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PRCC.36 13/14

Committee: Prosperous
Communities

17th December 2013

Subject: Draft Corporate Plan 2014 – 2018

Report by:

Chief Executive

Contact Officer:

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Purpose / Summary:

To provide a draft version of the 2014-2018
Corporate Plan for members to consider.

The report presents the work done to date, seeks
views from Members on the priorities, the risks
identified to delivery and the general format of the
Plan.

RECOMMENDATION(S):

- 1. Members to provide any proposed amendments to the priorities and objectives detailed in Chapter Three of the Corporate Plan.**
- 2. Members to provide feedback on the Communications Plan detailed at Chapter Six of the Corporate Plan**
- 3. Members to provide feedback on the questions raised in Section Four of this report.**

IMPLICATIONS

Legal: None from this Report

Financial: FIN/52/14 The Corporate Plan details the key priorities of the Council and will inform the Corporate Financial Strategies, ensuring that resources are aligned to achieve these objectives.

Staffing :

Equality and Diversity including Human Rights :
NB: Please explain how you have considered the policy's impact on different groups (for example: young people, elderly, ethnic minorities, LGBT community, rural residents, disabled, others).

Risk Assessment :

Climate Related Risks and Opportunities :

Title and Location of any Background Papers used in the preparation of this report:
*Wherever possible please provide a hyperlink to the background paper/s
If a document is confidential and not for public viewing it should not be listed.*

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** **No**

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** **No**

1. Background

- 1.1 The Corporate Plan sets out the priorities over a four year period that the Council has identified having taken into account all the evidence we have, including national and regional priorities and local views and also taking into account what our residents consider to be important. It is the main business plan of the Council.
- 1.2 The current Corporate Plan was produced in 2012 and covers the period 2012 to 2016. It identifies five themes under which a series of priorities sit. The themes are as follows:

Theme 1: An accessible and connected District where all have the best opportunities in life to help themselves and others.

Theme 2: A green District where people want to work, live and invest.

Theme 3: A prosperous and enterprising District.

Theme 4: Active, healthy and safe citizens and communities.

Theme 5: The Entrepreneurial Council.

2 Corporate Plan Refresh

- 2.1 To reflect changing priorities, legislation and contextual matters, the Corporate Plan is regularly refreshed in order for its relevance to remain intact. This year's refresh will produce a Corporate Plan covering the period 2014 to 2018.
- 2.2 Such changes can be evidenced by the recent re-visiting of the original key themes on the part of Members. This exercise produced four themes under which a series of revised priorities sit:

Theme 1: A prosperous and enterprising District	Priority 1.1: Asset acquisition, disposal and management
	Priority 1.2: Job creation, NEETS and apprenticeships
	Priority 1.3: Open for Business
Theme 2: An accessible and connected District	Priority 2.1: Broadband
	Priority 2.2: E-accessibility
	Priority 2.3: Mobile connectivity
Theme 3: A green District where people want to work, live and invest	Priority 3.1: Green premier energy solutions
	Priority 3.2: Drive down waste and support rural initiatives
Theme 4: Active and healthy citizens and communities	Priority 4.1: Community action and volunteering
	Priority 4.2: Promote well-being and healthy communities
N.B. Theme 5: Organisational Transformation	Priority 5.1: Efficiency

N.B. In addition to these themes, it is considered that reference should still be made to organisational transformation via the 'Entrepreneurial Council' theme under which a priority relating to efficiency sits. This underpins the way in which we go about our business; the characteristics of which are:

- Innovation and efficiency with a focus on outcomes and leaner design of services
- Encouraging co-production (helping people to help themselves)
- A commercial approach designed to generate additional income and/or source alternative means of funding

- 2.3 Work on the part of officers has been undertaken to identify current projects and/or programmes of work which contribute to the achievement of the priorities as detailed under the respective themes and to identify lead officers and lead Members.
- 2.4 In identifying such projects/programmes, officers have been asked to identify the intended outcomes of such activity and to also set out the measures against which the success of the work can be assessed.
- 2.5 Additionally, officers have also been asked to explain in a concise manner, any issues and challenges they face in relation to the priorities; to detail any key successes and learning over the last year and to include any relevant case studies.

3 Proposed Additions to Original Priorities

- 3.1 During the course of this work, some officers have queried the non-inclusion of certain areas of the Councils' activities among the revised priorities. In particular, reference has been made to the exclusion of homelessness and housing among the initial priorities.
- 3.2 In relation to homelessness and housing, Leaders Panel recently supported their inclusion within an additional priority - 4.3 "to address the wider determinants of health" - to ensure pressing issues in relation to these aspects are acknowledged within the Corporate Plan.
- 3.3 The work has culminated in the production of a draft Corporate Plan for 2014 -2018 which is now presented.

4 Questions for Consideration

4.1 In considering the refresh document, Members are asked to consider the following questions:

- Are the priorities broadly in line with what Members expect them to be?
- Are the case studies provided the best examples of successes over the last year, or do Members feel that there are better examples that should be included? The case studies should demonstrate our approach to delivery as well as what has been achieved?
- Do Members agree with the risks identified within the draft Plan? Are these the top risks that we face in delivering our priorities?
- As part of the communication of the Plan, there will be a summarised and leaflet version of the Plan. Which aspects do Members feel are key for inclusion in the public version for circulation to other public agencies and partner organisations?
- Are there any aspects of the presentation of the Plan that Members feel could be enhanced?

5. Next Steps

5.1 Comments from this committee will be fed back to officers leading the refresh for consideration for the final version of Corporate Plan.

5.2 The following table sets out the next steps of the Corporate Plan refresh approval and development.

Step	Details	Version	Date
1	Leader's Panel	Draft Priorities	19/11/13
2	Prosperous Communities	Draft version 2	17/12/13
3	Policy & Resources	Draft version 3	16/01/14
4	Council	Final version 1	27/01/14

West Lindsey District Council

Corporate Plan

2014 - 2018



Version: 2
Date: December 2013

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Foreword

Welcome to our refreshed Corporate Plan which covers the four year period 2014 to 2018 and sets out our revised priorities and objectives designed to meet the many and varied needs of our district.

Over the last year we have maintained focus on our Localism approach to support our communities. Our work with our ex-MOD communities has been hailed as exemplar by both the Local Government Association and Locality who are impressed at how a small District Council has broken through to the national arena. Additionally we have taken decisive action to address the problem of empty homes across the District.

Also on our agenda last year was the need to hone our response to forthcoming legislative changes including welfare reform; extensions to community rights legislation and reforms to planning and development legislation. These various items of legislation have been enacted and we managed to ensure the Council was fully prepared and ready to respond to the associated challenges.

On top of this, we continue to operate under continuing financial constraints, but for the third successive year we managed to set a balanced sustainable budget without compulsory staff redundancies and no reductions in service delivery. This is a fantastic achievement by all concerned. The finance outlook for local authorities remains challenging; we have calculated that we need to save an additional £1m per year over the next three years.

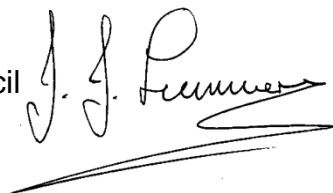
In the previous Plan we set out our intention to generate efficiencies from within our services by undertaking a series of In Depth Business Reviews. These have been completed across a number of service areas and have identified numerous potential opportunities to reduce expenditure; generate additional income; improve service delivery and re-consider the role the Council plays in the delivery of some services. This piece of intensive work has really helped to embed our Entrepreneurial Council philosophy and commercially based focus. Work is on-going to prioritise the findings and design programmes to take the opportunities forward in the most appropriate manner.

During the year we revisited the priorities in our previous Plan and have refreshed them to ensure they remain relevant to meet changing needs. They are set out within this document and we have worked hard to ensure we are outcome focussed and can measure success.

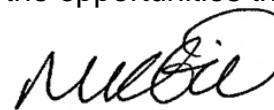
Looking ahead, some of the main topics we are committed to are - reviewing our land and property portfolio to ensure we maximise returns; playing a key role in addressing issues such as homelessness and health inequalities; gaining insight into the issues facing local businesses and assessing how we can best support; addressing rural issues such as transport and broadband coverage and ensuring we achieve value for money in the delivery our services.

The years ahead will undoubtedly present challenges yet we are intent on identifying the opportunities that arise and provide for our District.

Jeff Summers
Leader of the Council



Manjeet Gill
Chief Executive



Executive Summary

Purpose of the Corporate Plan

The Corporate Plan outlines our priorities for 2014 to 2018. It sets out the outcomes that we want to achieve, our approach, values and governance and the performance management framework arrangements to make sure we resource and deliver our objectives.

We recognise that we operate in an ever changing, dynamic environment where issues change and we need to be able to anticipate where possible and react accordingly to meet the needs of our residents. As a result, we have revisited the priorities set out in the previous Corporate Plan and have drawn up a revised set, based on evidence of need, professional opinion, the thoughts of elected members, customer/citizen feedback about the District and evidence from the local economy. Under each priority we have identified key objectives, desired outcomes and have set out how we will measure success. We have also appointed lead officers and Members for each theme.

The Corporate Plan will serve as a key source of reference to ensure that elected members, management and officers understand the need to ensure that all activity supports Corporate Plan delivery and resources are correctly allocated. All programmes of work and individual projects designed to deliver against the priorities will be supported by robust action plans, lead officers, timescales and success/performance measures.

Chapter One: National and Local Context - This chapter highlights the national scene in terms of changes such as new legislation, finances, environmental issues and technology. It also explains what this means at a local level and the focus of key partners such as the County Council, neighbouring Councils, Parish Councils, NHS, police and the voluntary sector.

Chapter Two: Our Approach – Here we set out our strategic approach which underpins the way we deliver services. This includes a definition of an Entrepreneurial Council, our commercial approach, a green council for a green district, community action and neighbourhood working. Additionally, it also sets out the values and behaviours that guide the way we work and develop relationships.

Chapter Three: Priorities and Key Themes - In this section we outline our five themes and new priorities which will be the focus of our work.

Chapter Four: Governance and Performance Management – This chapter describes our approach to governance, monitoring the delivery of the priorities and the performance management responsibilities of our committees.

Chapter Five: Managing Risks – This provides details on our arrangements for and the appreciation of risk management.

Chapter Six: Communication of the Plan – Here we state how we intend to publicise the Corporate Plan and our delivery if it.

1. Chapter One - National and Local Context

1.1. Chapter Contents

This chapter details the national and local climate and the legislative changes that have arisen since the last Corporate Plan was produced and what this means for the Council, our communities and partners. We acknowledge that we operate in an ever changing environment and have to be both anticipatory and adaptable in our approach.

1.2. National Context

The Growth and Infrastructure Act 2013 - allows the conversion of existing rural buildings to new uses without the need for planning permission and allows householders to construct larger extensions to their homes. The Growth and Infrastructure Act aims to promote growth and facilitate the provision of infrastructure. It includes:

- the option to make planning applications directly to the Secretary of State, when a local planning authority does not perform adequately in determining planning applications, to enable applicants to avoid delays in local decision-making;
- broadening the powers of the Secretary of State to award costs between the parties at planning appeals;
- limits on the powers that local planning authorities have to require information with planning applications;
- allowing for the reconsideration of economically unviable affordable housing requirements contained in agreements under section 106 of the Town and Country Planning Act 1990;
- enabling the relaxation of the requirements in regulations made under section 109 of the Communications Act 2003 for installation of electronic communications apparatus; and
- excluding the right to apply for land proposed for development to be registered as a town or village green to safeguard against the system being used to stall or stop development, while protecting existing registered greens.

While the aims of the Act are to speed up the development process, there are implications for the authority in terms of income and control over local development.

The Public Services (Social Value Act) - Under the Public Services (Social Value) Act, all public bodies in England and Wales are required to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

This means that we can now take account of the needs of our economy, our communities and the environment in the decisions that we take about commissioning and procuring local goods and services.

Community Rights – Legislation originally emanating from the Localism Act 2011 in relation to community rights have come into force:

- **The Community Right to Bid** allows a community to buy assets of community value when they come onto the market, if they have been registered as an asset of community value. This power can be used to help save the local library, pub or football ground as well as, village shops, former schools, sports centers and parks that are owned by the local authority or a private company or person.
- **Community Asset Transfer** where local authorities are empowered to transfer the ownership of land and buildings to communities for less than their market value. This gives greater power to community and voluntary sector organisations, community and social enterprises and individuals looking to form a not-for-private-profit group to benefit their neighbourhood.
- **The Community Right to Build** is a new way for communities to choose where and when to build homes, shops, facilities and businesses. Communities will be able to build:
 - family homes to sell on the open market
 - affordable housing for rent or to convert disused farm buildings into affordable homes
 - sheltered housing for elderly local residents
 - low cost starter homes for young local families struggling to get on the housing ladder
 - facilities such as a new community centre or a children's playground
- **The Community Right to Challenge** enables communities to challenge to take over local services that they think they can run differently and better. The Right to Challenge could be used to run a wide range of local services.

Welfare Reform - A programme of welfare reform started during 2013/14 and saw the introduction of Local Council Tax Support and Spare Room subsidy for Social Tenants. This has seen around £1 million in welfare benefits taken from the economy of West Lindsey. The impact on West Lindsey of the cap on benefits will be limited as very few West Lindsey residents were receiving the levels of benefit the new regime is designed to reduce. However the effect of the Spare Room Subsidy legislation has resulted in a dramatic increase in the number of claims made for Discretionary Housing Payments.

A key element in the Governments' Welfare Reform agenda is the introduction of Universal Credit to replace six existing benefits including Housing Benefit which is currently administered by West Lindsey District Council. We are preparing for the implementation by running a pilot to inform and prepare for the Universal Credit scheme. A key element of Universal Credit is the requirement to claim on line which presents a problem for a rural district where broadband provision is inconsistent. The intention of the pilot scheme is to identify potential problems associated with on-line application and feed back to the Universal Credit project. As there is currently no clear timetable for the roll out of Universal Credit there are challenges which the uncertainty brings and in particular the difficulty in recruiting and retaining key staff to deliver the service until the transfer is complete.

Planning Reform - The Government is committed to streamlining the planning system in England. As part of this programme it has relaxed rules on the conversion of existing rural buildings to commercial use, introduced new permitted development rights to allow the conversion of commercial buildings in towns to residential use and increased the size of extension people are allowed to add to their houses without the need for planning permission. This will have an affect on the Council as it will no longer receive planning application fees for this type of development. However the affect of this is likely to be offset by the general increase in activity brought about by a recovering economy.

On policy terms the Government has introduced the National Planning Policy Framework which has introduced a “presumption in favour of sustainable development” and a requirement for all local planning authority areas to have a five year housing land supply. In order for Councils to be able to adequately shape development in their area they need to have an up to date “Local Plan” which demonstrates where development should be located and in what numbers to meet a five year housing land supply. The Central Lincolnshire Core Strategy and the allocations document is the means by which this will be achieved in West Lindsey.

1.3. Local Context

While it is acknowledged that some of the initiatives and reforms detailed below have been implemented at a national level, we have concentrated on the local context and the implications for the District.

Local Economic outlook - The county assessment shows that local businesses are more optimistic about their prospects expecting profitability and turnover to grow over the next 12 months. From the Council’s own economic development appraisal it is clear that businesses and employment is growing in the District (new businesses increased by 12% between 2010-2011 and the number of jobs grew by 9% in the same period). Overall unemployment levels are on a par with the national average; however this overall figure hides areas of severe unemployment in parts of Gainsborough (12.6% in South West Ward). From work undertaken in 2013 with local employers it appears that there is a shortage of suitably trained/qualified young people and there is a lack of relevant training courses available locally.

Supporting Growth - Through the [Greater Lincolnshire Local Enterprise Partnership](#) (GLLEP), businesses and local authorities have renewed their commitment to work together to make a step change to deliver prosperity through growth. The priority sectors for the GLLEP are: the visitor economy, manufacturing, agri foods, care, ports and logistics and renewables.

Over the last twelve months (since the publication of the Heseltine Growth Review – “No Stone Unturned in Pursuit of Growth) LEPs have started to gain resources to encourage growth in their area. They are also charged with producing a growth strategy which will be used by Government to allocate funds to LEP areas. In particular the GLLEP is preparing a submission to access the EU structural and investment funds. This is a £115m fund which will be made available for the next seven years to support economic growth. Councils across Lincolnshire have been asked to submit “oven ready” projects which could benefit from this funding. West Lindsey District Council has submitted a series of projects and is currently working with GLLEP officers and economic development staff at the County Council to refine these projects so that they can demonstrate that they are “oven ready”.

The Core Strategy - In order to address the Government’s requirements for local planning authority areas to have a “Local Plan” the Council has set up partnerships to deliver a Local Plan across central Lincolnshire. This partnership has been set up as a local planning authority with the aim of delivering a “Local Plan” for central Lincolnshire. It is going about this by producing a Core Strategy and an allocations

document. This year the Core Strategy has been approved by the partnership and has been submitted to the Secretary and State to hold an Examination in Public. Also this year the allocations document has been subject to its first round of consultation and engagement.

The Health Agenda - Under the [Health and Social Care Act](#), Health and Wellbeing Boards have been established with the aim of improving the lives of local people by making it easier for health and adults and children's social care to plan and buy better services together - this is known as 'joint commissioning'. Lincolnshire Health and Well-being Board has developed a [Joint Strategic Needs Assessment \(JSNA\)](#) to draw together the best available evidence and identify local health and well-being needs of our population. The JSNA report is frequently refreshed as new datasets become available and has been used by Lincolnshire Public Health Directorate and stakeholders as the primary driver to inform development of Lincolnshire's [Joint Health and Wellbeing Strategy](#) (JHWS). The JHWS strategy will focus attention on the priority health and well-being needs of our Lincolnshire communities and will drive action and commissioning plans for the local health economy.

The Localism Agenda - At the District council, we continue to work with our communities to develop skills and confidence to build greater resilience, encouraging communities to help themselves and others. We continue to inspire community enterprise and innovation with the use of our Community Asset Fund, working with CAN and the Plunkett foundation, national experts in this field. We are using this fund to lever in additional funds, an example of this is a successful bid of £750,000 which has been awarded by WREN. The Social Value Act, Sustainable Communities Act and Community Rights legislation as detailed in the National Context Section, above further complements our Localism programme.

Homelessness – In line with the national trend, West Lindsey District Council has experienced an increase in homelessness demand. This is predicted to continue to increase against a backdrop of national policy changes such as welfare reform. Limited housing options coupled with welfare reform changes particularly for young people, mean that some of our most vulnerable residents are finding it increasingly difficult to live independently and are at increased risk of homelessness. It is important that we ensure that we have effective solutions in place to prevent and relieve homelessness. The Government has set out some key objectives for local authorities, to ensure that 'every contact counts' (Gold Standard) – to ensure that local services work together to intervene earlier to tackle homelessness triggers and ensure that people at risk of homelessness get access to the services and support they need. The 'Gold Standard' challenges set out by Government are:

1. To adopt a corporate commitment to prevent homelessness which has buy in across all local authority services
2. To actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. To offer a Housing Options prevention service to all clients including written advice
4. To adopt a 'No Second Night Out' model or an effective local alternative
5. To have housing pathways agreed or in development with each key partner and client group that include appropriate accommodation and support

6. To develop a suitable private rented sector offer for all client groups, including advice and support to both client and landlord
7. To actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme
8. To have a homelessness strategy which sets out a proactive approach to preventing homelessness, reviewed annually to be responsive to emerging needs
9. To not place any young person aged 16 or 17 in Bed and Breakfast accommodation
10. To not place any families in Bed and Breakfast accommodation unless in an emergency and for no longer than six weeks

Ensuring Best Use of Housing Stock - The reduction in financial assistance to deliver affordable housing generally, as well as grant funded improvements has meant that local authorities have had to look closely at ensuring that the housing available in their districts is used in the most appropriate manner. Initiatives need to ensure that individuals with specific needs are housed sustainably and that grant funding available is directed to those that need it most and used as efficiently as possible.

Empty Properties - There are currently 757 long term empty properties in the District, with Gainsborough South West Ward having the largest number. Addressing these properties through a variety of means is key for the Council to ensure that communities can be regenerated. Areas of low housing demand are the knock on effects of empty properties and therefore their numbers need to be reduced.

Addressing the Cuts in Funding - With existing public sector spending reductions expected to remain in place the financial outlook for local authorities remains difficult. Specific announcements have already been made that will reduce West Lindsey District Council's funding for 2014/15 by over £1m; this is combined with historic reductions of circa 30% and anticipated reductions in grant for future years expected to be similar to those already faced.

Significant reforms have also taken place across Local Government with many of the changes having come in to force on the 1st April 2013. These reforms have not only placed additional burdens on Local Government, but have also transferred risk and responsibilities to Local Government which previously sat with Central Government.

These changes create further unpredictability and increase the uncontrollable nature of the Council's resourcing. Localisation of Council Tax support is one example where, although a new policy is in place, there are no guarantees it will negate the impact of funding reductions and increases the Council's reliance on generating income.

2. Chapter Two – Our Visions, Values and Approach

2.1. Chapter Contents

This chapter outlines the strategic approach, which guides the way we deliver services. This includes a definition of an Entrepreneurial Council and our approach to community action and neighbourhood working.

It also outlines the values and behaviours that will guide the way we work and develop relationships.

2.2. Our Visions, Values and Approach

<u>Vision</u>	<u>Values</u>	<u>Approach</u>
<p>The vision for the Council is:</p> <p>‘West Lindsey to be seen as a place where people want to live, work, invest and visit.’</p>	<p>We have agreed a number of core values between staff and councillors to provide a benchmark for behaviour across the organisation:</p> <ul style="list-style-type: none">➤ Focus on Communities and Customers First➤ Creative and Business Smart➤ “Can-do” Council➤ One-Council➤ Communicate Effectively	<p>Our approach to delivery is centred around the following guiding principles:</p> <ul style="list-style-type: none">➤ Accountable Leadership➤ Community Empowerment, Co-design and Co-production➤ Localism➤ Innovation and Technology➤ The Entrepreneurial Council

Our values and behaviours will underpin all our work and we will challenge ourselves and others in service redesigns, reviews, programme delivery, appraisals and one to ones.

We believe that these values and behaviours are essential during times of change and uncertainty while we develop new ways of working, a more entrepreneurial approach to service delivery and income generation, community development and work towards more accountable leadership.

2.3. Our Approach Explained

2.3.1. Accountable Leadership

Local authorities are the main mechanism for citizens to drive local priorities and shape the type and standards of services they receive.

In order for us to support communities in the delivery of their aspirations and to ensure fair access to efficient, customer focused public services, we need strong, effective and accountable leadership. Accountable leadership is not the same as accountability for delivery. Accountable leadership is about driving the organisation and community development, in line with our values and behaviours and our principles of staff and community empowerment, co-design and co-production. It is about understanding our role and the role of others, building relationships and building capacity through the identification of skills gaps and supporting the necessary development.

2.3.2. Community Empowerment, Co-design and Co-production

Community empowerment, co-design and co-production are about working in partnerships where partners all take responsibility for the outcome and its delivery. It is within these partnerships that we will need a focus on accountability for delivery.

This requires as a minimum:

1. Defining an agreed purpose for the services we provide and the outcomes we seek to deliver by involving local people in decision making – *co-design*
2. Empowering staff and communities to identify and own options for delivering the outcomes we seek and to be responsible for the issues that matter to local people -*co-design*
3. Agreeing ownership, standards and accountability for delivery - *co-production*
4. Measuring progress – *accountability for delivery*
5. Effective dialogue between stakeholders

Councillors have a key role to play in representing their communities and for the successful delivery of services and therefore, effective officer/member relationships are essential. Communities can be at any level, such as a street, a neighbourhood, a village or town or it could be a community of interest. The approach outlined above, supported by our leadership role underpins our approach to localism.

2.3.3. Localism

West Lindsey is a large, sparsely populated and diverse District with a wide range of distinct and very different communities living within its borders. The Council recognises these differences and is committed to working with local people across these areas with an active programme of support for community action. Our communities, Parish Councils, residents groups and other local organisations already organise and run lots of highly valued and excellent services and projects which add considerably to the quality of life for many of the villages, neighbourhoods and towns across West Lindsey. The Council is committed to supporting this work by providing officers with a greater local knowledge and attention, by facilitating the networking of local players to share experiences and ideas, by providing financial support to help kick start projects and enabling local people to do more for themselves and their communities by removing barriers and bureaucratic hindrances.

This supportive infrastructure includes:

1. Area working – area based officers who will work with local people, advising on funding opportunities and giving them a voice to create community led plans and projects based on local priorities.
2. Attention to priority neighbourhoods where additional support is required to address disadvantage.
 - a. The ex -MoD villages of New Toft, Brookenby, Hemswell Cliff and Scampton (which is still active).
 - b. The South West and Park Springs areas of Gainsborough.
3. Community leadership and good democracy – by supporting Parish Councils and district councillors in their democratic roles to effectively represent their communities' aspirations and ambitions.
4. Community funding – resources that are arranged into a fund programme to further local community action, volunteering, community enterprise and an increase in locally managed community assets.
5. A review of the voluntary sector infrastructure which will promote volunteering and help build voluntary and social activity.

2.3.4. Innovation and Technology

In the current financial climate, it is essential that we seek innovative ways of working to deliver more with less or more for the same.

Innovation is not simply delivering something new, in the way that we would normally deliver. It is about being creative with ways of addressing an issue or delivering an outcome or service, experimenting and where necessary, taking calculated, but acceptable risks.

Our desire to consciously develop innovation as an ambition for the Council is demonstrated through the adoption of the 'Creative and Business Smart' value, in our values and behaviours.

West Lindsey District Council has a history of successfully undertaking service redesigns in the pursuit of efficiencies and better customer services, working with frontline staff who better understand the needs of the customer and issues with the processes for service delivery.

A key consideration when looking at new ways of working or delivery is the potential of technology which offers significant opportunities to support the delivery of our priorities.

Services which are available on-line for customers to self-serve increases accessibility and can reduce the cost of access. Providing the infrastructure for communities to contact and support each other and making council held information available to the community for access or analysis can play an important role in capacity building, reducing the feeling of isolation and the ability to shape the local area by influencing local decisions.

Better use of technology will play a significant role in our internal service changes as we seek to redesign the way we deliver our services, learning from the approach and outlook which is common place in the private sector, where inefficiency and delay can lead to increased costs, reduced profitability, loss of market share and potential business failure.

We will not be able to sell our services if they are inefficient, costly and poor performing, which is why the In Depth Business Review process is a key component of our Commercial and Budget Strategies.

2.3.5. The Entrepreneurial Council

In a climate of reducing Central Government grants, our approach needs to consider how future needs can be met. Options are to either work the same way delivering fewer services with less grant subsidies or to explore other innovative ways to deliver the same or ideally more with less grant subsidies. Examples in the past year include:

- Renegotiation of the Leisure Services Contract resulting in a saving of £230,000 per annum over the remaining term of the contract (four years and six months) and no reduction in the leisure services available.
- Acquired commercial property in Gainsborough town centre for the dual purpose of supporting the local economy and maximising the returns on our investments.

2.3.6. Characteristics of our Entrepreneurial Approach

The key characteristics of our Entrepreneurial Council approach are:

1. **Greater commercial focus** where all managers understand their finances, seek opportunities to generate income and are innovative in designing new approaches that provide more with less subsidy.
2. **Collaborative and partnership focus** where elected members and managers work with partners to develop more integrated services. This may be:
 - a) Council/public partnership
 - b) Council/social enterprise venture
 - c) Council/private business venture
 - d) Council/community/neighbourhood partnership with councillors and officers working alongside volunteers
 - e) A combination of the above or other innovative approaches.
3. **A greener focus** to reduce our carbon footprint, make efficiency savings and generate income. Conservation and promotion of our natural environment.
4. **An innovative focus**, with a culture that continually learns from best practice; which starts with evidence and the results needed and seeks ideas from frontline staff, members, partners, and local people to get the best solution; considers a range of options to solve problems and takes managed risks in developing new pioneering ways of working.
5. **A learning focus** where we learn from our successes and failures; where we continually develop ourselves and seek out best practice nationally and internationally, this includes providing constructive challenge.
6. **A community action and self-help focus**, where we help communities and citizens to help themselves and encourage other partners and businesses to do the same, our localism work will help to achieve this.
7. **An outcome focus** where we focus on results, based on evidence; where we are specific in targeting resources to the greatest area of need or hotspots, avoiding more generic scattergun approaches and ensuring we can measure the difference made. This relies more on developing our partnerships, corporate and team skills. Performance will be judged on how effectively those skills are applied to deliver results.
8. **A technology focus**, making sure we understand the opportunities the latest technology brings to better target and deliver services, reduce our carbon footprint and deliver income or efficiencies.
9. **An information focus** to ensure better analysis of the data we hold, including making more use of technology around informatics, to design the best interventions and influence partner and/or community actions. Whilst we can all relate to the physical components of ICT, e.g. the servers, processors, and disks, it is the information these components hold that is the real asset to any organisation. Unlocking the power of the information assets at our disposal, and targeting our resources based on the evidence this intelligence provides, is at the heart of our approach to *localism* and key to our transformation into the *Entrepreneurial Council*. In order to realise our vision for the District we are developing our Information Management processes around four key areas: community, leadership, management, and planning.
10. **A focus on partnerships** as we aspire to be an ideal partner; understanding the other partners' objectives, delivering common sense, practical solutions and fewer meetings for the sake of meetings. Collaboration is important and we aim to lead by example, as outcomes cannot be delivered if agencies simply focus on traditional services, they are 'legislated' to provide. Preventing reoffending is not simply about police, courts or probation. Good housing, skills and employment are all well known factors. Equally, good health

is dependent on good housing, active lifestyles and employment etc. As a District council, we aim to address these areas, as ensuring the wellbeing of our communities is a key part of our role. Relationships of mutual trust with partners are crucial to success.

11. **A staff and councillor champion focus** to encourage all staff and councillors to be proactive beyond their job descriptions or traditional roles. We will encourage more staff champions and councillor champions without whom we would not have achieved the efficiency savings made or big cultural changes such as a “paperless council” and “working where the work is.”

3. Chapter Three – Achievements, Key Themes and Priorities

3.1. Chapter Contents

Section 3.2 sets out our achievements over the last 12 months grouped under the previous Corporate Plan's five key themes.

Section 3.3 details our revised priorities and focus for the next four years grouped under five key themes

Section 3.4 (The Delivery Plan) provides a summary of the key issues and challenges within each theme and for each priority identifies the individual objectives and associated desired outcomes and success measures. Lead officers and members for each objective are also detailed.

Section 3.5 illustrates the number of priorities related to each of the six areas that the District has been divided into as part of our Area Management approach to Localism.

Section 3.6 provides the direct link between the Corporate Plan and our equality objectives by detailing how the priorities in the Plan also support our equality objectives.

Section 3.7 is a collation of the key strategies required to deliver the outcomes in terms of our approach to partners, resourcing and key projects that are interdependent.

3.2. Achievements

In the course of the last year we have undertaken a wide range of activity under each of the themes contained within the previous Corporate Plan. We have provided a summary of some of our achievements as follows:

In relation to **Localism** the focus in the second year was again around building relationships with the community and increasing community action and we can demonstrate success as follows:

- During the year, a committee of local people has been established to secure funding to refurbish the ball park for the community in Hemswell Cliff (ex-MOD site). The green space around the Ball Park is now being regularly maintained by the Parish Council.
- The Newtoft community (ex MOD site) are holding fundraising events for a new Community Centre and sports pavilion where there are currently no community facilities available. Planning permission has been secured.
- The community centre at Brookenby (ex-MOD) is in a poor condition but residents are working tirelessly to renovate areas and have brought community facilities back into use. Binbrook Children's Centre has also established an outreach service in the centre.

- A new group in the South West Ward of Gainsborough has been established with the aim of ensuring that local people have an influence on decision making in their area.
- A Community Transport Scheme has also been established in Gainsborough which will provide vital transport links for residents needing to access services and facilities within West Lindsey.
- Working with Middle Rasen Bowls Club we provided a grant to enable the club to renew some equipment meaning that the club can continue to provide a source of enjoyment for its members.
- Bardney Youth Development Group used West Lindsey District Council's Community Chest funding to hire a mobile skate park to gather evidence for the popularity of this activity in a bid to raise funding to build a permanent site in the village. Momentum has now been created for the group to take the initiative forward.

In connection with aim to create a **Prosperous and Enterprising District** good work has been undertaken across this priority:

- A new network of businesses has been established within Gainsborough and they are currently exploring a range of potential initiatives, including increased employment opportunities for young people.
- Almost 200 attendees and over 30 organisations attended a skills fair organised by the Council.
- A Town Centre Master Plan has been commissioned for Gainsborough and it aims to bring significant growth and investments to the town.
- Market Rasen town is undergoing a series of community led initiatives, including looking at an expansion of sport and leisure facilities in the town, Town Centre improvements through the Mary Portas pilot, looking at improved transport links to and from the town, and developing a new vision for the town.
- A Council investment of £550,000 in the BDUK project to improve broadband speeds in the District is focusing on establishing broadband connectivity in 37 Village Halls.
- Invested in Gainsborough town centre through the purchase of commercial property.
- A programme of public realm improvement works has been completed in Gainsborough Town Centre increasing the attractiveness of the town to shoppers.
- The Council hosted a reception for its agri-food businesses at the Lincolnshire show which was attended by the Countess of Wessex.
- The former Guildhall in Gainsborough has been demolished freeing up additional land for development and reducing our business rate liability by £39,000 per annum.

- The Central Lincolnshire Core Strategy gained its final approval by Councillors for submission to the Secretary of State to hold an examination in public.

With reference to our aspiration to create a **Green District Where People Want to Work, Live and Invest**, in the last year we have managed to:

- Bring over 130 empty homes back into use.
- Deliver 45 affordable housing units during 2012/13.
- Introduce a Choice Based Lettings system to ensure that housing is allocated in line with housing need and to provide residents with more choice in regards to where they live. This system helps to ensure that best use is made of stock designated for the over 50s and gives priority to those that require it most. Assisted bidding is available for those without internet access and to those unable to bid for themselves. The system will also inform future developments, by providing more accurate information on demand for property types and areas based on bidding activity.
- Reduce the amount of CO2 emissions generated through Council operations.
- Support the delivery of rural affordable housing through the proactive identification of villages for surveying, and subsequent calls for land for assessment of sites. The first rural affordable cross subsidy schemes were given planning permission during the year and other potential applications are in the pipeline.

Under our **Active, Healthy and Safe Citizens and Communities** theme we achieved the following:

- Our healthy lifestyle programmes such as the health trainer, GP exercise referral, health walks and community cooking skills programmes were used by more people during 2012/13 than ever before. Three clients from these programmes were nominated and successful in winning two awards at this year's Lincolnshire Sports Awards.
- £90,000 of Big Lottery funding was granted for the development of physical activity schemes within schools to help tackle childhood obesity.
- Duncan Selby (Chief Executive for Public Health England) visited the District and highlighted the excellent work that our community health trainers and exercise schemes were delivering.
- The Anti-Social Behaviour (ASB) team within the Localism service have taken a much more pro-active approach to dealing with environmental ASB including implementation of patrols in many areas, with an emphasis on the South West Ward in Gainsborough. This is starting to have a positive effect and more incidents are being reported by residents. Enforcement is a higher priority for the team and a number of cases are being progressed with the intention of leading to prosecutions to try and deter and reduce the occurrence of ASB in West Lindsey.

- The community payback scheme has been operating in West Lindsey for 14 months, using local offenders to tackle ‘grot spots’ in priority areas across the District. Notable successes have been the clearing of the ball park at Hemswell Cliff, making it safe for children to use, and the painting of the Sandsfield Road underpass which made this popular cut through to the town centre feel safer and cleaner. The group have also assisted Gainsborough in Bloom to prepare flower beds and tidy the street prior to the judges visit. Many residents and businesses have commented on the improved visual aspect of the areas, and the use of local offenders in their home town has led to a higher deterrence impact on offenders as well as a feeling by the community of justice being seen in action.

In connection with our **Entrepreneurial Council** theme we have:

- Again reduced our reliance on central government grants and have managed to set a balanced budget without cutting front line services or making redundancies.
- Received an unqualified conclusion from External Audit who have reviewed our arrangements for delivering value for money. This means they are satisfied that proper arrangements are in place for securing financial resilience and challenging how economy, efficiency and effectiveness is secured. To arrive at this conclusion financial governance, financial planning and financial control processes were reviewed.
- Maximised the income received through the Government’s initiatives around new homes bonus and retained business rates.
- Equipped staff with the necessary skills, knowledge and information to be more financially aware and to make ‘better’ financial decisions.
- Realised savings of £230,000 per annum in relation to the re-negotiation of our Leisure services Contract without any reduction in the level of services provided.

3.3. Key Themes and Priorities

We have identified four key themes under which our priorities and outcomes have been developed. Additionally we have detailed a fifth theme ‘Organisational Transformation’ which underpins the way we conduct our business based on an entrepreneurial approach. Details of the themes; their focus and the priorities sitting under each theme are provided in the table below:

Theme	Focus	Priority
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Theme	Focus	Priority
Theme 1: A prosperous and enterprising District	The key focus of this theme is delivering business and economic growth, dealing with unemployment (especially youth unemployment), ensuring the services we deliver are business friendly and are efficient, effective and economically run. The Council can play a key role in the improvement of the local housing stock and the securing of land and property to be made available for both commercial and residential use. An essential component to this is the role we can play in ensuring the local workforce is work ready and has the necessary skills sought by businesses; both existing and new. A creative re-appraisal of the use of and current returns on our existing land and property assets will play an essential role in the achievement of our vision, as will the strategic acquisition and disposal of assets.	Priority 1.1: Asset acquisition, disposal and management
		Priority 1.2: Job creation, NEETS and apprenticeships
		Priority 1.3: Open for business
Theme 2: An accessible and connected District	To participate effectively in the modern world requires due attention to be paid to the role technology has to play. Facilitating digital exclusion across the District is of key importance to the Council. This requires improvements in current broadband coverage and speed which we are keen to see materialise. The way in which many residents expect to be able to interact with public services is dramatically changing; hence the increase witnessed in self-service initiatives and on-line access and application processes. As a Council, we have to meet these expectations, while also providing for those residents who prefer more traditional face to face methods of contact. To enable residents to access services from wherever they are via a device of their choice requires improvements to the current mobile phone coverage across the District. This may require the siting of new masts to extend current coverage, which may present challenges to the maintenance of the District's landscape and areas of outstanding natural beauty.	Priority 2.1: Broadband
		Priority 2.2: E-accessibility
		Priority 2.3: Mobile accessibility
Theme 3: A green District where people want to live, work and visit.	This theme focuses attention on our aim to be a carbon neutral organisation and to encourage the use of appropriate renewable energy sources across the District. We also recognise the need to support residents in order to alleviate the effects of fuel poverty and we have committed to tackling this problem via participation in a county-wide switching scheme. The need to reduce the volumes generated of household and trade waste through education and innovation is also a	Priority 3.1: Green premier energy solutions
		Priority 3.2: Drive down waste and support rural initiatives

Theme	Focus	Priority
	key component of this theme as is our on-going commitment to recycling and the delivery of an efficient waste collection service.	
Theme 4: Active and, healthy citizens and communities	It is our intention that we work to promote an improvement in the well-being of our communities. We also want to enable our older population to lead active, healthy and independent lives by playing a key role in the collective provision of appropriate support. We recognise that there are many contributing factors to health and well-being and we are committed to identifying these and assessing our role in addressing them. Our Localism emphasis will continue to play essential role in enabling communities to help themselves through the offer of advice and support and the identification of funding opportunities to support community projects.	<p>Priority 4.1: Community action and volunteering</p> <p>Priority 4.2: Promote well-being and healthy communities</p> <p>Priority 4.3: Address the wider determinants of health</p>
Theme 5: Organisational Transformation	Our vision is to be a Council that is less dependent on formula or regional grants; that is innovative in relation to investments and use of assets and achieves income in other forms to meet District needs. This approach cross-cuts all other priorities and demonstrates our approach to the way we conduct our business. Making the Council more commercially aware and improving the financial acumen of officers and Members will play a key role in this. Striving for value for money in all that we do and the on-going identification of potential additional income streams is also a key focus.	Priority 5.1: Achieving value for money through the efficient, economic and effective delivery of services

Some overlap exists between the themes, but in all areas, we will maximise the potential of our work by ensuring that all programmes and activities link together, stimulating creativity and innovation to extend and add value to each area of activity within existing resources.

Theme 1: Prosperous

“A Prosperous and Enterprising District”

Theme 1: Prosperous and Enterprising District

Priority 1.1: Asset Acquisition, Disposal and Management

<p>Case Study:</p> <p>The Council has been actively engaged in the property market to take advantage of prevailing opportunities.</p> <p>This has resulted in the purchase of both residential and commercial land and properties with a view to develop, and maximise returns on our investments.</p> <p>The Council has engaged with local agents to ensure that it is making the best use and getting the best return from its current assets.</p>	<p>The Current Issues and Challenges</p> <p>Funding made available by DCLG, which has been match funded by the Council is being used to specifically address long term empty property issues in a cluster area within the South West Ward of Gainsborough. The direct acquisition and refurbishment and subsequent letting of properties is one aspect of the project that the Council is progressing.</p> <p>We are looking to improve the way in which we gather, store and use data relating to asset and estate management. The acquisition of a computer aided asset management system is regarded as a means of improving the current situation as it will assist us to manage the wider public estate effectively and in collaboration to ensure value for money. By doing this, we can be confident that:</p> <ol style="list-style-type: none">We have maximised the return on our commercial assets and have therefore reduced the reliance on Council Tax.We have used our assets to lever positive outcomes for the community.We have delivered a cost effective and fit for purpose accommodation for our service needs including staff and stakeholders.We have identified our strategic acquisition and disposal needs to support growth and inward investment. <p>Challenge: Given the relatively small size and variety of the asset portfolio, there is a need to ensure that the Council keep abreast of all appropriate information.</p>
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<p>Key Successes:</p> <ul style="list-style-type: none">73 long term empty properties brought back into use, including three that have been directly purchased.Land and Property assets have been reviewed and a potential disposal/surplus list has been produced.	<p>Key Learning:</p> <ul style="list-style-type: none">A range of interventions are needed for empty property owners. These are currently being developed.Asset data has not been captured and recorded in such a way that it can assist in strategic decision making.
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Priority 1.1 Details Table - Asset Acquisition, Disposal and Management

Objective	Outcome	Measures	Lead Officer	Lead Member
1.1.1 To deliver the Empty Homes project.	<ol style="list-style-type: none"> 1. Fewer empty properties in the District and more homes available to those in housing need leading to more choice for people in housing need and a more attractive environment. 2. More landlords willing to bring their properties back into use. 	<ol style="list-style-type: none"> 1. To bring back into use 75 long term empty properties in 13/14, 75 in 14/15 and 50 from 15 onwards. 2. To bring back into use 100 properties in the South West Ward of Gainsborough before March 2015. 3. To deliver a selective licensing scheme by March 2015. 	G. Lockett	Cllr Parish
1.1.2 To deliver the Strategic Land and Property Programme	<ol style="list-style-type: none"> 1. Maximising the income received from the Council's land and property holdings ensuring that the Council is delivering the best value for resident's across the District 2. To strategically acquire land and property to increase the income the Council receives from its estate which will result in the opportunity to invest more and/or place less demand on the public purse. 3. To ensure that the strategic objectives the Council has for the District are facilitated by the land and property it owns to ensure that the Council are operating as effectively as possible and providing value for money in its services. 	<ol style="list-style-type: none"> 1. Increasing capital value of holdings. 2. Increased income from the Council's land holdings. 3. Net increase in income from new land holdings. 4. Amount of land developed which meets the objectives of the Gainsborough Master Plan. 	G. Lockett	Cllr Regis

Objective	Outcome	Measures	Lead Officer	Lead Member
1.1.3 To deliver a full review of the Council's property assets.	<ol style="list-style-type: none"> 1. To ensure that the Council's land and property are kept in optimum condition and that the amount of unplanned maintenance be reduced to nil which will ensure the Council can plan better in the future and there will be less demand on other resources. 2. To ensure that income from rents/leases and other sources is maximised ensuring the Council is making the most of its assets and providing effective value for money. 	<ol style="list-style-type: none"> 1. Cost of unplanned maintenance. 2. Rent and other income received on time. 3. Occupancy/void rates. 	G. Lockett	Cllr Regis
1.1.4 Gainsborough Town Centre Development	<p>To increase footfall and make the town centre a place an attractive place where people want to visit and businesses choose to invest.</p>	<ol style="list-style-type: none"> 1 Increase in footfall. 2 Decrease in the amount of empty properties. 3 Decrease in the amount of vacant sites. 4 Increase in rents/yields. 5 Increase in NNDR received. 	G. Lockett	Cllr Parish

Theme 1: Prosperous and Enterprising District

Priority 1.2: Job creation, NEETS and apprenticeships

Case Study:

In 2012 West Lindsey District Council began operating an Apprentice Scheme with four apprentices being appointed in the first year. Of those four apprentices two have secured full time jobs with the Council and one has remained with the Council as a second year apprentice. During 2013, a further four apprentices have been appointed and are being supported through their NVQ qualifications.

The Current Issues and Challenges

Currently there is a mismatch between the skills and ambitions of our population and the jobs available locally. A comparison of wage levels shows that residents of our District earn significantly more on average than those working in the District which suggests that a proportion of residents are accessing higher skilled/paid opportunities outside the District whilst the jobs within the District are on average of a lower grade. We are also aware of specific skills gaps within the manufacturing and engineering sector – one of the major employment sectors in WL. Finally, there are limited opportunities for graduates in the area and the retention of young professionals is therefore an issue.

Challenges:

To address local skills gaps with bespoke training and employment solutions in the manufacturing and engineering sector.
To capitalise on the relative wealth of our resident population by enhancing our leisure and recreational 'offer' and capturing the spend locally.
To work with Lincoln University and other partners in identifying and promoting opportunities for graduate placements.

Key Success:

- Apprenticeship Day – 96 attendees with 12 organisations represented
- New garden centre in Glenthams (The Willows) created 40 jobs
- West Lindsey District Council successfully bid to carry out a Universal Pilot to prepare for Welfare reform. The Pilot has been recognised for best practise in terms of its steering group which is chaired by a partner.

Key Learning:

- Major employers in the manufacturing/engineering sector have highlighted a gap in skills and training provision available locally. To address this issue, WLDC is working with the WBLA to secure a bespoke training solution for local businesses, with European Social Fund funding.

Priority 1.2 Details Table - Job creation, NEETS and apprenticeships

Objective	Outcome	Measures	Lead Officer	Lead Member
1.2.1 Career Development and Skills Fairs	<ol style="list-style-type: none"> To increase the amount of skilled people employed in the District, especially young people, to make them work ready and attractive to businesses. To attract more businesses to relocate to the District. 	<ol style="list-style-type: none"> Reduction in overall unemployment in the District. Reduction of youth unemployment in Gainsborough. Retention of businesses. Increases in businesses. 	G. Lockett	Cllr Parish
1.2.2 Universal Credit Pilot	To make sure that benefits are easily accessed, provided in an efficient way, allow for the discovery or prevention of fraud and ensure links with other associated service providers such as debt advisors.	<ol style="list-style-type: none"> 95% of new Housing Benefit claims processed within 15 days by 31st March 2014. The numbers able to self-serve should increase by 50% during the pilot by 31st March 2014. 	A. Robinson	Cllr Welburn
1.2.3 Talent Match Programme	To provide disengaged young people within Gainsborough South West Ward with training, work and life skills. This will result in a reduction in unemployment, an increase in skills and an improved offer to employers.	<ol style="list-style-type: none"> Targeted outreach and 1:1 support for 370 unemployed young people. 170 young people engaged with the bespoke services gaining improved confidence and personal or employability skills. 80 work placements made available through staff volunteering, gift in kind, work experience or recruitment with local employers. 85 young people secured employment or self-employment by the end of Dec 2018 (measures will be apportioned on the basis of the funding allocated – 33% to West Lindsey South West Ward). 	G. Lockett	Cllr Parish
1.2.4 Business Skills and Employment Programme	<ol style="list-style-type: none"> To ensure that partners are getting the match that they require and also that people are having their knowledge and skills increased. It will also lead to a reduction in unemployment. “Seeing is Believing” visits undertaken in partnership with skills providers to 	<ol style="list-style-type: none"> 20 businesses assisted with apprenticeships, training placements and work experience enquiries by end of March 2015. Visits completed in partnership with training providers over 12 month period by the end of March 2015. 	G. Lockett	Cllr Parish

Objective	Outcome	Measures	Lead Officer	Lead Member
	<p>promote opportunities. This will ensure that businesses are being provided with the employees that they need.</p> <p>3. Promote training and employment support opportunities available to businesses through relevant agencies and via website. This will lead to an increase in skills and employment across the District.</p>	<p>3 Follow up contact with agencies to ascertain take-up of training and employment support (target of 50% total businesses assisted taking on apprentice/employment/training scheme by end March 2015).</p>		
<p>1.2.5 Employee Training Scheme – Engineering and Manufacturing</p>	<p>To identify skills gaps and deliver bespoke training solutions to meet the skills gaps within the engineering and manufacturing sector.</p>	<p>1 No. of businesses engaged in programme – target of six businesses engaged by January 2014.</p> <p>2 No. of employees receiving training – target 12 employees by April 2014.</p>	<p>G. Lockett</p>	<p>Cllr Parish</p>

Theme 1: Prosperous and Enterprising District

Priority 1.3: Open for Business

Case Study:

Frontier Agriculture Ltd is an independent business employing more than 700 staff across 40 sites but they are new to West Lindsey. A key player in agri-business. This significant inward investment centres around a 2500 square metre facility. It will meet Frontier's requirement for storage of approximately 1184 pallets and additional space for storage of approximately 60 stacked pallets. This provides the ability for jobs to be secured and provides growth and potential for further growth. The facility is ideally located near to arable farming businesses that are predominate in the area, building on an existing agri-business hub.

The Current Issues and Challenge

The Gross Value Added (GVA) per head of population in Lincolnshire lags behind regional and national indices and there is clear evidence of market failure in the District with a number of vacant and stalled development sites in prominent locations. There are limited sites which are 'oven ready' for businesses and developers to access which are economically viable without public sector intervention. All of these factors present a challenge in terms of marketing the area and attracting new development and business. West Lindsey District Council needs a more co-ordinated approach to inward investment marketing to attract appropriate developers and businesses to the area. The Council also needs to be more proactive in working with the Lincolnshire Enterprise Partnership to secure appropriate funding which will unlock development opportunities.

Challenge: More inward investment, development and new businesses in West Lindsey.

West Lindsey's commercial activity is characterised by small businesses with less than 50 staff and a turnover of less than £250k. Many of these small enterprises are concerned about expanding their business and taking on employees. Many tourism businesses are lifestyle businesses with no ambition to grow. Due to the size and nature of local businesses, they often struggle to secure large public sector contracts which would help them to expand

Challenge: To support our indigenous businesses and enterprises to grow and prosper.

Key Success:

- EminoX relocation to Corringham Road Estate
- Woldgrain Storage Ltd expansion - £5m investment (£2m secured from RDPE funding)
- Relocation of Frontier Agriculture from Wragby to Wickenby Airfield securing Regional Growth Fund.

Key Learning:

- AMP Rose – facilitating business relocation through programme
- GAIN – looking at working in partnership with GAIN on inward investment marketing

Priority 1.3 Details Table - Open for Business

Objective	Outcome	Measures	Lead Officer	Lead Member
1.3.1 Growth Marketing	Development and delivery of an inward investment marketing strategy for West Lindsey, to attract new development, business and homeowners to the area, developed in partnership with GAIN.	<ol style="list-style-type: none"> 1 Inward Development Marketing Strategy completed by August 2014. 2 No. of inward investment enquiries converted into a business relocation – commence collecting data from January 2014. This will create the baseline data to review future measures. 3 More specific measures will be derived from the above baseline data (new housing/commercial development (types, floor space, investment, jobs). 	G. Lockett	Cllr Parish
1.3.2 Business Relocation and Existing Site Development Programme	A programme of support to assist businesses to relocate, expand and grow in Gainsborough. Support includes planning and architectural services and a grant scheme.	Businesses assisted through relocation and site redevelopment by 2018 – a minimum of two businesses to be relocated with their existing sites redeveloped.	G. Lockett	Cllr Parish
1.3.3 Gainsborough Masterplan	Delivery of a spatial plan and interactive website showing key development opportunities in Gainsborough to be used for inward investment marketing and in managing development decisions.	<ol style="list-style-type: none"> 1 Final draft of the Gainsborough Masterplan completed and approved by end of April 2014. 2 2,000 sq m of retail floorspace (food and drink and shops) by 2016. 3 Commence delivery on first new neighbourhood by March 2015. 	G. Lockett	Cllr Parish
1.3.4 Seeing is Believing	Individual business visits with our major employers to develop our economic intelligence, understand key issues and opportunities and seek ways of addressing these through bespoke business support. This will ensure that businesses' needs are being met in the most effective way which will encourage businesses to remain within the District.	<ol style="list-style-type: none"> 1 25 business visits completed by end of March 2015. 2 25 reports produced as a result of the visits summarising key issues and agreed actions with the business. 	G. Lockett	Cllr Parish
1.3.5 Food Matters (agri-food)	To develop a suite of interventions aimed at	<ol style="list-style-type: none"> 1 One initial report containing key 	G. Lockett	Cllr Parish

Objective	Outcome	Measures	Lead Officer	Lead Member
programme)	developing the agri-food sector: <ol style="list-style-type: none"> 1 Mapping the agri-food sector. 2 Seeing-is-believing visits involving other businesses to share best practice 3 One-to-one support. 4 Workshops and training. This will ensure that the sector is receiving all the support that it needs which will lead to businesses staying within the District and may attract new businesses to locate to the District.	<ol style="list-style-type: none"> 1 findings and recommendations for the sector completed by end of April 2014. 2 Visits arranged and held at businesses premises by end of March 2014. 3 14 businesses engaged with the Agri-food Skills Development programme by end of March 2014. 4 Two training events delivered as a result of identified skills needs by end of March 2014. 		
1.3.6 Tourism Sector Development Programme	To develop a suite of projects to develop the Tourism sector: <ol style="list-style-type: none"> 1 Tourism Summit, workshops and individual visits to promote opportunities, develop intelligence and identify needs. 2 Marketing & website development. 3 Wolds visitor package. 4 Scampton Aviation Heritage Project (LCC). 5 Aviation Heritage Trail. This will give confidence to the Sector that Tourism is important to the District and will encourage businesses to promote and stay within the District. This will lead to attracting people to visit the District.	<ol style="list-style-type: none"> 1 Increased number of visitors by 1% (from 2m to 2.02m) by 2015. 2 Increased value of visitor spend by 3% (£93m to £95.8m) by end of 2014. 3 Two per cent increase in number of people employed in the tourism sector by end of 2014. 	G. Lockett	Cllr Parish
1.3.7 Town Teams	By providing support to private-sector led Town Teams in Gainsborough, Market Rasen and Caistor it will ensure that those Towns continue to grow and thrive and will assist in encouraging people to visit the District and will lead to inward investment.	<ol style="list-style-type: none"> 1 Ten existing businesses assisted through grant funding during life of project. 2 Ten new businesses assisted through grant funding during life of project. 3 One new signage project undertaken in 2014. 4 Specialist events in 2014 in the town centres. 5 One town tidy up in 2014. 6 Delivery of programme of measures 	G. Lockett	Cllr Parish

Objective	Outcome	Measures	Lead Officer	Lead Member
		determined by respective partnerships, utilising High Street Innovation Fund (HSIF) and Portas Pilot (PP) resources.		
1.3.8 Business and Development Funding	By mapping, identification and promotion of key funding opportunities via web portal, business visits and events, the District will assist in securing appropriate funding to kick-start new development opportunities and address market failure. This will lead to retaining, sustaining and developing businesses.	<ol style="list-style-type: none"> 1 No. of businesses assisted with funding enquiries (signposting and support) baseline to be established by March 2014. 2 Amount of LCC/GLLEP funding secured by organisations in West Lindsey – new measure baseline to be established during 2014. 3 Private sector investment leverage increased as a result of more funding schemes being available across the LEP area for the next five years – new measure baseline to be established during 2014. 	G. Lockett	Cllr Parish
1.3.9 Workspace Provision	Research and identify gaps in workspace provision; to seek opportunities to address these gaps, making use of appropriate assets to develop new provision. This will lead to the ability to offer appropriate workspace provision to businesses which will provide the opportunities for both existing and new businesses.	<ol style="list-style-type: none"> 1 New project; measures to be confirmed as part of research stage. Will include: <ul style="list-style-type: none"> • Value of funding secured • Area of floor space developed & location • No of businesses assisted 	G. Lockett	Cllr Parish
1.3.10 Former MoD Business Support Programme	By promoting opportunities, developing intelligence and identifying business needs there will be opportunities for organisations and businesses to develop. This will lead to sustainable businesses.	<ol style="list-style-type: none"> 1 Nine businesses assisted through one to one support by end of June 2014. 2 Delivery of workshops and training to enhance knowledge and skills of key businesses across ex MOD sites. Training workshops delivered with a minimum of 12 individuals up-skilled by end of June 2014. 3 Branding and marketing of sites to enable a collective approach to the promotion of commercial areas. 	G. Lockett	Cllr Parish

Theme 2: Connectivity

“An Accessible and Connected District”

Theme 2: An Accessible and Connected District

Priority 2.1: Broadband

Case Study:

During the last twelve months 37 Village Halls across the District have been provided with broadband connectivity. This has provided residents and communities, who were previously excluded due to socio-economic reasons, with access to on-line goods and services.

The Current Issues and Challenges

A 2009 OFCOM report showed that people living in urban areas received an average download speed of 4.3 Mbit/s, compared to 3.3 Mbit/s for those living in rural areas, though many rural residents have speeds much slower than that. Current broadband speeds across the District vary from 0 Mbit/sec to 16 Mbit/sec and approximately 70% of the area is predicted to contain high risk areas for Next Generation Access (NGA) by 2017 if there is no intervention.

The Digital Inclusion Task Force estimate that digitally excluded families lose out financially by up to £560 per annum. Web enabling more homes is one factor that has been identified as a way to tackle poverty, suggesting that children growing up in digitally excluded in families could increase future earnings and job prospects by becoming web-literate. Nationally, it is estimated that almost 40% of economically and socially excluded people that are not using the internet are aged over 65. This is the age group that could benefit significantly from on-line services such as shopping, paying bills, and communicating with friends and families.

Challenge: How to develop the infrastructure to support digital inclusion across the District and facilitate internet use?

The District of West Lindsey is one of the largest and most rural in the county of Lincolnshire covering 115,773 hectares (447 square miles). The topography of the District varies from the low Trent Valley to the west, to the hills bordering the Lincolnshire Wolds Area to the east.

The population of the District is increasing at a rate higher than the average for the country and population projections are predicted for a continued increase at twice the national average, particularly for those people over the age of 65, and living alone. The impact of this on health service provision means that there will be an increased demand upon Telecare from this demographic within the home environment that need sufficient broadband speeds to access online resources.

The population of the District is spread across a large area; mid-year estimates in 2010 gave the District a population of 89,400, averaging 0.77 people per hectare (described as the sparsity factor.) This ranges from Gainsborough with nearly 9,000 households, to the small towns of Market Rasen and Caistor that are smaller than some of our larger villages such as Saxilby with over 1,800 households. Population is projected to grow by a further 26% to 2033, the largest rate of increase in the county.

As a predominantly rural area, it is recognised that broadband services are an important component on which Lincolnshire has historically lagged. The ability to respond to the developing electronic information and communication networks is limited by broadband access, affecting accessibility to services and rural economies. Broadband coverage for the county is the 2nd lowest in the country at 57.4% of the population.

Key Successes:

- 30% reduction in the cost of providing village hall broadband.
- 50 Community Buildings/Villages Halls have requested a broadband connection and are planned to be installed by March 2014.
- 100% of the population can be provided with coverage with speeds in excess of 10mbps (up to 24 mbps by 2014).

Key Learning:

- The geography of the District makes it unattractive to broadband providers to invest in 100% superfast to coverage.
- Wireless provides an immediate and cost effective solution developing a broadband infrastructure to rural parts of the District (that will not benefit from the superfast broadband for a further 12 and 36 months or not benefit at all).
- Rural communities expect a connection speed comparable with those received in urban areas. Fit for purpose broadband connectivity is seen as the fourth utility.

Priority 2.1 Details Table - Broadband

Objective	Outcome	Measures	Lead Officer	Lead Member
<p>2.1.1 Increase superfast broadband coverage across West Lindsey</p>	<ol style="list-style-type: none"> 1. Increase the percentage of West Lindsey covered by super-fast broadband from BDUK projected target of 81% by 2015 to 100% by 2015. 2. To deliver the Village Hall Broadband project by 31/03/14 	<ol style="list-style-type: none"> 1. Geographical coverage and percentage of the total population covered by high speed broadband by 2015. 2. Percentage of population covered by speeds greater than 10mbps (and up to 24mbps) by 2015. 3. Percentage of citizens regularly using the internet to access services online. 4. WLDC staff are utilising the hotspots (identified areas and frequency). 5. 100% of Village Halls and Community Buildings approved on the delivery plan have a minimum of 10 mbps broadband speed. 	<p>A. Reeks</p>	

Theme 2: An Accessible and Connected District

Priority 2.2 E - accessibility

Case Study:

The ability for customers to claim Housing Benefits on line went live in June 2013. This work involved close working with software providers to ensure that the needs and requirements of both customers and the Council were identified and taken into account in the design phase. Since launch, almost 200 applicants have used this method. On-going promotion of this means of applying is underway as is a review of its effectiveness to ensure that customers are not hindered in any way during the application process.

The Current Issues and Challenges

Our current website is not customer friendly, is difficult to navigate, has limited functionality and contains too much irrelevant information. This leads to a customer perception that we do not allow customers to undertake their business via the website and therefore they choose to contact the Council by telephone, face to face or mail. All of which are expensive services to provide as they are resource heavy.

The Council has got to identify ways of saving substantial amounts of money and one way this can be done is to encourage customers that are able to, to undertake all their business with the Council via the website or mobile apps. This will lead to reductions in telephone, face to face and mail customer activity, double handling of enquiries, progress chasing, complaints and general admin work around dealing with customer enquiries.

In addition to this, large amounts of customer service staff time is spent on administering customer enquiries such as Freedom of Information requests which account for ½ a week of one person's time. Enabling these requests to be undertaken via the website with integration into back office systems will allow for those resources to be diverted to increasing cash flow into the organisation.

Challenges: We are faced with two challenges. Firstly there is significant pressure on Local Government finances as a result of austerity measures and the need to provide value for money to the Council Tax payers. At the same time the demand for Council Services is continually increasing.

The cost of delivering services depends to a degree on the way that our customers access the service. It is significantly cheaper to provide self-service options via our Website than to provide the traditional face to face or telephone services.

Many of our customers now expect a 24/7 service which would be difficult and prohibitively expensive to provide using traditional contact methods. A fully transactional website would provide an affordable solution.

The current self-service provision is seen by customers as unfriendly and difficult to navigate. This leads to a customer perception that we do not encourage customers to undertake their business via the website and therefore they choose to contact the Council by telephone, face to face or mail.

Key Success:

- Work on Direct Debit take up for Council Tax has seen an increase in the number of tax payers taking up this option increasing by 10% to 75% which has saved the costs of processing cash and cheques.
- Over 1m web page views take place every year and this increase has been helped by a soft campaign to get customers to self-serve when visiting the Council offices.
- 9,800 customers now use the web site to make electronic payments since we offered this facility, amounting to £1.2m that would previously been made by cash or cheque.

Key Learning:

- Over the past year there have been significant increases in the take up of electronic services but the increase in demand for our services in general has increased even more quickly. It is clear that the pace of channel shift to electronic services needs to be increased in order to maintain services. To do this a step change is required.

Priority 2.2 Details Table – E-accessibility

Objective	Outcome	Measures	Lead Officer	Lead Member
2.2.1 To deliver the Customer Access Strategy	<ol style="list-style-type: none"> 1. Increase the availability and quality of services customers require via their preferred method of accessing those services. 2. Provide more access to council services in rural locations by electronic means. 	<ol style="list-style-type: none"> 1. Reductions in volumes of abandoned or missed telephone calls to the Council by 10% by Dec 2014. 2. Reductions in number of complaints about poor quality service by 10% by March 2015. 3. Reductions in telephone and face to face interactions by 10% but increases in enquiries via electronic means by 20% by March 2015. 	J. McGarry	Cllr Welburn
2.2.2 To deliver the E-accessibility project	<ol style="list-style-type: none"> 1. Ability for customers to undertake business with the Council via the website and mobile devices. 2. Ability for customers to receive email or text alerts relating to the status of their service request. 3. Introduction of a "Citizens Account". 4. Ability to request a service 24/7 and either for that request to be completed or become 'work in progress' immediately. 	<ol style="list-style-type: none"> 1. 20% increase in website traffic by March 2015. 2. Start receiving service requests from mobile devices by March 2015. 3. 10% reduction in requests progress chasing service requests by Dec 2014. 4. 10% of population sign up to Citizens Account by Dec 2014. 5. 10% increase in website activity during out of office hours by Dec 2014. 6. 10% reduction in complaints about lack of response to requests by March 2015. 	J. McGarry	Cllr Welburn

Theme 2: An Accessible and Connected District

Priority 2.3 Mobile accessibility

Case Study:

We have facilitated discussions between Arqiva, land acquisition consultants and planning experts to gain an understanding of the issues surrounding the granting of planning permission to enable the erection of new masts. This has provided the project with good early knowledge of the process and how to best assess the planning potential of possible sites and has opened lines of communication between all parties.

The Current Issues and Challenges

Large areas of the District's more remote settlements have no mobile phone coverage which has implications for both social exclusion and safety, especially that of vulnerable citizens. West Lindsey is not alone in suffering from rural exclusion in terms of mobile accessibility. This issue has been recognised by Central Government as being a nationwide problem and in an effort to address this, a £150m Mobile Infrastructure Project (MIP) has been launched. To tackle this problem, the project will look to install new mobile masts in areas that currently are disadvantaged in terms of coverage.

A partner company, Arqiva, has been engaged to roll out the programme which will seek to give coverage to current "not-spots" (defined as an area of 200m squared with no mobile coverage) that contain either residences or important road networks. To aid in the identification of not-spots, OFCOM have supplied Arqiva with relevant, commercially sensitive data.

Challenges:

Siting new masts in West Lindsey's rural areas without impacting on the landscape and areas of natural beauty without attracting objections will be a challenge. To address this possibility, potential sites have been identified for the District by Arqiva and a request has been made by the Council to meet with representatives from Arqiva to discuss the sites and any potential alternatives if necessary in addition to a discussion around current and future mobile accessibility. On-going dialogue is essential throughout this process to ensure the Council's Planning Service work closely with Arqiva to enable any process to run as it should, with minimal delay. A timeline will be available once Arqiva release more details of their roll out of the MIP.

Key Success:

- Engaged market for technical solutions around communications and have gained experience in this field.
- Held discussions to understand the issues surrounding the granting of planning permission to enable the erection of new masts.

Key Learning:

- Ensure wide stakeholder/market engagement in a technically complicated area to identify a wide-range of potential solutions
- Determine project outcomes and key project stages at the outset in order to ensure speedier delivery.

Priority 2.3 Details Table - Mobile Connectivity

Objective	Outcome	Measures	Lead Officer	Lead Member
<p>2.3.1 To facilitate the delivery of an improved mobile phone infrastructure across the District and reduction of ‘not-spots.’</p>	<ol style="list-style-type: none"> 1. To establish the current coverage/lack of coverage of mobile connectivity across the District. 2. To establish likely improvements from mobile providers in the next few years for the District. 3. To establish options to increase mobile phone access in rural areas. 4. To understand what technical solutions may be available to us. 	<p>Two new masts (possibly increasing to four) erected within the District to improve mobile coverage across areas of the District currently experiencing a high proportion of zero coverage. – timeline to be established through negotiation with Arqiva.</p>	<p>A. Reeks</p>	

Theme 3: Green

**“A Green District Where People Want to Work,
Live and Visit”**

Theme 3: A Green District Where People Want to Work, Live and Visit

Priority 3.1: Green premier energy solutions

Case Study:

Feed In Tariff: benefiting West Lindsey householders - From April 2010 to March 2013, 1131 West Lindsey Households have installed Solar Photovoltaics with an installed capacity of 4.081MW and benefited from the governments Feed in Tariff. Additionally seven domestic wind turbines have been installed to homes in West Lindsey, with a total installed capacity of 0.055MW.

The total installed capacity (domestic, industrial and community) in renewables through the Feed in Tariff scheme in West Lindsey is 5.147MW generated from 1177 installations, while 80% of the renewable electricity generated through the FITs scheme in West Lindsey is from the domestic sector.

The Current Issues and Challenges

In November 2012 West Lindsey District Council published its first ever Green Strategy. This is our overarching programme to coordinate our efforts to reduce our carbon emissions and strengthen our wider leadership role within the District. Given the current local, national and international drive to reduce impacts on the environment, the role of the Green Programme in bringing together our combined resources to achieve this goal is crucial. The Council is leading by example, providing leadership in reaching Lincolnshire wide targets and the transformation to a low carbon economy.

Council CO2 emissions - Currently West Lindsey District Council has one of the lowest carbon emissions from our own operations of all District Councils in Lincolnshire and remains committed to further reductions. We have set a target to reduce our baseline emissions (2008/09 level) by 25% which means we need to reduce carbon emissions by 509 tonnes by 31st March 2014.

Challenge: To ensure energy usage does not increase in our buildings and operations and deliver further schemes to make additional reductions to meet our target.

CO2 in the business and residential sector – Per capita CO2 omissions were 7.1 tonnes in 2011; this is a reduction of 1.2 tonnes per capita since 2005 (Department of Energy and Climate Change).

Challenge: To maximise the take-up of renewable technologies in the business sector. Additionally, to encourage the take-up, of energy efficiency measures through take up of ECO and the ‘Green Deal.’

Biodiversity – The Greater Lincoln Nature Partnership was formed a year ago and it is promoting biodiversity gains across Lincolnshire.

Challenge: Support where appropriate Biodiversity Action Plan (BAP) targets, which are delivered on or behalf by The Conservation Volunteers.

Sustainable communities - Community-led plans and neighbourhood plans will help local communities to meet their own needs locally – to have 90% of the population of the District covered by some form of community-led plan by 2014.

Challenge: To work with communities to investigate opportunities for sustainable growth.

Key Successes:

- Solar panels installed on viable council buildings. More than £15k Feed in Tariffs (FITs) income achieved in 2012/13 – plus money saving using green energy.
- Review of council assets completed and energy saving initiatives being implemented (e.g. Trinity Arts Centre).
- Three planning applications for farm based anaerobic digesters have been granted planning permission in the last 12 months.

Key Learning:

- New governance arrangements are being put in place to ensure that progress continues, with Member Green Champion, Cllr Howitt-Cowan Chairing a cross party Policy Development Panel.
- Green Strategy Programme is a corporate programme, which requires whole council attention, working collaboratively together.

Priority 3.1 Details Table - Green Premier Energy Solutions

Objective	Outcome	Measures	Lead Officer	Lead Member
<p>3.1.1 Increase renewable energy production from our own land and property to become carbon neutral as a business.</p> <p>3.1.2 Support and facilitate renewable energy schemes through bio-mass, solar PV and bio-thermal technologies.</p>	<p>1. To deliver financial benefits in the form of a sustainable income stream for the Council.</p> <p>2. To deliver environmental benefits through the achievement of legally-binding national targets to reduce greenhouse gas emissions and to generate more electricity from renewable energy.</p> <p>3. To generate potential economic & community benefits in the form of local employment and the use of local suppliers.</p>	<p>1. Income generated through the sale of electricity and incentive payments.</p> <p>2. KWH of renewable energy produced across the District.</p> <p>3. Reduction in CO2 emissions generated through WLDC activities.</p> <p>4. Percentage of renewable energy used by WLDC.</p> <p>5. Number of planning applications approved relating to renewable energy schemes.</p> <p>6. Number of jobs created via the delivery of renewable energy schemes.</p>	C. Allen	Cllr Howitt-Cowan
<p>3.1.3 Reducing Community Energy Costs through participation in the Lincolnshire Collective Switching Scheme.</p>	<p>1. To reduce energy bills for domestic customers.</p> <p>2. To reduce fuel poverty across the District.</p> <p>3. To provide assistance to vulnerable customers to enable them to switch providers.</p>	<p>Measures yet to be finalised but should include:</p> <p>1. No. of registrants.</p> <p>2. No. of switchers.</p> <p>3. Monetary value of net savings across the District/Lincolnshire.</p>	S. Fysh	Cllr Strange

Theme 3: A Green District Where People Want to Work, Live and Visit

Priority 3.2: Drive down waste and support rural initiatives

Case Study:

In December 2012, WLDC were awarded the title of 'Best Overall Performer in England: Refuse Collection' by the Association for Public Service Excellence (APSE). APSE is a national benchmarking group that promotes excellence in public services among over 300 councils. Each week the collection teams empty over 125,000 bins across the District at a cost equivalent to just over £1 per property per week. The service has also achieved a recycling rate of more than 55%.

The Current Issues and Challenges

Waste: In general, waste is still not widely regarded as a resource; too few discarded materials are reused, recycled or recovered to produce energy. With 54% of household waste recycled or composted in 2012/13, West Lindsey is exceeding National targets and amongst the highest recycling Authorities in the country.

Challenge: We need to continue this progress and save money for residents and businesses by minimising the amount of waste produced in the first place. We are likely to face challenges from a reduced budget, and a need to increase the quality of materials collected to ensure that they can be sold on for the highest value.

Challenge: There is a lack of data on commercial and industrial waste created, but there is a national drive to reduce waste from this sector, and resource efficiency is key to being competitive. The Council is looking to help provide entrepreneurial solutions to help the business community recycle more and recover value from its waste.

Rural Initiatives: Within West Lindsey's green economy, growth in income and employment should be driven by public and private investments that reduce carbon emissions and pollution, enhance energy and resource efficiency and prevent the loss of biodiversity and ecosystem services. These investments must be catalysed and supported by targeted expenditure from the Council, supportive policies and information support on regulations and funding.

We recognise the importance of our natural environment, and celebrate and promote it to residents, businesses and visitors. Development should maintain, enhance and where necessary, rebuild our environment as a critical economic asset and as a source of public benefits, especially for our agricultural sector whose livelihoods and security depend on nature.

Challenge: Promote the economic value of the environment and opportunities for growth in jobs and prosperity that it presents. Providing the infrastructure, investment, and requisite skills to create the conditions for a measurable transformation towards a low carbon economy.

Challenge: Supporting communities to become more resilient; promote demand reduction and increase renewable energy production. Develop community benefit models that tackle fuel poverty and provide local gain through feed in tariff contributions.

Key Successes:

- National recognition and awards for refuse and recycling and street cleansing services in 2012/13.
- Highest recycling rate in Lincolnshire and ahead of National targets at 54%.
- Take up of schemes to improve energy efficiency of homes, heating systems and appliances of privately owned or privately rented houses in

Key Learning:

The team recognised that to deliver the best possible service it needed to work innovatively with partners, staff and residents. This has included:

- Working with Lincolnshire County Council and the other District councils in the county through the Lincolnshire Waste Partnership.
- Maintaining regular consultation with the public and Parish Councils to ensure grassroots support

Priority 3.2 Details Table - Drive down waste and support rural initiatives

Objective	Outcome	Measures	Lead Officer	Lead Member
3.2.1 New Waste Strategy by April 2014	<ol style="list-style-type: none"> Increase customer satisfaction with the service. Provide a value for money service. Drive waste minimisation. Including re-use and recycling. 	<ol style="list-style-type: none"> Measures and targets to be identified in waste strategy, after appropriate community consultation, to include reduction in residual waste collected. National targets include 50% recycling by 2020. Reduce cost per head, in real terms, of the waste collection service. 	C. Allen	Cllr Strange
3.2.2 Reduce cost of waste collection through efficiency or increased levels of income	The waste collection service delivers more income and a cheaper waste service to the customer.	<ol style="list-style-type: none"> National and local benchmarking of data for commercial waste. Higher number of businesses engaged. High level of satisfaction with service. Reduce cost per head, in real terms, of the waste collection service 	C. Allen	Cllr Strange
3.2.3 Core Strategy for Central Lincolnshire	<ol style="list-style-type: none"> The delivery of 42,500 houses across central Lincolnshire by 2031, including 10,000 in Gainsborough and around 4,500 in the rural area of the District. The delivery of 25 ha of employment land by 2031 across the District. 	Through the annual monitoring report the delivery of 200 houses annually within Gainsborough, the delivery of 125 houses in the rural areas of the District and the delivery of one ha of employment land across the District.	S. Fysh	Cllr Strange
3.2.4 Neighbourhood Planning	The delivery of around 1,200 new homes in the District by 2020 through the development of sustainable and community supported development of villages and market towns.	Through the annual monitoring report the delivery of 20 new homes annually in those communities which have chosen to produce a neighbourhood plan.	S. Fysh	Cllr Strange
3.2.5 Eco-housing Project Investment - Lincolnshire Showground	<ol style="list-style-type: none"> To deliver a high profile, exemplar scheme of 18 new eco-homes (CSH level 6) on Lincolnshire Showground. Delivery of 18 new eco-homes as an exemplar development. Potential purchase of one home as 	<ol style="list-style-type: none"> 18 new homes delivered by partner organisations by April 2015. Further measures will be determined if WLDC decides to proceed with eco-home purchase. 	G. Lockett	Cllr Parish

Objective	Outcome	Measures	Lead Officer	Lead Member
	<p>a holiday home and as a showcase for key construction, planning and building control events.</p> <p>4. Return on investment.</p> <p>This will provide the Council with an opportunity to showcase an exemplar property whilst at the same time achieving a return on investment.</p>			
<p>3.2.6 Riseholme College Redevelopment & Relocation</p>	<p>Delivery of new college facilities on Lincolnshire Showground by September 2015. This will enable the District to ensure that the provision of these training facilities remain in the District and will lead to the creation of new jobs.</p>	<ol style="list-style-type: none"> 1. 4693 sq m of new college floorspace. 2. 69 full time equivalent jobs safeguarded. 3. £6 million funding secured from the Skills Funding Agency which will be put towards the £13 million total development value. 	<p>G. Lockett</p>	<p>Cllr Parish</p>

Theme 4: Active and Healthy

**“Active and Healthy Citizens and
Communities”**

Theme 4: Active and Healthy Citizens and Communities

Priority 4.1: Increasing Community Action and Volunteering

Case Study: Using the evidence we have gained by working directly with local communities and partner organisations, we organised a National Roundtable at the LGA in London in October 2013 to present, discuss and find responses to the challenges faced by ex-MOD communities; not only in our District, but across the country. The delegates included MPs, Government Select Committee Ministers, CEOs and Leaders of other local authorities, national organisations and their advocates plus senior officers from government departments. A number of initiatives have arisen from the event and West Lindsey District Council is poised to play a lead role in the on-going development of this work.

The Current Issues and Challenges

Lots of volunteering activity goes on across our District in local neighbourhoods, towns and villages and within local interest groups. The Council has delivered a suite of community funds to help promote volunteer effort and is working with the many voluntary organisations across West Lindsey to better capture the evidence which reflects the true level of volunteering taking place.

The District is a large and diverse place and the Council is committed to better understanding its many local places by redirecting officer and council resources to a local level. Within these 'places' the Council recognises the essential role of parish and town councils and is committed to working with local people to improve and increase participation and good democracy at a local level.

It is vital that all local people are able to access services and opportunities in a way that meets their local needs. West Lindsey is one of the more rural areas in the country and this means that there are fewer services available and there are difficulties relating to access. By working with communities and partners we will make sure that services meet community need.

Challenges:

1. To ensure all sections of the community have access to opportunities for volunteering and community action,
2. To build a culture of community enterprise that can capitalise on this voluntary effort on behalf of local people,
3. To support the parish and town councils whose governance is least developed,
4. To provide support to elected councillors to fulfil their community leadership roles,
5. To ensure that the opportunity for external funding is maximised.

Key Successes:

- Hemswell Cliff Ball Park continues to be developed with the establishment of a Ball Park committee. A community clean up took place to clear the Ball Park to make it safe and usable. The group are currently carrying out an intensive community consultation to gather evidence of need and desired use of the Ball Park.
- The community of Newtoft (ex MOD site) are working with WLDC and others to secure funding for a new Community Centre. The community have held fund raising events for this project and continue to work towards success of the scheme and a stage 2 lottery bid has been submitted.

Key Learning:

- We have learnt that independent community development support is vital if communities are going to respond to the challenges they face.
- The Council's work within the ex MoD villages with local people has enabled us to lead a national campaign, sponsored by the Local Government Association to raise awareness of the impact of MoD decommissioning on local communities.
- Better understanding of the ways the Council can invest in local needs refreshing businesses to achieve its objectives – especially around improving

Priority 4.1 Details Table – Increasing Community Action and Volunteering

Objective	Outcome	Measures	Lead Officer	Lead Member
4.1.1 Increase the number of volunteers and opportunities for volunteering across the District	Strong dynamic and resilient local communities.	<ol style="list-style-type: none"> 1. To maintain the number of community led projects delivered by area. 2. To increase the number of volunteer hours undertaken in each area by 20% by March 2015. 3. 50% of people positive about engaging in their local community by March 2015. 	J. Riddell	Cllr Rodgers
4.1.2 Increase external funding to communities	<ol style="list-style-type: none"> 1. Increased community resources, assets and activities to promote community action. 2. Community run businesses to deliver services and sustainable community buildings. 	<ol style="list-style-type: none"> 1. To increase the funds allocated by area and by fund by 10% by March 2015. 2. To increase the external funds levered in to West Lindsey by 5% by March 2015. 3. A minimum of 30 investments supported by the Community Asset Fund by March 2015. 	J. Riddell	Cllr Rodgers

Theme 4: Active and Healthy Citizens and Communities

Priority 4.2: Promote well-being and healthy communities

Case Study:

Andrew was referred by his GP to the Exercise Referral scheme because he wanted to lose weight. He also struggled with low confidence and anxiety and had become socially isolated. He took part in a 12 week supervised exercise scheme where he gradually increased his activity levels. He also received support from a West Lindsey Health Trainer who helped him focus on setting simple and realistic goals around healthy eating.

Eighteen months later Andrew has lost approximately five stone in weight. He attends the gym three times per week and is also the member of a local running club. His confidence improved so much that he became a volunteer at a local school, passed his teaching assistant level 2 and then went on to complete his teaching assistant diploma level 3. His final goal is to begin a career in teaching.

The Current Issues and Challenges

The District has noticeable health inequalities with rates of obesity, cancer and life expectancy being significantly worse in some wards than others. Modern day lifestyle habits continue to pose serious implications for the long term health of both adults and children and West Lindsey is providing a number of programmes that support local people to consider simple, realistic and sustainable changes to areas such as diet and physical activity levels. An ageing population means that there is an expected rise in the number of people living with dementia and families with young children also require access to high quality support and services capable of giving each child the best possible start in life. High unemployment, low skills and low wages represent a real concern and compromise health, life choices and opportunities.

There is currently no infrastructure for leisure across the District, resulting in a lack of co-ordination, over-provision in some areas and unmet demand in others. Leisure and physical activity have a major part to play in keeping our residents fit and healthy, thus reducing the burden on Public Health. The Leisure Strategy has now been adopted but its success will depend on the Council leading on partnership working, ensuring effective collaboration and coordination to achieve the best use of our resources, and deliver economies across the partnership.

West Lindsey's communities range from the most affluent in the country to the most deprived. Factors such as where we live, low wages, child poverty and poor health can compromise life choices and opportunities. There is strong evidence that communities left behind by the closure of former MOD sites across the District are facing significant and unique challenges that threaten community cohesion and compromise life choices and opportunities for the people who live there.

Challenges: Public sector spending restrictions, an ageing population, modern day lifestyle habits and the increased cost of living all provide significant challenge to the health of local people.

To work with and support the communities in engaging with relevant partners and to assist with the coordination of activities addressing the priority problems of the communities, in a sustainable manner.

To engage with the communities in Gainsborough and our Ex MOD villages of Brookenby, Newtoft and Hemswell to become actively involved in shaping the future of their communities.

Key Success:

- Development and publication of West Lindsey Leisure Strategy.
- Significant increase in the number of referrals to Healthy Lifestyle Programmes.
- Representation at national level through the Local Government Association to work with Government on the issues surrounding

Key Learning:

- There is need for greater strategic leadership in order to promote sport and physical activity opportunities across the District.
- Health inequalities are significant in certain parts of the District
- There is need for continued development of productive partnerships with all agencies who contribute towards the health and wellbeing of the local population.

the MOD disposal policy.

- There is need to develop understanding and knowledge of health needs within priority neighbourhoods.

Priority 4.2 Details Table - Promote well-being and healthy communities

Objective	Outcome	Measures	Lead Officer	Lead Member
4.2.1 Support people to choose a healthier lifestyle	A greater number of people choose healthy lifestyle options	<ol style="list-style-type: none"> 1. Minimum of 200 people accessing Health Trainer Programme with 60% of those achieving/part achieving their personal health plan goals. 2. Minimum of 750 people commencing GP Exercise Referral Scheme with 60% completing the programme. 	C. Allen	Cllr Bardsley
4.2.2 Support people to increase their physical activity	<ol style="list-style-type: none"> 1. Establish a WL Leisure partnership to provide a co-ordinated and strategic approach to leisure across the District. 2. Develop a partnership action plan to deliver agreed priorities designed to provide support for residents to increase their physical activity levels and improve health. 3. Secure external funding to support provision of sports co-ordinator posts. 	Action plan with measures to be developed and agreed by WL Leisure partnership by 31 st March 2014.	C. Allen	Cllr Bardsley
4.2.3 To deliver coordinated support with partners to address social inequality in priority neighbourhoods.	<ol style="list-style-type: none"> 1. Strong, dynamic and resilient communities where people want to live. 2. Increase in the number of community champions or activists promoting their village or neighbourhood. 	<ol style="list-style-type: none"> 1. Refresh of Ex MOD Action Plans by March 2014. 2. Increase the numbers of Street audits by 20% by March 2015. 3. Each priority area has a least 5 champions helping take forward the vision for their village or neighbourhood by March 2015 	J. Riddell	Cllr Rodgers
4.2.4 Families with young children have access to a number of high quality support services that support health and wellbeing.	Improve health & wellbeing of families with young children.	<ol style="list-style-type: none"> 1. Develop partnership and project plan to take West Lindsey Children Centres through the Baby Friendly accreditation process by March 2014. 2. First Children Centre in West Lindsey becomes Baby Friendly accredited by March 2016. 3. Number of Children Centres in West Lindsey receiving Baby Friendly 	C. Allen	Cllr Bardsley

Objective	Outcome	Measures	Lead Officer	Lead Member
		accreditation by 2017.		
4.2.5 Support those living with dementia through the establishment of a West Lindsey Dementia Alliance by September 2014.	Communities are more aware of dementia and how to support those living with the condition.	<ol style="list-style-type: none"> 1. Number of local people trained as 'Dementia Friends' by 2015. 2. Number of public facilities (e.g. shops, pharmacies, libraries etc) signed up to Dementia Friendly communities' initiative by 2015. 3. The number of stakeholders actively engaged in the Alliance. 	C. Allen	Cllr Bardsley
4.2.6 Develop understanding of the health and wellbeing needs within priority neighbourhoods	Development of a robust evidence base of health & wellbeing needs within our priority neighbourhoods enabling resource to be appropriately deployed to greatest effect.	<ol style="list-style-type: none"> 1. Develop research proposal and research strategy by June 2014. 2. Research data collection phase completed by Jan 2015. 3. Publication of research findings by June 2015. 4. Identify five measures to track the health and wellbeing of residents living in priority neighbourhoods. 	C. Allen	Cllr Bardsley

Theme 4: Active and Healthy Citizens and Communities

Priority 4.3 Address the wider determinants of health

Case Study:

In partnership with Lincolnshire County Council, we have developed a project to meet the challenges of an ageing population. This includes:

1. Assisted move scheme to support people to move to more suitable accommodation
2. More efficient planned maintenance programme in social housing stock
3. Improved referral pathway
4. Joint commissioning and projects with the West Lincolnshire Clinical Commissioning Group

This will enable the Council to explore more effective alternatives to the Disabled Facilities Grant (DFG) and ensure that social housing stock is used in the most appropriate way.

The Current Issues and Challenges

District Councils have an important role to play in addressing the wider determinants of health, health improvement and health protection. Additionally, District Councils have a unique and valuable position at the centre of local communities.

Housing and homelessness are significant wider determinants of health. It is also recognised that improving poor housing conditions greatly contributes to health improvement. The prevalence of homelessness has increased in the District, against a backdrop of limited housing options and national policy changes that pose financial challenges for some of our most vulnerable residents.

There is a need to creatively support an ageing population to live independently for longer and to increase housing choice and options for young people to maximise health and wellbeing, promote independence and create the stability required for people to be able to engage in education, training and employment. Current homelessness data shows an increased need to maximise move on options, to ensure that people can move on from supported or temporary accommodation without unnecessary delay.

Challenges: Increase in homelessness, increased use of temporary accommodation and limited affordable housing options for young people and those aged 55+. Welfare reform poses significant challenges and requires a localised response to meet the needs of our customers. Limited affordable accommodation options for young people poses a significant challenge. Limited accommodation options require innovative ways to bring empty properties back into use to meet housing need and to address housing standards in the private rented sector to ensure that it can provide a safe, appropriate and sustainable housing option.

At a time of economic challenge and need for savings there is a need to be able to demonstrate value for money and quantify social value around projects, to ensure that they are given equal consideration to those that are able to demonstrate a quantifiable monetary return.

Key Successes:

Key Learning:

- Led the development and delivery of Homelessness Strategy (2012-2016)
- Vulnerable Adult Panel established and developed
- Maintained a 'nil' rough sleeper figure

- Welfare reform changes have highlighted the lack of appropriate accommodation for young, single people and couples
- Alternative methods for delivering affordable housing need to be considered to meet housing need
- A clear model is needed to demonstrate and quantify the social return provided by housing projects and services
- Investment in preventative services is required to improve efficiency, value for money and sustainability of statutory services

Priority 4.3 Details Table - Address the wider determinants of health

Objective	Outcome	Measures	Lead Officer	Lead Member
4.3.1 Increased housing options available across the District to prevent and relieve homelessness.	Actively prevent and relieve homelessness, and provide suitable housing options across the District. This will lead to more home choices for people and will ensure people are able to sustain tenancies and remain in their own homes.	<ol style="list-style-type: none"> 1. Deliver 12 bed young person's accommodation scheme in Gainsborough by March 2015. 2. Delivery of 50 additional affordable housing units in West Lindsey by March 2015. 3. Maintain nil rough sleeper count figure. 4. Produce options appraisal to enable Members to consider temporary accommodation model by March 2015. 5. Reduced Bed and Breakfast spend by 20% by March 2016. 6. Ensure successful move on from temporary accommodation for 100% of households owed statutory homelessness duty. 7. Provide alternatives to DFGs for 50 people by December 2014. 8. Complete housing stock condition survey by March 2015. 9. Improve condition of (including empty homes) 400 private sector properties by March 2016. 	G. Lockett	Cllr Bardsley
4.3.2 Reduce use of bed and breakfast accommodation.				
4.3.3 Make best use of and improve the condition of housing stock across all tenures.				

Theme 5: Organisational Transformation

“The Entrepreneurial Council”

Theme 5: Organisational Transformation

Priority 5.1: Value for Money Through the Efficient, Economic and Effective Delivery of Services

Case Study:

During 2012/13, a large cohort of WLDC staff has undertaken Commercial Training in order to develop their commercial and business acumen. This training has been based on 'action learning' and has required groups of staff to identify potential income generating and/or money saving initiatives which could be developed and implemented across the Council.

The Current Issues and Challenges

In the current financial climate with significant reductions in funding it is more important than ever that we ensure all service areas are delivering value for money and are meeting the needs of our residents. There is a further need to, where appropriate, generate income and this requires a significant change in behaviour and expectation amongst service users and providers.

We need to be commercially aware in all we do and we need to come forward with innovative and creative solutions to ensure that we obtain greater returns on public funds and we "sweat" our assets. To obtain evidence and opportunities in this regard we have conducted a series of In Depth Business Reviews. These have scrutinised various aspects of service area activities in order to generate debate about their future role and have proposed recommendations around service improvement, potential efficiencies and/or additional income generation.

Working Where the Work Is relates to our intention to be more responsive and efficient in service delivery through flexibility in work design and to meet the expectations of our customers. By analysing work practices we have identified work styles and have recognised the need to manage by objectives rather than presenteeism to ensure productivity levels are increased.

We are keen to run services along business lines with surpluses generated and profit and loss style accounting adopted where relevant. The implementation of our Commercial Strategy will evidence our expectations in this regard.

Challenges: The In Depth Business Reviews have been completed. Discussion based on their content and recommendations has taken place with respective service areas and senior management. The challenge now is to ensure that recommendations are prioritised to form co-ordinated work plans for the service areas to ensure that improvements and efficiencies are realised in a timely manner. To this extent governance arrangements are being designed to support this aim.

The biggest challenge facing the Council is our need to become more entrepreneurial, so that we can play our part in enabling our District to be more prosperous and enterprising. Council officers and members need to focus on becoming more commercially minded and innovative; to work more collaboratively and in partnership and to take responsibility for continuous learning to establish a learning culture. The implementation of working by objectives is a step-change in how we approach the delivery of our work and the challenge exists to achieve this through effective communication with staff and managers alike.

Key Successes:

- IDBRs produced (inclusive of external independent review) which detail numerous recommendations for service improvement & efficiencies.
- Balanced budget has been set without the need for redundancies or service reductions.
- Commercial and management development training courses with Bassetlaw District Council have been delivered which has provided officers with new skills.

Key Learning:

- To understand the comparative costs of service delivery
- To actively engage Members
- The importance of giving staff the opportunity to be involved and shape solutions

Priority 5.1 Details Table - Value for money through the efficient, economic and effective delivery of services

Objective	Outcome	Measures	Lead Officer	Lead Member
5.1.1 To deliver the In-Depth Business Review Programme	To realise improvements in service performance and reduction in bottom line through income and efficiencies.	<ol style="list-style-type: none"> 1. By March 2014, each service area has scoped and set targets for income generation and savings which have been approved by CMT. 2. To implement a corporate action plan for cross-cutting themes and corporate processes for monitoring delivery of service specific actions and progress against cross-cutting themes. 	SMT A. Reeks	
5.1.2 To deliver the Finance Matters Programme of work	<ol style="list-style-type: none"> 1. Effective financial management information available that helps to increase income and drive down costs. 2. A sustainable budget to cover the period April 2014 to March 2017. 3. Increased income including Council Tax and Business rates. 4. Robust financial controls in place and adhered to, evidenced through compliance with the Council's Financial Regulations and Contract Procedures. 	<ol style="list-style-type: none"> 1. To increase Budget Manager satisfaction with new process by 10% from previous baseline. 2. Enhance Member satisfaction with report presentation and enhance Member understanding of their role by March 2014. 3. Financial management processes in place by January 2014 for effectively managing capital and reserves. 4. An accurate six month prediction of year-end financial position and CFO satisfaction. 5. Profit and loss accounts in place by March 2014 for each of the income/trading areas. 6. Introduction of quarterly reports on profitability returns and income by March 2014. 	R. Stone	
5.1.3 Working Where the Work Is	Productive, motivated workforce, clear about their objectives.	<ol style="list-style-type: none"> 1. 70% of workforce have clear objectives and work priorities (management by objectives) in place by May 2015. 2. Productivity measures to set and base lined. 	SMT and J. McGarry	

Objective	Outcome	Measures	Lead Officer	Lead Member
5.1.4 Commercial Strategy produced which identifies how we deliver outcomes.	Increased profitability and the generation of surpluses through new/current income streams and a reduction of cost base.	<ol style="list-style-type: none"> 1. Commercial Strategy agreed by Council by 30th March 2014. 2. All services have targets for income generation by March 2014. 	J. Rice	
5.1.5 Development of the capability and role of services to achieve outcomes which are clear in all service plans.				

3.5 Area Based Priorities

The following priorities have been identified from Area Summits involving a wide range of local ‘influences’ within communities. These included parish and town councils, local business leaders, members of the faith community, head teachers, voluntary and community organisations and older local people. Community Action Officers have been working with Communities and Partners to focus on key priority issues within each of the areas with the development of action plans.

Trent	No.	Priorities
	1	Better use of community facilities including churches
	2	Activities for young people
	3	Wind farms
	4	Inadequate broadband access
	5	Transport infrastructure and cycle tracks
	6	Fear of crime

No.	Priorities	Caistor
1	Economy,	
2	Transport,	
3	Brookenby	
4	Empty properties (commercial and domestic).	

Gainsborough	No.	Priorities
	1	Town centre
	2	Young people in Gainsborough
	3	Businesses
	4	Health
	5	Housing

No.	Priorities	Market Rasen
1	Overstretched infrastructure	
2	Transport and access	
3	Skills/employment	
4	Rural business growth	
5	Opportunities for growth	
6	Housing – starter homes	
7	Broadband	
8	Business development fund – small/local businesses	

Fosdyke	No.	Priorities
	1	Public transport
	2	Children and young people
	3	Housing - availability/affordability/empty properties
	4	Business and economic development
	5	Parish planning/community led plans/parish clustering and support

No.	Priorities	Witham
1	Rural Setting	
2	Access to amenities	
3	Access to educational facilities	
4	Ageing population	
5	Infrastructure within villages	

3.6 Equality Objectives

At West Lindsey District Council we strive to promote equality and embrace diversity in the way we care for our residents and visitors, provide our services, and treat our employees. The Corporate Plan 2014-2018 is our work programme that delivers against these aims.

The table below highlights our five equality objectives and how within the Corporate Plan we will strive to achieve them.

Youth	Objective: Improve opportunities for youth to effectively engage in the community and develop employment skills		Effective Community Engagement
	No.	Corporate Plan Objective	
	1.2.1	Career Development and Skills Fairs	
	1.2.3	Talent Match Programme	
	1.2.4	Business Skills and Employment Programme	
	1.2.5	Employee Training Scheme – Engineering and Manufacturing	
3.2.6	Riseholme College Redevelopment & Relocation		
Mental & Physical Health	Objective: Reduce mental and physical health inequalities within the District		Embracing Diversity
	No.	Corporate Plan Objective	
	4.2.1	Support people to choose a healthier lifestyle	
	4.2.4	Families with young children have access to a number of high quality support services that support health and wellbeing	
	4.2.5	Support those living with dementia through the establishment of a West Lindsey Dementia Alliance by September 2014	
	4.3.1	Increased housing options available across the District to prevent and relieve homelessness	
Physically Disabled & Elderly	Objective: Improve access to public services and basic amenities for the elderly and physically disabled people		Embracing Diversity
	No.	Corporate Plan Objective	
	2.1.1	To increase superfast Broadband coverage in West Lindsey	
	2.2.1	To deliver the Customer Access Strategy	
2.3.1	To facilitate the delivery of an improved mobile phone infrastructure across the District and reduction of 'not-spots'		
Youth	Objective: Ensure participation and community engagement from all sectors of society		Effective Community Engagement
	No.	Corporate Plan Objective	
	2.1.1	To increase superfast Broadband coverage in West Lindsey	
	4.1.2	Increase external funding to communities	
	2.3.1	To facilitate the delivery of an improved mobile phone infrastructure across the District and reduction of 'not-spots'	
	4.1.1	Increase the number of volunteers and opportunities for volunteering across the District	
Mental & Physical Health	Objective: Promote safe and secure communities by fostering good relations between different groups of people		Embracing Diversity
	No.	Corporate Plan Objective	
	1.1.1	To deliver the Empty Homes project	
	4.2.3	To deliver coordinated support with partners to address social inequality in priority neighbourhoods	
	4.3.1	Increased housing options available across the District to prevent and relieve homelessness	
	4.3.1	Increased housing options available across the District to prevent and relieve homelessness	

We seek to embed equality and diversity into our organisation and integrate it into our daily jobs. Progress on these objectives is monitored through the Progress and Delivery reports throughout the financial year and reported up through Member Committee System.

3.7 Key Strategies and Programmes

The following key strategies and programmes have been identified to support delivery of the Corporate Plan:

1. Localism Strategy

West Lindsey District Council's Localism Strategy is based upon working at various levels within the District in order to meet local needs. Its principal purpose is to ensure that streets, neighbourhoods, communities, villages and towns have a stake in providing for their own needs and decisions which affect them. This will mean that decisions about the allocation of resources, policies and programmes are taken as close to those affected as possible. In order to achieve this, the District council will support and foster the following ways of working:

- a) At street, neighbourhood or estate level, work to empower people so that they can take greater responsibility for the area where they live. This is already happening with Neighbourhood Watch and this part of the strategy will explore how this approach can be expanded to cover a wider range of local issues. This level of working will also explore how the Council can encourage and facilitate an increase in volunteering in the District to help meet local needs
- b) Outside the street, neighbourhood or estate level there are more strategic decisions which need to be made concerning the wellbeing of an area. These could be about future development or dealing with issues which affect a wider geographical area, such as transport or the provision of recreational facilities. In order to address these issues the Council will work at an area level so that the particular issues which affect one part of the District and not another can be dealt with effectively
- c) The Council accepts that in order to meet their needs, communities might have a requirement for additional or enhanced facilities in the local area. To try and help meet these requirements the Council will make available, through a "Community Assets fund" for larger projects and a "Community Chest" for smaller facilities, finance which communities can access to help meet those needs

2. Housing Strategy

The Council has worked in partnership with other Councils in Central Lincolnshire to develop a joint housing strategy (The Central Lincolnshire Housing Strategy) for the area. This runs to 2014. The strategy plays a key role in the delivery of our housing objectives and the outcomes we are seeking. However, once the strategy expires we will have to re-think our position to determine the best way forward in relation to our intentions in respect of housing. Alongside this we have developed the Central Lincolnshire Housing Growth Strategy and the Lincolnshire Homelessness Strategy which support our work and actions in these areas.

3. Economic Development Strategy

The Economic Development Strategy sets out the overall aims for economic development and the activities required to help achieve sustainable growth in West Lindsey over the coming years.

The document is the product of a sustained programme of research, preparatory work and consultation which has included:

- Analysis of key economic, social and environmental data available from secondary sources and primary data
- ‘Seeing is Believing’ meetings with major businesses in the District to identify issues and opportunities for growth
- Economic survey and workshop event for stakeholders covering the business community, public sector bodies and training providers

A copy of the full Economic Appraisal which includes details of all the research and analysis undertaken to date is available via [Economic Development Strategy](#).

The Strategy has regard to the emerging Central Lincolnshire Core Strategy with its aim to support sustainable growth. It also reflects the priorities identified by the Greater Lincolnshire Local Enterprise Partnership (GLLEP) which include, driving the growth of key sectors (visitor economy, manufacturing, agri-food, care and ports), supporting higher-level skills and university-led research, providing excellent digital communications, delivering infrastructure to support growth and providing sufficient housing to support the working and growing population.

The Strategy builds upon the work undertaken as part of the Gainsborough Regained Masterplan 2007 and subsequently, West Lindsey District Council’s Programme of Development for Growth published in 2008, which outlined proposals for large-scale housing growth through the delivery of sustainable new neighbourhoods, principally focussed around Gainsborough. The Strategy also aligns with the Council’s Corporate Plan under the theme ‘A Prosperous and Enterprising District’.

Key priorities emerging from the research and consultation process include:

- Tackling market failure and encouraging inward investment
- Supporting our key sectors and safeguarding our existing businesses
- Strengthening the ‘leisure’ offer in Gainsborough
- Addressing skills gaps and work-readiness
- Supporting housing growth to support our economy
- Embedding ‘green’ solutions as part of growth agenda
- Selling the District and promoting its ‘executive benefits/quality of life’ offer

It is intended that the Council’s role will be to facilitate and enable the delivery of this strategy, working with service providers, businesses and the wider community. The plan will be reviewed on a regular basis to monitor progress against our objectives and ensure that delivery is kept on track.

4. Ex-MoD Villages

The disposal mechanisms for assets on MoD land means that communities are often left without basic services or community facilities and addressing the issues that this causes has to be done retrospectively. Under this programme, we are working with three communities, Hemswell Cliff, Brookenby and New Toft and the relevant public service providers to identify the key priorities and explore solutions. RAF Scampton is due to be

decommissioned in 2019 and the focus is on not repeating or replicating the actions which have caused problems elsewhere. Work will be focussed on three levels:

- a) Political/strategic
- b) Cluster/collective i.e. issues/actions affecting all the communities
- c) Individual settlement i.e. issues specific to only one settlement

A Strategy has been adopted by all of the communities alongside WLDC, LCC and Lincolnshire Police. Major strides have been taken over the last year.

5. Green Strategy

In November 2012 West Lindsey District Council published its first ever Green Strategy. This is our overarching programme to coordinate our efforts to reduce our carbon emissions and strengthen our wider leadership role within the District. Given the current local, national and international drive to reduce impacts on the environment, the role of the Green Programme in bringing together our combined resources to achieve this goal is crucial. The Council is leading by example, providing leadership in reaching Lincolnshire wide targets and the transformation to a low carbon economy.

6. Health and Wellbeing Strategy

The Council is working to develop a West Lindsey Health Action group that will monitor the delivery of an action plan. The group will involve key officers and representatives from partner agencies such as the clinical commissioning groups and Lincolnshire County Council Public Health. The action plan will deliver projects and programmes that contribute to the themes of the West Lindsey Health and Wellbeing Strategy and the Joint Health and Wellbeing Strategy. The Council is also contributing to and influencing the Lincolnshire Health and Wellbeing board by providing dedicated member and officer involvement at the District Council Health and Wellbeing Group. The purpose of this group is to ensure that the views and opinions of the District Councils are taken into consideration by those leading the strategic development of health and care across Lincolnshire.

7. Organisational Development Plan

The purpose of the Organisational Development Plan is to make sure that all officers and members have the right understanding, motivation and skills to respond to the new challenges described in our Corporate Plan. In essence, to make us fit for our new purpose.

8. ICT Strategy

The ICT Strategy will provide the Council with a strategic direction for the development of Corporate ICT resources and a future migration path to emerging technology opportunities such as cloud computing. We have appointed a Strategic ICT Lead for five districts within Lincolnshire to align our strategies, plans and operations in a way which speeds up delivery of benefits and maximises financial savings. An umbrella strategy for the Partnership has been developed and now the finer detail for each authority needs to be agreed.

9. Commercial Strategy

The purpose of the Commercial Strategy is to outline the current economic climate, the drivers for a change in approach to the use of our resources and the resources that we have available to influence. The strategy identifies a number of work strands which will include:

- a) Reviewing existing service provision to reduce cost and identify opportunities for increasing existing income levels
- b) Delivering further outcomes, either financial or social from our property assets
- c) Developing a mechanism for investing for a financial or social return
- d) Driving further value from our existing contracts

The Strategy will also consider the opportunities to lever in further funding from Government initiatives and development funds e.g. DWP Innovation, European, skills/growth and research/knowledge grants to develop new initiatives.

10. Financial Management

To mitigate the impact of greatly reduced Government financing and still provide the desired level of services to the residents of West Lindsey the current financial management programme is designed to facilitate a cultural shift from traditional methodologies adopted within local government to a more entrepreneurial (or business-like) approach.

The Financial Management framework incorporates three key elements:

- a) Financial planning
- b) Financial control
- c) Financial decision making

The effective use of this framework is essential in ensuring that the Council operates within a sustainable financial position and delivers against its objectives, including the development of a more entrepreneurial mindset.

11. Tourism Strategy

West Lindsey District Council is a member of the Greater Lincolnshire Destination Forum. The Forum have produced a Destination Management Plan (DMP) for 2013-2020, which provides an overall vision and high level guidance to partners involved in the visitor economy across Lincolnshire. The DMP provides a steer for action plans to be developed at a sub-destination level and encourages co-operation across the county's tourism offer. We have undertaken a desk-top research study to identify specific issues and opportunities for the visitor economy in West Lindsey. This research clearly demonstrates that tourism is a growth sector for the District (both in terms of employment and value). Further primary research is planned to build on

this knowledge and ensure that we tailor our activities to best support the growth of this sector in the future. The research proposals and initial projects to support the industry are outlined within the Tourism Business Plan (see Open for Business).

12. Core Strategy

The Core Strategy, together with the allocations document will form the new Local Plan for West Lindsey, North Kesteven and the City of Lincoln. It will set the framework within which the development needed to deliver growth will be shaped. This will include housing, employment land, town centres, natural environment and sustainability (including renewable energy).

The Core Strategy has passed a significant milestone towards adoption this year as it has been approved by councillors on the Central Lincolnshire Joint Strategic Planning Committee for submission to the Secretary of State to hold an Examination in Public (EIP). It is likely that the public sessions of the EIP will take place in 2014 with adoption following.

The Allocations Document began its public engagement and consultation this year with adoption anticipated in 2016.

13. Asset Management Plan and Asset Utilisation Strategy

The assets that the Council holds and manages have a key role in delivering the Corporate Plan. These plans and strategies will be reviewed over the next 12 months to ensure they complement our commercial approach and provide a framework for assessment of the Council's property assets in terms of those needed for its operations; those which are key to the delivery of its regeneration objectives; those which have a capital value and are capable of being disposed of without compromising the ability of the Council to carry out its functions or achieve its regeneration objectives; and those which are of no capital value and should be transferred to another organisation. The plans and strategies will also provide a framework to ensure that the value of the Council's assets is maintained and that they provide the optimum level of income.

14. Neighbourhood Planning

The Council approved its approach to the support it will give to Neighbourhood Planning within the District this year. At present there are six communities in the District producing Neighbourhood Plans, with Caistor about to put its plan to a referendum. If approved through the referendum process it is likely that the Caistor plan will be the sixth Neighbourhood Plan in the country to be formally adopted. Neighbourhood Plans are important to the District as they are a method by which locally acceptable growth can be facilitated and help deliver the objectives of the Corporate Plan and the Core Strategy.

15. Rural Issues; Transport and Connectivity

This strategy will be developed over the next year to ensure we have a full appreciation and evidence of the issues faced by our rural communities in relation to transport needs, broadband and mobile coverage access and speeds. The strategy will seek to address the issues identified by setting out the role the Council will play in conjunction with other stakeholders and partner organisations.

16. Waste Strategy

West Lindsey District Council has never had a formal Waste Strategy. In recent years, service plans have been developed based on legislation, the ideals of the Lincolnshire Waste Partnership and the need to make year on year efficiency savings. The waste industry has changed significantly in recent years, the focus now is to view waste as a resource and starting to look at the whole life carbon impact of the materials we use. Officers feel there is a need for a strategic view regarding management of waste which is specific to the need of the residents of West Lindsey. The purpose of this Waste Strategy is to give direction to the waste service in the short, medium and long term. It will have definitive outcomes and a detailed action plan. A member-led cross party working group has helped define the direction of the strategy meaning it should have wide support and be future-proofed against political change. The Waste Strategy will feed in to the Council's Green Strategy.

17. Leisure Strategy

The Strategy, which was approved in September 2013, is our starting point in developing a coordinated and strategic approach to the delivery of leisure activity across the District and was developed in consultation with our partners. The main objectives of the Strategy are to develop a sustainable and effective leisure partnership; to enable coordination and communication of existing and new activities through partnership; to ensure the sustainability of recreational facilities; to use recreational activities to improve the physical and mental health of the community; to stimulate and encourage the development of volunteers and community leaders and to enable, support and increase access to activities.

4. Chapter Four - Governance and Performance Management

4.1. Chapter Contents

This chapter outlines arrangements for governance and monitoring the delivery of the objectives set. Greater detail of the role of members, officers and democratic structures are given in the Council's constitution.

4.2. What is Governance?

Corporate governance can be defined as:

“The systems and processes by which an organisation is directed and controlled, in order to achieve its objectives, deliver its outcomes, ensure value for money and meet the necessary standards of accountability and probity in decisions made“

To achieve this we have a Local Code of Governance to make sure that we deliver the high standards that are expected in public life and a governance framework of principles, processes and legislation within which we deliver. Our Annual Governance Statement takes a view of any issues that affect our governance position and we work through an action plan that ensures that any issues are addressed, reporting to the Governance and Audit Committee.

The Council has a Corporate Plan Board which oversees the delivery of the Corporate Plan and the governance framework. This board includes the three statutory officers of the authority – the Head of Paid Service (Chief Executive), the Monitoring Officer and the Chief Finance Officer (Section 151 officer).

This Corporate Plan is central to good governance, showing strategic leadership by developing a vision for the District, being clear about the outcomes for local people and making the best use of resources. The Corporate Plan Board commissions further strategic delivery boards to oversee the delivery of the objectives and outcomes in the chapters of the Corporate Plan.

4.3. Performance Management

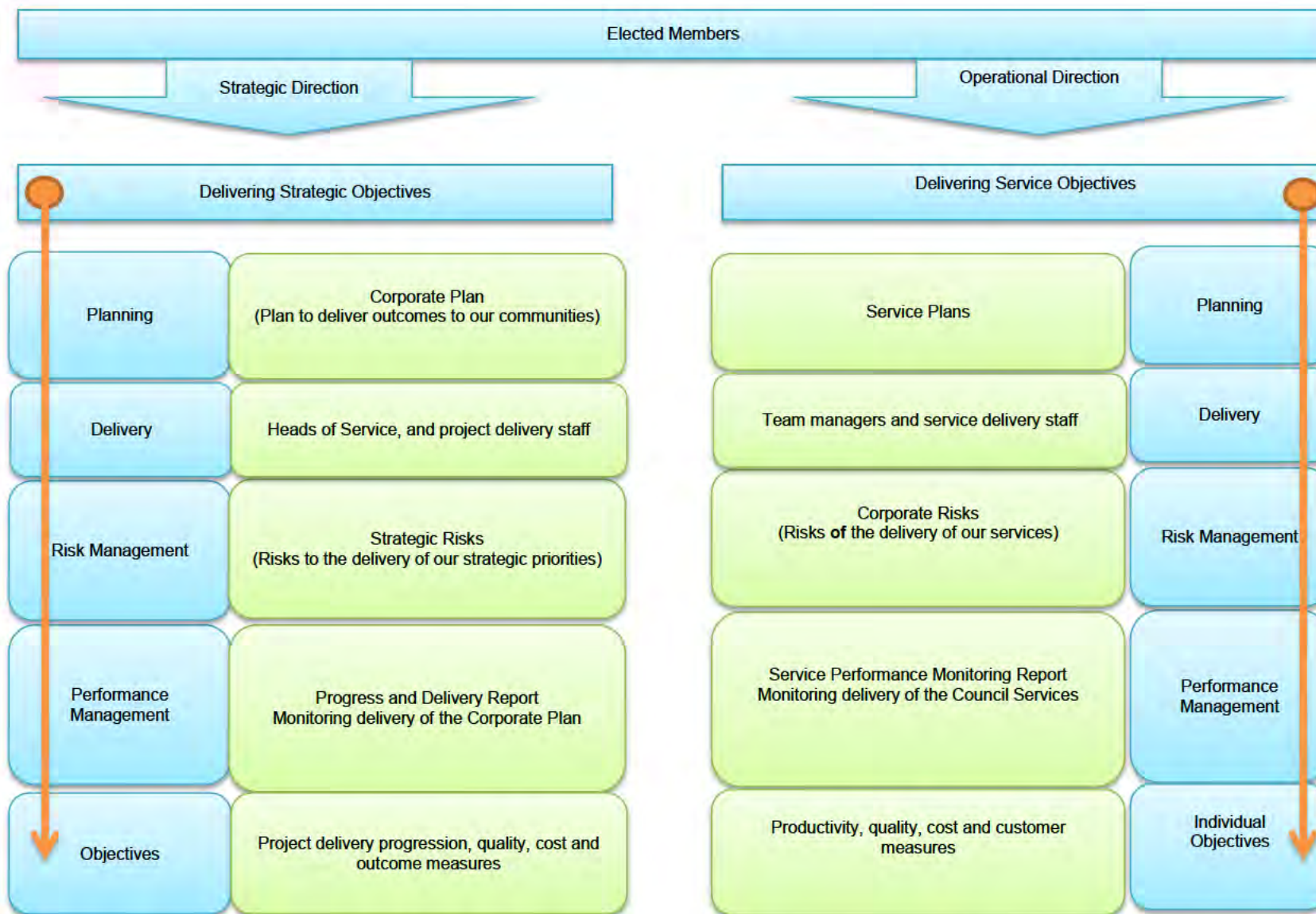
Our performance management framework is essentially split into three areas: Corporate Plan delivery (mainly the performance related to delivering projects and programmes of work), service delivery, and individual officer performance management.

The progress in the delivery of the Corporate Plan is reported through the Progress and Delivery Report. This report takes a balanced set of measures to demonstrate effective delivery and the achievement of outcomes. There are regular reports during the year which are initially considered by the internal Corporate Plan Board and are then considered by a joint meeting of the committee chairs and vice chairs. The purpose of this is to allow detailed discussions with officers to ensure that relevant information is provided in the final committee reports so that the committee meetings are effective. These reports are then considered publicly through the Prosperous Communities Committee, the Policy and Resources Committee and finally the Challenge and Improvement Committee.

The performance of individual officers is managed through the appraisal and one-to-one process. This includes assessments on an individual basis against agreed objectives and the Council's adopted competency framework. Supporting the performance management framework is a set of management standards which cover key areas of the organisation such as project management, risk management customer standards, financial management etc.

The diagram below illustrates how the key elements of the Performance Management Framework fit together and how Individual staff members have their objectives derived from the Corporate Plan or agreed service objectives.

Key Elements of the Performance Management Framework



4.4 Roles of the Chief Executive, Directors and Members

Constructive and positive working relationships between elected members and officers are vital in order to achieve an agreed vision for the District. The Council's constitution sets out how the Council operates, how decisions are made and challenged and the procedures to be followed. This ensures that the way we operate is efficient, transparent and accountable to local people. We have developed a protocol to make clear the different roles of members and officers so that relationships are built on mutual respect.

The Council operates under the following codes and protocols: Members' and Co-opted Members' Code of Conduct, Officers' Code of Conduct, Protocol on Operational Conventions, Local Code of Corporate Governance.

Strategies are developed by officers with policy input from other stakeholders and members, sometimes through member working groups. These are discussed with other committee reports at briefing sessions for committee chairs, which provide direction in terms of further information that may be required for the committee to be able to make safe decisions. Some reports are also discussed at a joint meeting of all the committee chairs to ensure a wider understanding, consideration of other committee requirements and to prevent duplication.

4.4.1 Core Management Team

The Core Management Team ensures a corporate view is taken of the work of the Council to make sure that the vision is achieved.

Officer and Role	Corporate Plan Delivery Responsibilities	Statutory responsibilities
Manjeet Gill Chief Executive (Head of Paid Service)	Chair of the Corporate Plan Board which oversees delivery of the Corporate Plan Chair of the Localism Board	1. Determining the structure of the Council and deployment of the officers. 2. Returning and Electoral Registration Officer and the Proper Officer for all functions. 3. Conducting the legal proceedings of the Council and developing the Code of Corporate Governance.
John Rice Interim Commercial Director	Chair of the Commercial Board	
Jeanette McGarry Interim Director	Chair of the Entrepreneurial Council Board	
Mark Sturgess Director of Planning and Regeneration	Chair of the Growth Board	1. Developing and implementing the Growth Agenda for the District so that it is able to prosper. 2. Preparing and adopting the “development plan” for the District (currently the Core Strategy and associated documents) in partnership with the Central Lincolnshire Councils. 3. Providing support for “neighbourhood planning” within the District as required by the Localism Act. 4. Providing statutory services around development control, building control and land charges. 5. Providing the Council’s statutory services in respect of housing and homelessness.
Russell Stone Head of Financial Services (Chief Finance Officer)	Ensure that the Medium Term Financial Plan funds the Corporate Plan where required.	1. Ensuring that all expenditure is lawful and will not cause loss or lack of resource. 2. Determining the level and type of audit resources. 3. Providing advice on the scope of powers and authority to take decisions, on financial propriety and probity. 4. Authorising payments, borrowing powers and staff payments.
Alan Robinson Head of Revenues, Benefits and Central Services (Monitoring Officer)	Ensure appropriate Committee administration and Member governance.	1. Maintaining the constitution of the Council. 2. Ensuring that decisions that are taken are lawful and fair and do not amount to maladministration. 3. Promoting and maintaining high standards of governance and ethical behaviour.
Alex Reeks Assistant Chief Executive	Production of the Corporate Plan Assurance and Governance for all Boards	

4.4.2 Members

It is the duty of Members to encourage public participation and involvement in decision making, respond to constituency local queries impartially and fairly, and maintain the highest standards of ethics and conduct. It is the role of elected members to develop relevant policies, to represent the needs and interests of the whole District and the communities and to be an advocate for their community.

Function	Chair	Key Committee Responsibilities
Leader of the Council	Cllr Jeff Summers	
Chairman	Cllr Jessie Milne	1. To set the overall budget and policy framework.
Policy and Resources Committee	Cllr Tom Regis	1. To formulate (but not adopt or approve): (a) the Policy Framework, (b) the Budget; and (c) the Council's objectives and priorities. 2. The control and management of resources including land, property, finance and staff to further the Council's objectives.
Prosperous Communities Committee	Cllr Malcolm Parish	1. The regeneration, housing and planning strategies which together form the Council's approach to place shaping. 2. The Council's role in the community around health and crime and disorder including the well-being of the community and the development of partnerships. 3. The Council's approach to community interaction and engagement.
Planning Committee	Cllr Stuart Curtis	1. To determine and advise upon planning applications, local authority development proposals and any associated consents. 2. To exercise the Council's statutory functions in accordance with building regulations and associated legislation. 3. To authorise the institution, prosecution or defence of any legal proceedings in connection with any functions of this committee.
Challenge and Improvement Committee	Cllr Alan Caine	1. To exercise the Council's responsibilities for overview and scrutiny. 2. To conduct reviews of policy, services or aspects of service that have either been referred by a policy committee or the Council, relate to the Forward Plan or have been chosen by the committee according to the agreed criteria for selecting such reviews.
Governance and Audit Committee	Cllr Sue Rawlins	1. To monitor the operation of the Council's constitution and keeping its terms under review, including all procedural rules. 2. To consider and make recommendations on any proposal to make changes to the constitution prior to its consideration by the Council. 3. To agree and update regularly the Council's Local Code of Governance.
Licensing and Regulatory Committee	Cllr Jessie Milne	1. To exercise the Council's functions as a licensing authority under various Acts.

5. Chapter Five - Risks and the Management of Risk

5.1. Chapter Contents

This chapter outlines the importance of risk management.

5.2. Risk Management

As a key area of corporate governance, risk management allows us to take account of the opportunities and threats to achieving our strategic aims. There are risks in everything that we do and it is essential that they are identified, understood and managed to achieve the best use of resources and opportunities. We acknowledge that not all risks can be eliminated and take a balanced approach to the way that we accept (our risk appetite) and manage (risk management) risks.

The Council's risk appetite (the level of risk that we are prepared to accept in the delivery of outcomes) will be used to establish our strategies e.g. for investment decisions, and to help us to target our resources to areas where we need to reduce risks to match our appetite. This will help us to use our resources to better effect and make sure that we are focussing on what matters most.

Risk management involves learning and applying best practice and ensuring that it is part of everyday management in all services and partnerships. The Council has made significant progress in embedding risk management into our culture, and we recognise that risk management needs to continually evolve to take account of a changing world.

Risk management is supported by and links with our approach to performance management, insurance, partnerships, health and safety, corporate governance and general management arrangements, including business continuity planning, prioritisation and resource allocation.

Successful risk management:

- a) improves operational performance through better information, intelligence and planning
- b) improves financial performance through allocation of resources using a risk based approach, and improving opportunities for funding
- c) improves workforce management, through workforce planning, addressing sickness and planning and developing future skills needs
- d) reduces cost of insurance premiums and claims

Risk management is a statutory requirement and an important element of good management. As such it is vital to the Council and essential to our ability to discharge our functions. (The Council's Strategic Risks can be found at Appendix 1.)

6. Chapter Six - Communication of the Plan

6.1. Chapter Contents

This chapter outlines how the Corporate Plan will be communicated. The Plan will need to be communicated to a number of stakeholders with different interests, requiring different levels of information.

6.2. Initial Launch

In March 2014, the full detailed version of the Corporate Plan approved by Council will be made available to Members and the management team.

A summary version will be made available internally for staff and also for wider circulation to partner organisations as appropriate.

A leaflet version will be made available for circulation as appropriate.

All versions of the Plan will be made available on the Council's website and the summary version will be distributed to Parish Councils and information points such as libraries as appropriate.

6.3. Engagement

During autumn 2014, budget engagement sessions will be held where we intend to undertake further engagement on the Corporate Plan and discuss with communities and partners how we take shared responsibility for delivery.

With a smaller state and further challenges ahead, the key questions to discuss at the engagement sessions will be along the lines of:

1. What are communities doing at the moment and what more should/could they do?
2. What do we, as a council, need to do differently?
3. What options do we have for the delivery of services?

6.4. Demonstrating success

Over the life of the plan we will demonstrate the impact of our work not only within our communities, but also to the wider political environment. We will monitor our progress to ensure our plan addresses the wider challenges and that we can achieve our long term goals.

Appendix 1 – Strategic Risk Register

Current key risks as at December 2013

Our top strategic risks, i.e. those that may affect our ability to meet the corporate plan are:

No.	Description	Control Measures	Future Actions
1	Financial sustainability - in current financial climate resulting in further severe local government funding reduction or a shortfall in planned income or significant increases in operating costs. Impact on level of and quality of services delivered. Ability to influence and address social issues such as employment.	<ol style="list-style-type: none"> 1. Five year budget strategy that looks at medium and long term planning to build greater resilience. 2. Stakeholder engagement to manage expectations and inform decisions on future savings and priorities for the Council. 3. Wider approach to commercialisation. 	<ol style="list-style-type: none"> 1. Delivery of 'Finance Matters' programme to enhance officer awareness and capability, whilst also providing improved information to support the Council's wider aspirations and entrepreneurial vision. 2. Medium term planning and development of options to meet financial challenges. 3. Robust and proactive approach to financial management based on realistic deliverables.
2	Collaboration - Failure to deliver through greater collaboration with parties such as County Council, Districts, South Humber, Parishes and communities, leading to reduction in services and failure to address complex issues.	<ol style="list-style-type: none"> 1. Regular meetings between politicians and managers with key partners to update and monitor joint actions. 2. Role of CMT to focus more on developing partnership delivery. 	<ol style="list-style-type: none"> 1. Lead Committee Officers identified. 2. Lead members and officers agreed for corporate priorities.
3	Ability of the community to adapt to the reduction in public sector funding and focus more on self-help and helping each other. Risk of greater frustration and needs not met. Impact on health and ability to live independently in their homes.	<ol style="list-style-type: none"> 1. Localism programme, funding and new officer roles, providing support and tools to help communities help themselves and others. 2. Councillors understanding how and where communities need development support and signposting them to this. 	<ol style="list-style-type: none"> 1. Challenge and Improve Committee are reviewing the success of the Localism programme. This will be completed by February 2014. The review is being carried out by Members and Officers. 2. Additional performance measures have been developed to record volunteer numbers and amount of external funding levered into the District.

No.	Description	Control Measures	Future Actions
4	<p>Leadership capability amongst members and managers to proactively drive and take difficult decisions that are needed to adapt to the new environment, ability to build a more resilient council, balancing a difficult budget. Levels of performance and impact on delivering services.</p>	<ol style="list-style-type: none"> 1. Councillors and managers jointly agree approach to how we work as part of the Budget and Corporate Plan workshops. 2. Managers work to new management standards and focus resources on delivering priority outcomes. 3. Leadership development training. 	<ol style="list-style-type: none"> 1. Leadership development training. 2. Commercial Training. 3. New competency framework in place for HoS and Directors. 4. Director model agreed. 5. Priority away day SMT.
5	<p>Customer satisfaction and expectations do not realistically reflect a reduced workforce with budget cuts leading to frustration and expectations not met. Time spent dealing with complaints.</p>	<ol style="list-style-type: none"> 1. Greater focus on customer standards and greater consistency on customer service and communication across all services. 2. Focus on communicating achievements and work with communities and customers to deliver success. 3. Greater analysis and action on complaints. 	<p>The e-accessibility project was reported to Policy & Resources in November 2013 on recommendations to meet customer needs for accessibility.</p>
6	<p>Governance - The ability of the Council to work to the principles of good Corporate Governance expected to deliver the Corporate Plan and to use resources effectively and deliver outcomes.</p>	<ol style="list-style-type: none"> 1. Management Standards. 2. Strengthen first and second lines of assurance. 3. Programme of Audits to monitor and learn. 	<p>Report on Governance has been presented to members of Governance and Audit and the SMART action plan was presented to Governance and Audit Committee 21st November 13.</p>

No.	Description	Control Measures	Future Actions
7	<p>Impact of the current economy on the most vulnerable, including businesses and individuals leading to a decline in health and well-being and standards, lack of community confidence and morale and pressure on services such as housing and benefits.</p>	<ol style="list-style-type: none"> 1. Greater targeted work on priority areas and neighbourhoods. 2. Develop ways to help youth unemployment and employability of young people. 3. Invest in development and growth of business. 	<ol style="list-style-type: none"> 1. Develop a strategy for the local economy that identifies those areas which are of high importance in developing businesses and employment opportunities and have high impact once implemented. 2. Work with strategic partnership the GLLEP to access funding to support economic development within the District. 3. Work with communities to closely identify their needs, their capacity to take action themselves and work with them to identify sources of assistance to build community confidence and resilience.
8	<p>Finance Reform - Impact of welfare reforms both financially and otherwise due to delays in legislation for universal credits and wider reform, affecting financial sustainability, impact on workforce and financial pressure on claimants.</p>	<ol style="list-style-type: none"> 1. Scenario planning and adoption of policies in waiting as pending legislation and its principles become clearer. 2. Undertake pilot of Universal Credit. 3. Steering group for welfare reform created and monitoring progress. 4. Retraining of staff. 5. Alternative use of staff resource to be considered. 	<ol style="list-style-type: none"> 1. Financial modelling for the future 31/3/14 2. Run UK pilot ends 31/12/13. This work will be reviewed across the East Midlands and Nationally.
9	<p>Ability to deliver high performing services in relation to the level of resources – failure to meet social needs.</p>	<ol style="list-style-type: none"> 1. Greater comparison of national benchmark and best practise. 2. Invest in service development and redesign in line with the Entrepreneurial Council model of localism, greater productivity and more income. 3. Strong performance management framework in place. 	<ol style="list-style-type: none"> 1. Business Improvement Team have undertaken service reviews and this work will feed into the budget and service planning process. 2. Income generation will be monitored by the S151 Officer and CMT will receive regular monitoring reports. 3. Performance management approach is under review.

No.	Description	Control Measures	Future Actions
10	<p>Workforce productivity, morale and motivation at a time when they have to be resilient, adapt new skills and behaviours - impact on stress and health and safety.</p>	<ol style="list-style-type: none"> 1. People and OD programme and service, provide leadership in tackling this area. 2. All managers provide leadership and modelling behaviours needed and support to workforce and councillors to help them adapt. 3. Effective communication arrangements in place. 4. Clear objectives set through appraisals. 5. Clear management standards to reduce any confusion. 	<p>Cultural change programme will be implemented as part of corporate governance SMART actions.</p>
11	<p>Local development framework - failure to deliver sustainable growth and preventing piecemeal development.</p>	<ol style="list-style-type: none"> 1. Core Strategy being realigned to national localism changes. 2. Delivery plans for key strategic sites. 3. Housing and Economic Strategies to deliver growth. 	<ol style="list-style-type: none"> 1. Engage partner organisations and neighbouring councils to jointly address this issue by marketing the area to national developers - Conference organised for 10 December 2013. 2. The Central Lincolnshire Co-ordination and Delivery Group is working on an approach to ensuring the growth planning for Central Lincolnshire is delivered. 3. There are plans in place for the detailed delivery of the urban extensions around Gainsborough (developed July 2013.)