



CAI.08 12/13
Challenge and Improvement Committee
Date 26 June 2012

Subject: Report title: Corporate Plan Refresh Draft Objectives

Report by: Manjeet Gill

Chief Executive

Contact Officer:

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Purpose / Summary:

The purpose of this report is to:

1. Present the draft objectives to date for the Corporate Plan Refresh for Challenge and Improvement Committee consideration.

RECOMMENDATION(S):

1. That members consider the draft objectives tables and provide feedback where necessary for consideration as part of the Corporate Plan refresh.

IMPLICATIONS

Legal:
None arising from this report.

Financial :
None arising from this report.

Staffing :
None arising from this report.

Equality and Diversity including Human Rights :
*NB: A full impact assessment **HAS TO BE** attached if the report relates to any new or revised policy or revision to service delivery/introduction of new services.*

Risk Assessment :
None arising from this report.

Climate Related Risks and Opportunities :
None arising from this report.

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Introduction

- 1.1. The Corporate Plan is the main Business Plan of the Council.
- 1.2. The current Corporate Plan 2011-14 was approved by full Council in September 2011 and the tables presented in this report are part of an annual refresh of that plan.
- 1.3. The priorities in the Corporate Plan refresh remain broadly the same as the previous year. These were based on Councillor Workshops, citizen/customer feedback and on data on deprivation and the economy.
- 1.4. As well as reviewing the priorities and outcomes from the current plan, the refresh will aim to provide further clarity on what will be delivered and by when, who the lead officer will be and how success will be measured.
- 1.5. This report provides the current position with regards the draft objectives, outcomes and measures for consideration by this committee to help shape the final version of the Corporate Plan.

2. Next Steps

- 2.1 Comments from this committee will be fed back to the officers leading the refresh.
- 2.2 The following table outlines the next steps for the Corporate Plan refresh approval and development.

Step	Details	Version	Date
1	Prosperous Communities	Draft version 2	17/7/2012
2	Policy and Resources	Draft version 3	26/7/2012
3	Leaders Panel (overview by all committee Chairs)	Final version 1	TBC
4	Council	Final version 2	3/09/2012

Theme 1:

An accessible and connected district where all have the best opportunities in life to help themselves and others.

Responsible Officer: Rachel North

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

Priority 1.1: Communities are able to meet their local needs sustainably.

Objective	Outcome	Measures	Lead Officer
1.1.1 Citizens and communities helping themselves and others			
To actively support the development of strong communities by utilising council resources to promote self help	Strong , dynamic and resilient local communities	1. Number of community led projects delivered by area 2. Number of volunteer hours undertaken in each Area 3. % of people positive about engaging in their local community 4. % turnout at local elections (Parish and District)	Rachel North
To utilise Council funds to promote community action and to increase the level of community facilities and activities available	Increased community resources, assets and activities to promote community action	1. Funds allocated by Area and by Fund 2. External funds levered in to West Lindsey	Mary Hollingsworth
To develop more parish and town councils that are able to lead the vision for their communities	Active and healthy democracy at parish and town council level	1. Number of co-options at election (2015) 2. Number of community led plans 3. Level of Code of Conduct and other complaints from residents	Alan Robinson
1.1.2 Connecting citizens and communities to each other with information and social media			
To develop a network which allows the communities of the District to connect with each and share information	The development of local social media which allows communities of the District to connect with each other and share information	1. At least 50% of the communities of the District using local social media	Julie Curtis
To develop access to super fast broadband across the District	The citizens of the District have access to broadband which meets their needs	1. 90% of the households of the District have access to superfast broad of at least 24mbps and 100% of the District has access to broadband of at least 2mbps	Wendy Osgodby
To support improved access to Broadband , social media and other communication channels to promote community action	Well connected and informed local communities	1. Number of services accessed using the web 2. Users of Face book area pages 3. % of people who feel well informed	Elaine Pepper

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

Priority 1.2: The needs of people in West Lindsey are met appropriately, effectively and sustainably.

Objective	Outcome	Measures	Lead Officer
1.2.1 Reduce the disadvantage effects of rural isolation (physical infrastructure)			
Six Local Area Plans focused on priorities in each Area	Locally developed Area Plans for action	1. Area Plans developed 2. Delivery of actions 3. % of staff involved in programme	Jo Riddell
1.2.2 Improved lives of younger people			
West Lindsey District Council to better understand and support the engagement and activities of the District's children and young people	Improved lives of younger people	1. West Lindsey District Council to play an active part in the Local Children's and Young People Partnership 2. Equality Impact Assessment completed 3. Actions developed	Shay Towns
1.2.3 Reduce the disadvantage effects of rural isolation (physical infrastructure)			
To be removed as a priority as per RN update			
1.2.4 Increased access to public transport or another transport solution			
Better access to public transport to access Gainsborough Town Centre. Vibrancy and vitality of the Town Centre	The new neighbourhoods around Gainsborough to be served by public transport	1. At least two buses an hour from the new neighbourhoods into Gainsborough Town Centre.	Jo Walker
The development of different forms of local transport for local communities	Improved access to transport options	1. Number of people accessing Call Connect services 2. Number of new Social Car schemes developed	Mary Hollingsworth

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

Priority 1.3: That all communities in West Lindsey achieve their full potential and provide the services and infrastructure local people need.

Priority 1.3 Details Table

Objective	Outcome	Measures	Lead Officer
1.3.1 Improved community sustainability and resilience in ex-MOD sites – Hemswell Cliff, Brookenby, Newtoft, Scampton			
To support community development , increased community assets and quality of life for residents in these communities	Improved community sustainability and resilience in ex MOD villages Hemswell Cliff, Brookenby, Newtoft and Scampton	<ol style="list-style-type: none"> 1. Ex MOD village Strategy developed with Action Plan for each community and generic issues 2. Increased Community Assets delivered 3. % satisfaction of local residents 4. Number of businesses engaged with local people 5. Number of partners involved and supporting local activity 	Mary Hollingsworth Chris Allen
1.3.2 Gainsborough is a local service centre for the district and beyond where people choose to live, work, invest and visit			
To ensure that Gainsborough thrives as a service centre	Gainsborough has a range of facilities which encourage residents to make greater use of the Town and people from outside the Town to use it as a service centre of choice	<ol style="list-style-type: none"> 1. Gainsborough’s leisure offer is at least at the national average for a town of its size. 2. Gainsborough continues to improve its standing in the rankings and improves from X to Y 3. Markets are held in the market place on at least three days a week. 	Jo Walker
Coordinated support from partners to address social inequality – health , community safety , employment and educational attainment in this neighbourhood	Gainsborough Park Springs is a neighbourhood where people want to live	<ol style="list-style-type: none"> 1. ACIS Lead – to be developed 2. Development of Action Plan 3. Actions delivered 	Val Waby – Acis CX Chris Allen
Coordinated support from partners to address social inequality in priority neighbourhoods – health, community safety, employment and educational attainment in this neighbourhood.	Gainsborough South West neighbourhood is a community where people want to live	<ol style="list-style-type: none"> 1. Development of Action Plan Actions delivered 2. Numbers of Street audits 3. Community groups 	Patrick Hodgson Chris Allen

Objective	Outcome	Measures	Lead Officer
1.3.3 Market Rasen becomes a vital and vibrant town which is capable of identifying its priority needs and addressing them through effective community engagement and action			
To regenerate Market Rasen as a rural service centre.	Market Rasen has a range of facilities which reflects its role as a local service centre so that people within its rural hinterland chose it as a place to shop and visit.	A weekly retail market is re-established containing at least 10 stalls selling a range of products and services. 1. Community Led Plan developed 2. Health of the Town Council 3. Town centre retail health 4. Link to community led projects	Wendy Osgodby Jo Riddell
Support to Town Council and effective community action	Market Rasen has a healthy and dynamic democracy with a clear vision for the town	Health of the Town Council Numbers of community led projects Community Funds allocated Market Rasen has no more than 5% vacant shop premises along its principal shopping streets.	Wendy Osgodby Jo Riddell
1.3.4			
Removed as per RN Update	Gainsborough Regained		
1.3.5			
Market Rasen is a vibrant town capable of identifying its priority needs and addressing them through effective community action	Strong and healthy town centres	1. Community Led Plan developed 2. Health of the Town Council 3. Town centre retail health 4. Link to community led projects	

Theme 2:

**A Green district where people want to work,
live and visit.**

Responsible Officer: Rachel North

Theme 2: A Green district where people want to work, live and visit.

Priority 2.1: Businesses and communities in West Lindsey operate and develop in a sustainable and environmentally responsible manner. Our environment is conserved or enhanced.

Objective	Outcome	Measures	Lead Officer
2.1.1 Reduced CO ₂ emissions from council operations			
To help reduce climate change in the long term.	Reduce CO₂ emissions from Council operations - by when ?	To reduce emissions from Council operations by 25%	K. Lond
25% reduction in carbon emissions by 2014	Reduced CO₂ emissions from council operations	1. Carbon emissions from WLDC buildings 2. Employee commuting miles ?Insert measures from Progress and Delivery	K. Lond
2.1.2 Adapt our services to the causes, effects and opportunities of climate change			
Contribute to LCC's climate Change adaptation plan and implement the agreed actions	Adapt our services to the causes, effects and opportunities of climate change	Progress to level 4 of NI188 – Planning to adapt to climate change Needs Clearer measures	K Lond
2.1.3 Reduce CO ₂ and minimise waste-to-land-fill in the business sector			
To support businesses in reducing their CO ₂ emissions by delivering: 1. Core strategy 2. Business advice service for CO ₂ reductions	Reduce CO₂ and minimise waste-to-land-fill in the business sector	1. Number of travel plans included in planning applications 2. NI186 - CO ₂ emissions for West Lindsey District Council	K Lond
2.1.5 The natural environment is conserved or enhanced for the benefit of biodiversity in intensively farmed areas			
To improve the biodiversity of the environment of the District	To increase the numbers and range of species of flora and fauna within the District	To improve the favourable (favourable for wildlife) condition of habitats within the District by X% (this target will need to be agreed with Natural England/Local Wildlife Trust as a well as monitoring arrangements)	Rob Lawton
To actively support the preservation of the natural environment is by utilising council resources for the enhancement of the landscape and preservation of biodiversity	The natural environment is conserved or enhanced for the benefit of biodiversity in intensively farmed areas	Delivery of: 1. Biodiversity Action Plan 2. SSSI Action Plan	Rob Lawton
2.1.6 Encourage the development of more sustainable communities by helping them to meet their needs locally			
No objectives set - ?needs discussion			

Objective	Outcome	Measures	Lead Officer
Reduce CO ₂ and minimise waste-to-land-fill in the residential sector			
To support residents in reducing their CO2 emissions	Reduce CO2 Residential sector	Delivery of: 1. HELP Scheme. 2. Deliver the Affordable Warmth Strategy. 3 Green deal implementation plan. 4. Viable models produced for eco retro-fitting.	K Lond
Produce an overarching Green Strategy Document by 2013 coordinating all aspects of theme 2 of the corporate plan Strategy will identify the gaps and identify the priority actions needed.	Taken together the outcomes of the Green Council strands are –reduced carbon emissions, higher levels of renewable energy production, improved quality of life, a protected natural environment, community and economic benefit	Strategy produced and presented to Council	S Leary
Reduce carbon emissions and maximise other benefits including job creation, residents' wellbeing and social equity.	Encourage Investment in, and use of renewable energy technology within the district where it is appropriate.	More renewable energy generated on Council assets and others assets in the District. Delivery of measures in renewable energy group action plan. ?Measures from Progress and Delivery	S Leary
Raise awareness of the Council's Green ambition	Communication plan to promote the green council programme to internal and external stakeholders April 2013 covering the Council's approach to the green agenda	Plan produced for internal and external stakeholders by April 2013	S Leary

Theme: A Green district where people want to work, live and visit.

Priority 2.2: Sustainable housing stock providing appropriate housing choice across all sectors including geography, housing type, meeting needs and demand.

Objective	Outcome	Measures	Lead Officer
2.2.1 Meet demand from surrounding areas e.g. Northern Lincolnshire			
To facilitate the sustainable growth of communities affected by employment growth in surrounding Districts.	To develop communities affected by employment growth in surrounding Districts in a sustainable way taking account of the needs and those communities	1. Caistor Neighbourhood Plan adopted as part of the development plan for West Lindsey 2. Market Rasen Neighbourhood Plan adopted as part of the development plan for West Lindsey	Rob Lawton
2.2.2 Rural affordability in surveyed areas has increased			
To improve the availability of affordable rural housing.	To improve the affordability of housing for those in rural areas who can't compete in the housing market	1. On the national index of housing affordability West Lindsey improves from X to Y 2. Those in rural housing need falls by X percentage	Andy Gray
2.2.3 3 New neighbourhoods in Gainsborough are delivered			
To double the size of Gainsborough within 20 years so that it becomes a viable town with a range of services	Three new sustainable urban extensions delivered around Gainsborough	X number of new houses delivered	Jo Walker
2.2.4 Housing options for over 50 year olds increase			
To ensure that the housing needs of the over 50s are met	To improve the housing options available to the over 50s	1. X number of extra care units constructed 2. Percentage of people over 50 able to live independently as a percentage of those nationally	Michelle Howard
2.2.5 Housing options for 16 - 25 year olds increase (35 wef April 2012)			
To ensure that the housing needs of those between 16-35 are met.	To improve the housing options for those between 16 - 35	Percentage of people aged 16-35 who are in housing need as a percentage of the national average. X number of units provided which are accessible to people aged between 16-35	Michelle Howard
2.2.6 More people choosing to live or remain in the South West Ward, Gainsborough			
No objectives set - needs discussion – aren't these picked up in Theme 1 – cross reference			

Objective	Outcome	Measures	Lead Officer
2.2.7 Better use of existing housing stock			
To scope and design a business model for bringing empty properties in the District back into use that enables the capital invested in the project to be returned to the Council and reinvested in subsequent projects. Business model to be finalised by (November 2012), First project initiated by (February 2013)	Delivery of additional affordable homes in the District that comply with modern standards of energy and fuel efficiency. A sustainable business model that enables all the empty properties in the District to be dealt with over time.	Quantum of empty properties brought back into use (X number of empty properties brought back into use in year 1 of the project (Feb 13 to Jan 14). Percentage of capital invested returned to the Council at the end of year 1.	Andy Gray

Theme 3:

A prosperous and enterprising district

Responsible Officer: Mark Sturgess

Theme 3: A prosperous and enterprising district

Priority 3.1: An environment where an increased number of businesses and enterprises can grow and prosper

Objective	Outcome	Measures	Lead Officer
3.1.1 West Lindsey has the right physical conditions that allow businesses to grow and prosper			
To Grow and expand existing businesses within the District	1. Training and skills available to businesses in order to help them grow and expand	Amount of new business floor space created in the District to serve existing businesses Amount of new jobs created in the District by existing businesses	Wendy Osgodby
	2. Sites available in order to allow for the expansion of business in order to help them grow and expand		Wendy Osgodby
	3. Investment in infrastructure in order to allow businesses to grow and expand		Wendy Osgodby
	4. The creation of an attractive environment so that businesses want to grow and expand in the District		Wendy Osgodby
	5. The availability of a range of housing so that businesses want to grow and expand in the District		Wendy Osgodby
	6. The availability of specific business support (marketing, accounting, legal, planning, supply chain) expertise which would allow businesses to grow and expand within the District		Wendy Osgodby
3.1.2 Businesses and enterprises are supported to allow them to grow and prosper			
No objectives set			

Theme: A prosperous and enterprising district

Priority 3.2: There is a good range of high, medium and lower skilled jobs in the region to support a growing population in West Lindsey

Objective	Outcome	Measures	Lead Officer
3.2.1 More local businesses and enterprises in the construction, hospitality and retail sector employing local people			
No objectives set			
3.2.2 More inward investment and new businesses and enterprises in west Lindsey			
To encourage business growth within the District through inward investment	More inward investment and new business enterprises in West Lindsey	The amount of new businesses which chose West Lindsey as a place to locate. Measured by percentage increase in new businesses locating in West Lindsey 2011-2014	Wendy Osgodby
3.2.3 More high skilled jobs in the agri-technology sector			
No objectives set			

Theme: A prosperous and enterprising district

Priority 3.3: West Lindsey residents have the appropriate skills to meet the diverse and changing needs of the business and enterprise community.

Priority 3.3 Details Table

Objective	Outcome	Measures	Lead Officer
3.3.1 People in West Lindsey have the right skills to move from benefits to employment			
To ensure that people in the District have the right skills to benefit from employment opportunities (employability of the workforce)	People in West Lindsey have the right skills to benefit from employment	1. Number of people of assisted by skills development training who secure permanent employment	Nicoya Palastanga
3.3.2 People in West Lindsey are able to access training for re-skilling and personal development			
To ensure that the workforce in the district is flexible and is able to take advantage of employment opportunities	People in West Lindsey are able to access training for re-skilling and personal development	1. Number of people who have different careers 2. Number of people attending training course as a percentage of the workforce	Nicoya Palastanga
3.3.3 All people in West Lindsey under 25 have the right skills to gain employment at the appropriate level			
To ensure that young people have the right skills to compete in the jobs market.	All people in West Lindsey under 25 have the right skills to gain employment at the appropriate level	1. Number of under 25s on benefit 2. Number of long term employed amongst the under 25s 3. Number of apprenticeships available and take up rate	Nicoya Palastanga

Theme 4:

Active, healthy and safe citizens and communities

Responsible Officer: Rachel North

Theme 4: Active, healthy and safe citizens and communities

Priority 4.1: An Active and healthy population

Awaiting table.

Theme: Active, healthy and safe citizens and communities

Priority 4.2: Opportunities to access sport and cultural facilities to enhance the wellbeing and vibrancy of the community.

Awaiting Table.

Theme: Active, healthy and safe citizens and communities

Priority 4.3: Safe and secure communities

Objective	Outcome	Measures	Lead Officer
4.3.1 We have a more effective approach to dealing with ASB, Crime and Domestic Abuse			
Deliver the actions within the Countywide Hate Crime Strategy	Strong communities where hate crime is not tolerated and people have ready access to multi agency support	1.Number of persons trained 2.Increased Hate Crime reporting 3. Reporting centres operational 4. Numbers of complaints	Claire White
Develop Community Safety Customer Charter	Safer communities where agencies work together to support victims and tackle perpetrators	1. Implementation of Community Safety Service standards 2. Partnership work with Police and Crime Commissioner	Patrick Hodgson
Support and influence effective development of Community Safety Partnership	Effective and proactive use of enforcement and delegated powers	1. No. of CSP targets met	Patrick Hodgson
Design and implement a Community Trigger pilot for residents to report anti social behaviour. Joint approach with Acis Group and Lincolnshire Police.	Safer communities where people are not subject to anti- social behaviour and early intervention and support is readily accessible	1. Number of FPNs issued 2. No. of delegated powers actions taken 3. Number of warning letters issued	Patrick Hodgson
4.3.2 Reduce the reoffending and repeat victims rate			
1. Number of people actively engaged in support programme 2. Explore options for restorative justice 3. Deliver an effective "safety at home" programme	Develop with partners an offender and victim support programme? Link to Theme 3?	1. A reduction in the number of repeat offences	Jo Riddell
4.3.3 Reduced fear of crime and ASB and domestic abuse			
No objectives set			
4.3.4 Reduce domestic burglary, shop theft and car crime in Gainsborough			
No objectives set			
4.3.5 Increased community capacity to address ASB, Crime and Domestic Abuse			

Objective	Outcome	Measures	Lead Officer
No objectives set			

Theme 5:

The Entrepreneurial Council

Responsible Officer: Manjeet Gill

Theme 5: The Entrepreneurial Council

Priority 5.1: People have the right skills and competencies and demonstrate the appropriate attitudes and behaviours to deliver the Corporate Plan.

Objective	Outcome	Measures	Lead Officer
5.1.1 People have the right skills and competencies and demonstrate the appropriate attitudes and behaviours to deliver the Corporate Plan			
To get approved and deliver a training plan which includes corporate and individual training needs identified through the successfully delivery of the approved appraisal process	We have delivered the necessary training and development to our staff and members to ensure effective working relationships and the ability to deliver in the changing local and national climate		Elaine Pepper

Theme 5: The Entrepreneurial Council

Priority 5.2: A sustainable financial position supported by transforming innovation into economic goods.

Objective	Outcome	Measures	Lead Officer
5.2.1 The council has reduced its reliance on Council Tax and grants through the effective maximisation of income.			
Through developing staff consideration of alternative income streams for existing assets, deliver increased income from existing assets.	Through reconsideration of how we use our resources we have delivered increased income reducing the burden on Council Tax and improved outcomes to the community	1. Increase in income achieved	Alex Reeks
To deliver an approved plan to the agreed specification for the Building Control service by xx/xx/xxxx and commence delivery by xx/xx/xxxx	We have a clear understanding of what we need with regards to building control to enable us to put a cost effective solution in place.	1. Net cost of the Building Control service 2. Customer Satisfaction with the Building Control service	Suzanne Fysh
To deliver an asset register (people, knowledge and networks) to the agreed specification by xx/xx/xxxx	We understand the value of all of our assets and the potential income we could generate from the sale of our capacity.	1. Asset register delivered 2. Value generated from the sale of our assets and capacity	Alex Reeks
To secure commitments for external funds to the value of the agreed target by July 2013	We have excellent visibility of all external funding opportunities and have maximised our applications. We have secured £xx,xxx pounds funding for the district.	1. Percentage of grants applied for 2. Success rate of applications 3. Value of external grants secured for the Council 4. Value of external grants secured for the district	Alex Reeks
To deliver an approved Marketing Strategy for the district to the agreed specification by xx/xx/xxxx and commence delivery by xx/xx/xxxx	We have effectively marketed our district, and assets to deliver the desired outcomes	1. Strategy delivered 2. Success measures for the strategy to be agreed	Grant Lockett
Through a thorough review of fees and charges, to deliver increased income by July 2013.	We have secured £x,xxx additional income through appropriate charging.	1. Increase in income achieved through appropriate charging	Alex Reeks
5.2.2 Cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey			
Revised Waste Strategy to be produced in by April 2013 in conjunction with Lincolnshire County Council	Cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey	1. A clear strategy produced 2. Success measures for the strategy to be agreed	S Leary

Objective	Outcome	Measures	Lead Officer
Revised fleet management policy in place by April 2013 and a countywide contract in place for the acquisition of replacement refuse vehicles	Cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey	<ol style="list-style-type: none"> 1. Contract in place and vehicles procured in a more cost effective way. 2. Value of saving per vehicle acquired 	G. Pilkington
A waste minimisation plan to be produced in 2013	Cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey	<ol style="list-style-type: none"> 1. Plan produced 2. Success measures for the plan to be agreed 	S. Leary
Carry out a fundamental review of the street cleansing service by April 2013 to ensure it is meeting the expectations of residents	Cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey	<ol style="list-style-type: none"> 1. Review completed and a plan of action produced to improve standards where necessary. 	A. Selby
5.2.3 People have access to the information and services they need			
To deliver the ICT Strategy action plan by xx/xx/xxxx.	We have delivered the ICT infrastructure that supports the way we need to work and the way our customers and communities want to interact with us	<ol style="list-style-type: none"> 1. Action plan produced 2. Action plan delivered 3. Strategy measures to be agreed 	Alex Reeks
To deliver the electronic service delivery plan by August 2012 and implement the plan by January 2013.	We have increased the available access channels for customers to access our services increasing customer satisfaction and choice	<ol style="list-style-type: none"> 1. Action plan produced 2. Action plan delivered 3. Outcome measures to be agreed 	Alex Reeks
To develop an Information Management (data visibility) plan by xx/xx/xxxx and deliver by xx/xx/xxxx	People have access to information about the district to inform the development of neighbourhood plans and ensure rebuts decision making.	<ol style="list-style-type: none"> 1. Action plan produced 2. Action plan delivered 	Alex Reeks
Customer Strategy <ul style="list-style-type: none"> • To provide customer led services • To Provide effective access to services for all • To deliver better outcomes for our customers 	The citizens customers and service users of West Lindsey have appropriate access to the public services they need and that those services are of a consistently high quality	<ol style="list-style-type: none"> 1. Increased Customer Satisfaction 2. Improved feedback on services 3. 80% of services available on line 4. 65% of customer contact to be on line 	Alan Robinson
5.2.4 Commissioning and procurement that drives value for money			
Through a thorough review of contracts, following the agreed methodology, to deliver savings or addition value for existing contracts.	We have driven cost savings or further outcomes into our existing contracts and let new contracts with a commercial focus	<ol style="list-style-type: none"> 1. Financial savings delivery 2. Addition value generated from contract review 	Alex Reeks
5.2.5 Efficient services balancing cost and performance			

Objective	Outcome	Measures	Lead Officer
To deliver the Agile Working programme to the agreed specification delivering the agreed outcomes by the end of December 2012	We have modernised the way we work to provide an improved customer experience and options to improve the work life balance of our staff. We have reduced our office space requirements by 50%	<ol style="list-style-type: none"> 1. WLDC Guildhall Office floor 2. space reduction of 50% 3. Paper usage reduction by X% 4. Postage cost reduction of 	Alex Reeks
Through a thorough review of services, following the agreed methodology, to deliver savings to the level of the agreed target by July 2013			Alex Reeks
To develop and implement a new Council Tax Benefit and Exemption scheme which follows the agreed political priorities, by March 2013 delivering financial savings to the target level	A sustainable local taxation system is in place which provides for an appropriate financial yield and that vulnerable people are protected from financial hardship	<ol style="list-style-type: none"> 1. Scheme approved 2. Scheme changes delivered 3. Target level of saving delivered 4. Collection rate for Council tax is maintained at more than 98.5% 	Alan Robinson
5.3.2 A cost effective and flexible public estate			
To have in place a car parking strategy by October 2012	The Council's car parks are managed in a way that supports the growth of town centres, optimises income for the Council, ensures that we cater for those who want to visit our towns by car and encourages access to town centres by sustainable means.	<ol style="list-style-type: none"> 1. Occupancy of car parks. (other measures could be put here however it is difficult to get a precise cause and effect relationship between the outcomes required and the existence of strategy) 	Gary Reevell

Theme: The Entrepreneurial Council

Priority 5.3: Use the public estate to respond to the needs of the community.

Objective	Outcome	Measures	Lead Officer
5.3.1 Effective use of public assets to deliver the needs of the community			
To compile a register of assets valued by the community to meet the objectives of the Localism Act 2011 by March 2013	To ensure that the Council and communities of the District are in a position to retain assets of community value should they be proposed for closure or sale by their owners.	1. To have the register in place. 2. Quantum of assets of community value which come under threat of sale or closure retained in their current use.	Gary Reeve
5.3.2 A cost effective and flexible public estate			
To ensure that the operational property portfolio of West Lindsey is used efficiently to deliver its core business	Effective use of public assets to deliver the needs of the community	1. Vacancy rates amongst operational council buildings	Gary Reeve
To ensure that the whole property portfolio of West Lindsey is operated in a commercial way and where appropriate market rates are obtained for all lettable space to maximise the return on the Council's asset.	A cost effective and flexible public estate.	1. Vacancy rates amongst council owned buildings 2. Yields received from council owned buildings benchmarked against local commercially available property. 3. Capital receipts received for disposals of property as a percentage of the commercial valuation	Gary Reeve
To have in place a Corporate Asset Management Plan by January 2013	To ensure that the Council's assets are managed in a way which retains or enhances their value.	1. Amount of unplanned/unprogrammed maintenance which is needed to be carried out in year. 2. Amount of under occupied Council owned operational premises.	Grant Lockett
To have in place an Asset Utilisation Strategy by January 2013	To ensure that the Council's assets are managed on a commercial basis so that a market return is achieved in appropriate circumstances	1. Vacancy/void rates in council owned premises. 2. Yields from Council owned buildings benchmarked against local commercially available property. 3. Capital receipts received from the sale of property as a percentage of the open market value of the property	Grant Lockett
To map the extent and location of all public owned land and premises in West Lindsey by May 2013	All public land and premises in the District to be used as efficiently and effectively as possible.	1. Readily accessible register of publicly owned land and premises within West Lindsey	Gary Reeve
5.3.3 The council has reduced its reliance on Council Tax and grants through trading with other organisations.			

Objective	Outcome	Measures	Lead Officer
No objectives set			
5.3.4 The council has reduced its reliance on Council Tax and grants through investment activity and maximised social value.			

1.1. Area Based Priorities

The following priorities have been identified for the six areas of the district.

Trent	No.	Priorities	Calsthor
	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	

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

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

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	

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