a key contributor to the achievement of the council's corporate priorities. Through effective performance management and service planning, the council is able to track the progress made towards achieving these priorities and use what it learns to inform future budget planning.



Three Year Financial Strategy

Each year the council decides its spending plans for the next three financial years:

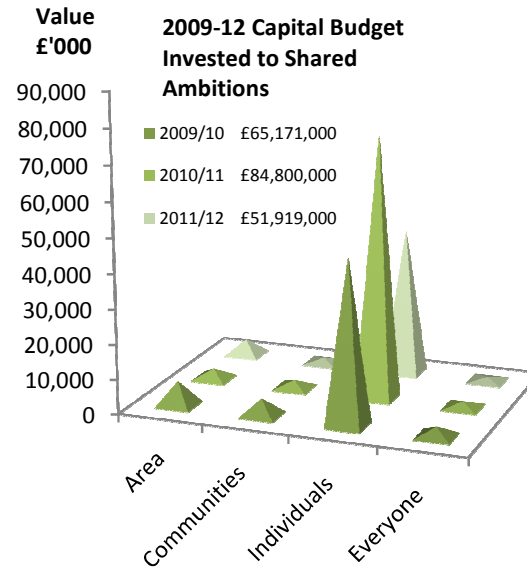
- A revenue budget to cover the day to day running costs of council services
- A capital programme of investment in buildings and infrastructure

To pay for revenue spending the council takes account of the amount of government grant it will receive. It sets a local council tax to meet the balance of cost. To pay for capital spending it uses grants and other external funding; borrowing; capital receipts from the sale of council assets; and contributions from the revenue budget.

These plans are set in the framework of a three-year financial strategy, because the council needs to be sure that spending on services is sustainable. The strategy underpins the Strategic Plan and directs resources to the council's priorities.

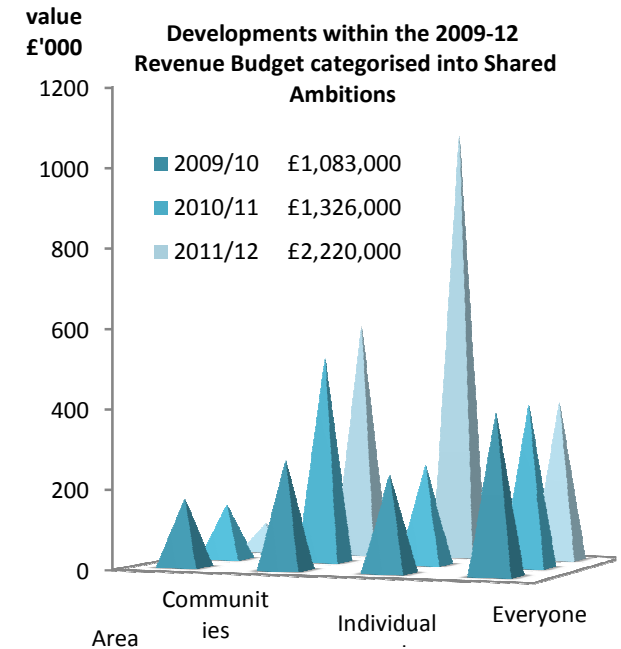
The diagrams show the revenue budget by service for 2008/11; the capital programme for 2008/11 identified to council priorities; and the allocation of development funding by priority.

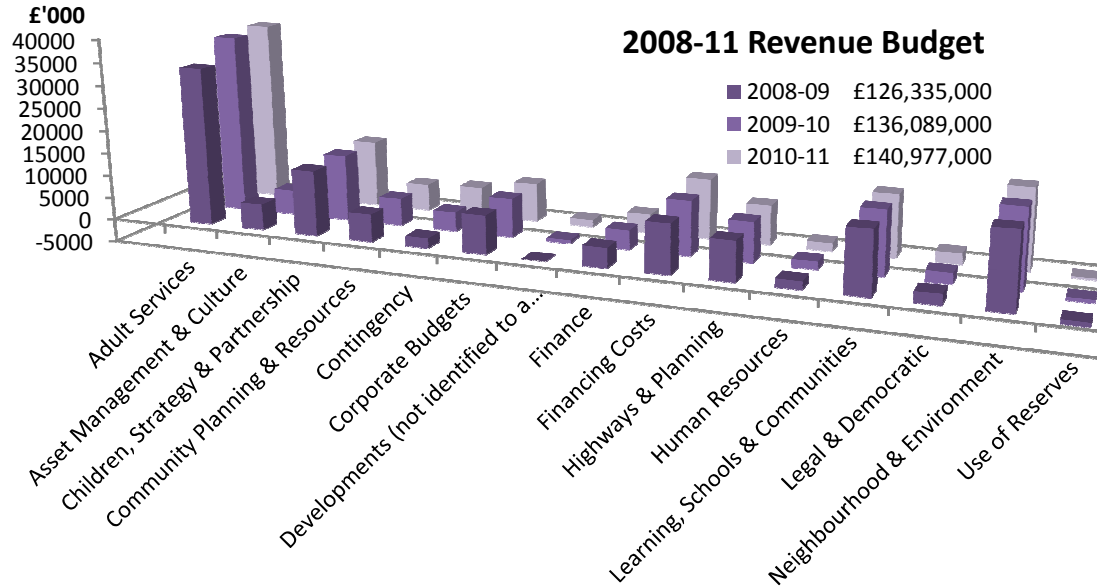
Major capital investments include: Six new and remodelled secondary schools for Scunthorpe through the Building Schools for the Future programme (£89.5m); a modern entertainments venue (£15m), the new Baths Hall; a Sports Academy (£20m); investment in road infrastructure and improved transport (£15m); and private sector housing investment (£11m).



Decisions about what to invest and divest in the three year plan are based on extensive consultation of a wide cross section of local residents, secured through in-depth interviews and mapped using the Simalto methodology. These included more resources for foster carers, extended care for people leaving hospital, more for road maintenance and investment in leisure facilities.

The three year grant settlement that the council gets from the Government has given the council greater certainty about funding. It has used this to set a provisional council tax increase for the second and third years at the same level as the first (3.9%).





The strategy in context

The primary emphasis is on achieving transformational change in the delivery of local services within broadly the same resource. A key strand is achieving better use of resources through more effective partnership working. This underpins Many Faces – One Community our sustainable community strategy.

There are, however, potential risks to be negotiated particularly those posed by changing economic circumstances. Key issues for the current financial strategy include:

- Instability in the financial markets
- A projected period of recession
- Current inflationary pressures

Efficiency and Value for Money

Securing value for money is a key strand of the financial strategy and contributes to the council's capacity to do more. The council has a good track record in delivering better value for money. Most recently it comfortably exceeded its government efficiency target for the period 2005/08 delivering savings of £11.6m.

For the period 2008/11 the government has set a still more challenging target of 3% annual cash – releasing savings. Around half of these savings have been identified through the financial planning process. To reinforce the value for money challenge throughout the organisation the council has initiated a programme of value for money reviews to deliver the full 3% efficiency target over the period. It has embedded value for money in organisational structures and processes and made it an integral part of the performance framework.

In 2007, the Department for Communities and Local Government launched the Local Government Strategy for Delivering Value for Money. It recognises that cashable efficiencies on this scale represent a step-change performance and highlights a number of key areas that the council should consider to achieve this improvement:

Such factors all need to be factored into our financial planning. We therefore regularly monitor and review our financial plan to ensure we mitigate the effects so that the delivery of the council's and shared priorities are not compromised.



Better Value Together

The council's commitment to value for money is outlined in "Better Value Together" the council's strategic commissioning and procurement strategy.

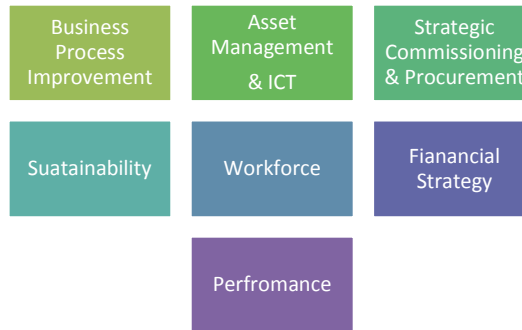
Our approach builds on the existing good practice that has allowed us in recent years to redirect resources to priority services. Value for money is an integral part of our strategic framework. Our strategy is comprehensive and is in line with the national framework covering different levels of the organisation. We will also take into account the wider duty we have for the social, economic and environmental wellbeing of the area.



To deliver our VfM agenda we use a range of different techniques :

- Service redesign
- Process improvement
- Management of supply
- Management of demand
- Asset management & IT
- Smarter procurement and commissioning

Our current strategy identifies the following as the priority areas that we will focus on:



In each area we look for innovations in how we can do things at a lower cost to make our services more effective, efficient and economical.

We recognise that intelligent commissioning and strategic procurement are important in helping the council to deliver sustainable outcomes for individuals, communities and the local area.

Strategic Procurement

The council aims to deliver better Value for Money through its procurement arrangements recognising the £100m it spends every year on bought in supplies, services and works. Smarter procurement arrangements deliver significant savings for the council and support the development of a value for money culture. This is recognised in the Corporate Procurement Strategy 2008-11.

PANNEL

The Corporate Procurement Strategy is delivered through the Procurement Alliance North and North East Lincolnshire

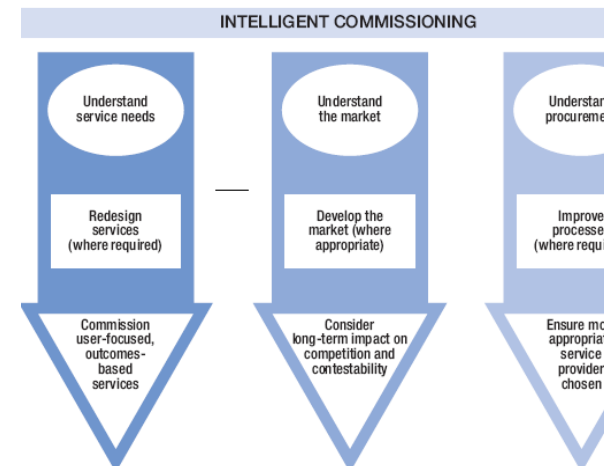
(PANNEL), which came into effect in April 2006. North and North East Lincolnshire council have joined together to form a shared procurement service. The aim of the alliance arrangement is to

- Benefit from the economies of scale and buying power of the combined procurement revenue spend of c. £200m.
- Generate greater efficiencies and better value for money through working together
- Achieve Government efficiency targets
- Pool procurement knowledge, expertise and skills

Intelligent Commissioning

We will ensure that services are focussed on the user and performance driven through adopting an intelligent commissioning model using the Audit Commission's model as illustrated below

Intelligent commissioning



Risk Management

We use risk management to continually identify and assess the key risks and uncertainties associated with our plans. We then take action to manage the risks.

The council has developed a comprehensive risk management strategy which has been fully embedded throughout the council. Its purpose is to manage potential opportunities and threats to achieving the ambitions for the council and key partners. This is done through not only managing the risks that may result in losses but also maximising the rewards that can be gained by managing risk.

Risk assessment is an integral part of strategic planning and includes:

Policy	•A risk management framework
Risk Registers	•Risks are identified and controls put in place
Risk Management	•Embedded into service planning and performance management process
Embedding	•Developed processes to fully embed risk management into everyday work
Training	•Our staff are trained to manage risk

Risk assessment is an integral part of producing *Going Forward Together*. All developments in the strategic plan have been assessed using the council's risk management process. This ensures that risk is considered as part of the forward planning process. The analysis produces

a risk management score. Actions with high scores are considered the greatest risk and will be monitored accordingly.

Our risk management framework includes:

Audit Committee	•member group with responsibility for risk management
Strategic Risk Management Group	•Council wide group that oversees the implementation of risk management strategy
Risk Management Strategy	•Describes our approach to risk management
Strategic Risk Register	•Describes significant risks to the council's ability to achieve its ambitions
Position Statements	•Produced by the Council Management Team
Reports	•Risk management in decision making reports
Operational Risk Registers	•Service managers are responsible for monitoring and managing their risks and making sure that service risk registers are completed.
Service Plans	•Each plan includes key risks to delivery of strategic and service priorities
Quarterly Performance Reviews	•Includes identification and update of risks
Annual Governance Statement	•Describes the adequacy of the council's internal control framework including risk
Internal Audit	•have a risk based approach to their work targeting areas of high risk

Our Priorities



Creating a strong identity for the area



Developing a dynamic economy



Enhance skills and employability



Area renaissance



Building the capacity of our communities



Improving our environments



Feeling and being safer



Area cohesion



Everyone achieving



Looking after ourselves



Making the most of our leisure



Being inclusive and accessible



Developing a shared identity



Developing communities to achieve the vision



Re-engaging communities



An area that is thriving

Our ambition is to have an area that is thriving with a sustainable economy that is diverse, dynamic, and competitive reflecting the needs of the 21st century.

Our priorities

- ▶ Creating a stronger identity for the area
- ▶ Developing a dynamic economy
- ▶ Enhance skills and employability
- ▶ Area renaissance

What will success look like?

- ▶ The local economy will be thriving
- ▶ Residents are equipped to get the jobs they want
- ▶ There is enterprise, creativity & innovation
- ▶ Renaissance will have transformed our towns
- ▶ We will be the global gateway to Europe

Our outcome measures:

- ▶ Increased employment
- ▶ Increased growth
- ▶ Enhanced skills
- ▶ Improved local employment

In our LAA we have committed that by 2010/11 we will:

- ▶ Narrow the employment gap by 3%
- ▶ Reduced youth unemployment by 20.5%
- ▶ Increased the number of residents with level 3 skills by 10%
- ▶ Increase median earnings by 3.5%pa
- ▶ Maintain the business growth rate

Supporting Strategies

- ▶ Regeneration Strategy
- ▶ Local Transport Plan
- ▶ Local Development Strategy
- ▶ Children and Young People's Plan

Our Commitments

Creating a strong identity for the area

- Developing a national and regional profile
- Promoting the area as a great place for tourism and investment
- Ensure our Local Development Framework supports our ambitions with high standards of design, accessibility and sustainability

Developing a dynamic economy

- Make sure that we have a good economic assessment for the area
- Develop a long term regeneration strategy
- Provide support and advice to potential new & established business.
- Develop major transformational projects including Lincolnshire Lakes and South Humber Bank

Enhance skills and employability

- Develop skills and workforce strategy for the area
- Develop major transformational projects to improve skills and learning
- Ensure that children and young people achieve economic wellbeing

Area renaissance

- Develop an area wide renaissance strategy
- Deliver the urban renaissance programme including town centre development and the sports academy
- Deliver a good housing strategy for the area
- Include area based regeneration in the regeneration strategy





Communities that are confident and caring

Our ambition is to have communities that are confident and caring – where people look after themselves, each other and take control of their lives.

Our priorities

- ▶ Building the capacity of our communities
- ▶ Improving our environments
- ▶ Feeling and being safer
- ▶ Area cohesion

What will success look like?

- ▶ People will have a sense of pride
- ▶ Our neighbourhoods will be clean, safe and healthy
- ▶ Our children will be safe
- ▶ Domestic violence significantly reduced
- ▶ People will live in decent homes
- ▶ A sustainable and well managed environment
- ▶ Residents will be involved in the life of their communities
- ▶ A thriving third sector

Our outcome measures:

- ▶ Reduced crime and fear of crime
- ▶ Improved environmental quality
- ▶ Improved safety and resilience
- ▶ Improved cohesion

In our LAA we have committed that by 2010/11 we will:

- ▶ Reduce our serious crime rate by 21.7%
- ▶ Reduce repeat incidents of domestic violence by 7.6%
- ▶ Reduce people killed or seriously injured in traffic accidents by 22%
- ▶ Improve maintenance of roads by 1%
- ▶ Reduce litter by 3%
- ▶ Reduce the amount of CO2 emitted by 12%
- ▶ Provide 444 more affordable homes
- ▶ Increase the number of people from different backgrounds getting on well together by 5.8%

Key Strategies

- ▶ Voluntary Sector Compact
- ▶ Safer Neighbourhoods' Plan
- ▶ Stronger Communities Plan
- ▶ Pollution Management Strategy
- ▶ Children and Young People's Plan
- ▶ Community Cohesion Strategy
- ▶ Waste Strategy

Our Commitments

Building the capacity of communities

- Introducing area based management arrangements
- Creating a vibrant voluntary and community sector
- Enhancing citizenship and civic responsibility
- Raising aspirations and capacity to influence
- Undertaking community development to tackle inequalities

Improving our environments

- Reducing antisocial behaviour
- Deliver pollution management strategy
- Develop integrated waste strategy
- Improve quality and sustainability of the built environment
- Deliver housing transformational projects
- Develop a partnership approach to climate change

Feeling and being safer

- Reduce the most serious violence
- Make progress on reducing serious acquisitive crime
- Tackle local crime priorities
- Develop partnership approach to safer communities
- Ensure children and young people stay safe

Area cohesion

- Implement the area cohesion strategy
- Undertake assessment of rural and urban cohesion
- Develop programmes of dialogues between communities
- Enhance local resilience and sustainability



Individuals can see the difference

Our ambition is for individuals to see the difference - to have individuals leading healthy safe and fulfilling lives.

Our priorities

- ▶ Everyone achieving
- ▶ Looking after ourselves
- ▶ Making the most of our leisure
- ▶ Being inclusive and accessible

What will success look like?

- ▶ Individuals will have good health
- ▶ Individuals will live longer
- ▶ Individuals will be helped to live independent lives
- ▶ Individuals needing care will have a choice of good quality provisions
- ▶ Individuals will achieve more in education
- ▶ Individuals will be able to access services at a time and in a way that suits them
- ▶ Individuals will aspire for more

Our outcome measures:

- ▶ Improved learning and attainment
- ▶ Improved independence
- ▶ Improved health
- ▶ Reduced inequality

In our LAA we have committed that by 2010/11 we will:

- ▶ Increase the number of pupils with 5 or more GCSE at A* -C by 13% to 54%
- ▶ Reduce teen pregnancy by 50%
- ▶ Have 5% more drug users in treatment
- ▶ Reduce circulatory disease deaths by 70.9%
- ▶ Increased smoking quitting by 137
- ▶ Reduce childhood obesity by 9.8%
- ▶ Reduce youth substance misuse by 27%
- ▶ Reduce children in poverty by 19%
- ▶ Increase the number of vulnerable people living independently by 7.9%
- ▶ Increase breast feeding by 22.1%
- ▶ Narrowed the achievement gap by 7.6% at KS2 and 24% at KS4

Key Strategies

- ▶ Health and Well Being Strategy
- ▶ Children and Young Peoples' Plan
- ▶ Obesity Strategy
- ▶ Smoking Cessation Strategy
- ▶ Alcohol and Substance Misuse Strategy
- ▶ Active Choices – Active Futures Plan



Our Commitments

Everyone achieving

- Improve access and outcomes from early years education and childcare
- Improve aspirations and learning outcomes for 5-16 year olds
- Improve skills and outcomes for 16-19 year olds
- Enhance the proportion of vulnerable groups in education, employment and training
- Ensure educational activity is integrated with business and long term needs of the area
- Ensure children and young people enjoy and achieve

Looking after ourselves

- Reduce smoking, obesity & coronary heart disease
- Promote independence for vulnerable people and their carers
- Implement effective alcohol and substance misuse strategies
- Promote independence through supporting people programmes
- Further develop mental health services
- Effective dissemination of public health messages
- Implement FreshStart
- Reduce teen pregnancy

Making the most of leisure

- Develop the cultural sector and maximise investment to the area
- Implement Active Choices Active Futures
- Implement key transformational projects including Baths Hall, the Sports Academy and Building Schools for the Future.
- Improve well-being by promoting participation in leisure and cultural activities.

Being inclusive and accessible

- Develop a programme to tackle inequalities
- Developing an integrated approach to accident prevention
- Reduce offending through enhanced services for offenders and potential offenders
- Create more integrated and accessible services to support priorities
- Target programmes to enhance the life chances of the most vulnerable





Everyone works for the benefit of North Lincolnshire

Our ambition is everyone to work together for the benefit of the area by reconnection of communities and tackling inequalities and disadvantage

Our priorities

- ▶ Developing a shared identity
- ▶ Developing communities to achieve the area vision
- ▶ Re engaging communities

What will success look like?

- ▶ People will be proud to live in North Lincolnshire
- ▶ Communities will work for the benefit of the area
- ▶ People will have a better understanding of what we and our partners are trying to achieve
- ▶ People will feel more involved in developing the area
- ▶ Life chances for individuals will be good no matter where they live
- ▶ Worklessness will be improved

Our outcome measures:

- ▶ Reduced deprivation
- ▶ Improved participation
- ▶ Improved engagement
- ▶ Improved satisfaction

In our LAA we have committed that by 2010/11 we will:

- ▶ Increase young people doing positive activities by 12.7%
- ▶ Improve flood and coastal management
- ▶ Enhance the environment for a thriving third sector by 5.3%
- ▶ Increase the number of people who feel they are able to influence decisions by 17%

Key Strategies

- ▶ Children and Young Peoples' Plan
- ▶ Stronger Communities Plan
- ▶ North Lincolnshire Emergency Plan
- ▶ Corporate Diversity Plan

Our Commitments

Developing a shared identity

- Develop area based strategies
- Develop promotional materials to engage people in place shaping

Developing communities to achieve the vision

- Implement programmes to develop community capacity
- Map community needs and align infrastructure to meet them
- Facilitate opportunity for self support for disadvantaged groups
- Enhance the local compact
- Ensure children and young people make a positive contribution

Re-engaging communities

- Implement effective engagement plan
- Develop programme to target disadvantaged communities
- Develop coordinated approach to integration
- Develop targeted programme to address worklessness and poverty



Feedback

We wish to ensure that our future plans are accessible and inclusive. We welcome your views and any comments you wish to make on this plan. If you would like to comment you can use the feedback form below. If English is not your first language and you would like more information about this document, or if you would like information in large print, Braille or on tape please contact us on 01724 296105.

No English?

For information please call:

08000 193530 (Arabic) للحصول على المزيد من المعلومات اتصل بـ:

08000 193531 (Bengali) তথ্যগুলি বাংলায় জানতে হলে এই নম্বরে ফোন করুন:

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Feedback Form

We hope you found this publication informative. We are always looking for ways to improve our plans and would be pleased to hear your views. If you would like to comment please complete the brief questionnaire below and send it to: North Lincolnshire Council, Strategy Development, Pittwood House, Ashby Road, Scunthorpe, DN16 1AB

Do you think the council should produce a strategic plan?

Yes No

What is your overall assessment of the plan?

Excellent Good Average Poor

Do you think the content is appropriate to your needs?

Yes No

(If 'No', please provide details of how it could be improved)

Is it useful to have financial information summarised?

Yes No

Is the financial information clearly laid out?

Yes No

Do you have a better understanding of:

What the council is trying to do for the area?

Yes No

How the council spends its money?

Yes No

How the council's resources have been used to improve services?

Yes No

How the council works in partnership with others?

Yes No

If you would like to add any further comments on the plan please do so.

Thank you for your time.