



CAI.28 13/14

Committee: Challenge and Improve

Date: 3<sup>rd</sup> December 2013

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**Subject: Corporate Plan Refresh 2013 - 2017**

Report by:

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Purpose / Summary:

To review the work undertaken to refresh the Corporate Plan and review the corporate priorities.

**RECOMMENDATION(S):**

- 1. Members to consider the content of the template to establish if proposed activity will be sufficient to meet their original revised Corporate Plan priorities.**
- 2. Members to consider for inclusion in the revised Corporate Plan the additional priorities identified by officers/service areas.**
- 3. Members to advise of any further priorities they would like to be included in the revised Corporate Plan.**

**IMPLICATIONS**

**Legal:** None from this Report

**Financial:** FIN/43/14 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.
- 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 refreshed each year in order for its relevance to remain intact. This year's refresh will produce a Corporate Plan covering the period 2013 to 2017.
- 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
<b>N.B.</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.

- 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.
- 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; housing and the wider determinants of health (which these contribute to.)
- 3.2 In relation to homelessness, evidence shows that in the past year, the instances of residents presenting themselves as homeless have doubled. This has had an impact on Council budgets as payments for bed & breakfast accommodation have increased. External funding may be available to assist in tackling the problem, but the fear is that if homelessness is not deemed to be a corporate priority then such funding will not be secured.
- 3.3 Where such omissions have been identified, officers have included proposed projects/programmes designed to address the issues they have identified. It is requested that Members consider these additions to establish whether they should be included among the existing priorities.

- 3.4 In relation to homelessness it is proposed that action to remedy the current situation is included within an additional priority 4.3 - Address the wider determinants of health.
- 3.5 The work has culminated in the production of a template (Appendix A) which sets out the themes and associated, priorities, projects, outcomes and measures. It also details lead officers and Members for each of the areas of work. The template will form the basis of Chapter three of the revised Corporate Plan

#### **4 Recommendation**

- 4.1 It is recommended that Members scrutinise the template to assess if proposed activity is sufficient to meet the original priorities.
- 4.2 It is recommended that Members consider the proposed additions made by officers for inclusion among the original priorities.
- 4.3 It is recommended that Members advise of any further priorities they themselves would like to see included in the revised Corporate Plan for 2013 to 2017.

## **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><b>The Current Issues and Challenges</b></p> <p><b>What are we trying to address?</b></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>At present information and data gathered for asset and estate management purposes is scattered across various existing systems which has resulted in inconsistent data multiple copies of similar data, various unmanaged versions and duplications. Such a situation has rendered data unreliable in the terms of accuracy and efficiency restricting the ability to create, manage, maintain and report critical data to assist in strategic decision and cost effective financial decision making. The acquisition of a computer aided asset management system and subsequent input of new data such as stock condition surveys and valuations along with the transfer and verification of existing data, will afford the Authority the opportunity to manage its data more effectively enabling the establishment of meaningful reporting data and performance indicators. The implementation of this system will also provide a means to future proof the Authority with respect to the coalition government's transparency agenda.</p> <p>Summary of opportunity to acquire assets</p> <p><b>Challenge:</b></p>
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#### Key Successes:

- 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.

#### Key Learning:

- 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.

## Priority 1.1 Details Table - Asset Acquisition, Disposal and Management

Objective	Outcome What are the outcomes from this project?	Measures -What measures will we use to make sure that we are getting to where we want to be?	Head of Service	Lead Member
<p><b>To deliver the Empty Homes project.</b></p>	<ol style="list-style-type: none"> <li>1. To reduce the number of long term empty properties</li> <li>2. To provide options and assistance to landlords</li> <li>3. To develop and deliver a selective licensing scheme</li> </ol>	<ol style="list-style-type: none"> <li>1. To bring back into use 75 long term empty properties in 13/14, 75 in 14/15 and 50 from 15 onwards</li> <li>2. To bring back into use 100 properties in the South West Ward of Gainsborough before March 2015.</li> </ol>	G. Lockett	Cllr Parish
<p><b>To deliver the Strategic Land and Property Programme</b></p>	<ol style="list-style-type: none"> <li>1. Maximising the potential of our existing building and land holdings.</li> <li>2. Strategic acquisition of property and land</li> <li>3. Strategic disposal of property and land</li> <li>4. Develop internal and external partnerships to explore and deliver mutual beneficial schemes.</li> </ol>	<ol style="list-style-type: none"> <li>1.               <ol style="list-style-type: none"> <li>a. Increasing capital value of holdings</li> <li>b. Identify land value</li> <li>c. Identify value of buildings</li> <li>d. Capture yield data (yield format to be determined and target to be defined)</li> </ol> </li> <li>2.               <ol style="list-style-type: none"> <li>a. No of opportunities assessed (validation to meet corporate requirements)</li> <li>b. Value added to portfolio</li> <li>c. Funds invested</li> </ol> </li> <li>3.               <ol style="list-style-type: none"> <li>a. Annual review of all land and property holdings</li> <li>b. Reassess disposal portfolio.</li> <li>c. Progress against currently identified disposal schedule</li> </ol> </li> <li>4.               <ol style="list-style-type: none"> <li>a. Develop and maintain stakeholder analysis register</li> <li>b. Develop &amp; Support open communication processes and procedures</li> </ol> </li> </ol>	G. Lockett	



<b>To deliver a full review of the Council's property assets.</b>	<ol style="list-style-type: none"> <li>1. Councils Property Assets identified and loaded onto new web based management system.</li> <li>2. Conditions surveys conducted on the Councils Property assets</li> <li>3. Use data to determine future usage of each asset</li> <li>4. Implementation of new computer aided asset management system</li> <li>5. To report accurately and consistently on commercial property.</li> </ol>	<ol style="list-style-type: none"> <li>1. Asset register verified by March 2014</li> <li>2. All surveys to be conducted and entered onto new web based management system by Aug 2014</li> <li>3. Verify asset management strategy by October 2014</li> <li>4. New system to be in place and functional by Jan 2014</li> <li>5. Delivering reports on demand.</li> </ol>	G. Lockett	
<b>Gainsborough Town Centre Development</b>	To deliver new commercial development which will expand the leisure offer in Gainsborough town centre, to include a new hotel, restaurant and other recreational facilities to support the evening economy	<ol style="list-style-type: none"> <li>1 Old Guildhall demolition completed by end of December 2013</li> <li>2 Gainsborough Town Centre development landscape completed for the old Guildhall site by April 2014</li> </ol>	G. Lockett	

**Theme 1: Prosperous and Enterprising District**  
**Priority 1.2: Job creation, NEETS and apprenticeships**

<p><b>Case study</b></p> <p>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.</p>	<p><b>The Current Issues and Challenges</b></p> <p>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.</p> <p>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.</p>
<p><b>Key Success:</b></p> <ul style="list-style-type: none"> <li>• Apprenticeship Day – 96 attendees with 12 organisations represented</li> <li>• Skills Fair – 193 attendees with 32 organisations represented</li> <li>• New garden centre in Glenthams (The Willows) created 40 jobs</li> <li>• West Lindsey 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.</li> </ul>	<p><b>Key Learning:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>

## Priority 1.2 Details Table - Job creation, NEETS and apprenticeships

Objective	Outcome	Measures	Lead Officer	Lead Member
<b>Career Development and Skills Fairs</b>	To deliver a programme of skills fairs to promote training and employment opportunities available in the local area, addressing unemployment, skills and youth retention agenda	<ol style="list-style-type: none"> <li>1 To increase by 12% the number of organisations participating in skills event by end of March 2014.</li> <li>2 Increased number of people attending skills events by 5%</li> </ol>	G. Lockett	
<b>Universal Credit Pilot</b>	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"> <li>1 95% of new Housing benefit claims processed within 15 days by 31<sup>st</sup> March 2014.</li> <li>2 The numbers able to self-serve should increase by 50% during the pilot by 31<sup>st</sup> March 2014.</li> </ol>	A. Robinson	Cllr Welburn
<b>Talent Match Programme</b>	A programme to target disengaged young people within Gainsborough South West Ward to provide them with training, work and life skills	<ol style="list-style-type: none"> <li>1 Targeted outreach and 1:1 support for 370 unemployed young people.</li> <li>2 170 young people engaged with the bespoke services gaining improved confidence and personal or employability skills.</li> <li>3 80 work placements made available through staff volunteering, gift in kind, work experience or recruitment with local employers.</li> <li>4 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 SW Ward).</li> </ol>	WHO?	
<b>Business Skills and Employment Programme</b>	<ol style="list-style-type: none"> <li>1. Work with partners to map and promote training and employment support opportunities available to the local business community, including apprenticeships</li> <li>2. Seeing is Believing visits undertaken in partnership with skills providers to promote opportunities</li> </ol>	<ol style="list-style-type: none"> <li>1 20 businesses assisted with apprenticeships, training placements and work experience enquiries by end of March 2015.</li> <li>2 Visits completed in partnership with training providers over 12 month period by the end of March 2015.</li> <li>3 Follow up contact with agencies to ascertain take-up of training and employment support (target of 50% total)</li> </ol>	G. Lockett	

Objective	Outcome	Measures	Lead Officer	Lead Member
	3. Promote training and employment support opportunities available to businesses through relevant agencies and via website	businesses assisted taking on apprentice/employment/training scheme by end March 2015).		
<b>Employee Training Scheme – Engineering and Manufacturing</b>	To deliver bespoke training solutions to meet skills gaps within the engineering and manufacturing sector.	1 No of businesses engaged in programme – target of six businesses engaged by January 2014. 2 No of employees receiving training – target 12 employees by April 2014.	G. Lockett	

## Theme 1: Prosperous and Enterprising District

### Priority 1.3: Open for Business

#### Case study

#### 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 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 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
<b>Growth Marketing</b>	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"> <li>1 Inward Development Marketing Strategy completed by August 2014</li> <li>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.</li> <li>3 More specific measures will be derived from the above baseline data (new housing/commercial development (types, floor space, investment, jobs).</li> </ol>	G. Lockett	
<b>Business Relocation and Existing Site Development Programme</b>	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 – <b>How many?</b>	G. Lockett	
<b>Gainsborough Masterplan</b>	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"> <li>1 Final draft of the Gainsborough Masterplan completed and approved by end of April 2014.</li> <li>2 Amount of commercial floor space delivered (<b>xxx</b>) by 2016.</li> <li>3 Commence delivery on first new neighbourhood by March 2015.</li> </ol>	G. Lockett	
<b>Seeing is Believing</b>	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.	<ol style="list-style-type: none"> <li>1 25 business visits completed by end of March 2015.</li> <li>2 25 reports produced as a result of the visits summarising key issues and agreed actions with the business.</li> </ol>	G. Lockett	
<b>Food Matters (agri-food programme)</b>	A suite of interventions aimed at developing the agri-food sector: <ol style="list-style-type: none"> <li>1 Mapping the agri-food sector.</li> </ol>	<ol style="list-style-type: none"> <li>1 One initial report containing key findings and recommendations for the sector completed by end</li> </ol>	G. Lockett	

Objective	Outcome	Measures	Lead Officer	Lead Member
	<ul style="list-style-type: none"> <li>2 Seeing-is-believing visits involving other businesses to share best practice</li> <li>3 One-to-one support.</li> <li>4 Workshops and training.</li> </ul>	<ul style="list-style-type: none"> <li>of April 2014.</li> <li>2 Visits arranged and held at businesses premises by end of March 2014.</li> <li>3 14 businesses engaged with the Agri-food Skills Development programme by end of March 2014.</li> <li>4 Two training events delivered as a result of identified skills needs by end of March 2014.</li> </ul>		
<b>Tourism Sector Development Programme</b>	<ul style="list-style-type: none"> <li>1 A suite of projects to develop the Tourism sector.</li> <li>2 Tourism Summit, workshops and individual visits to promote opportunities, develop intelligence and identify needs.</li> <li>3 Marketing &amp; website development.</li> <li>4 Wolds visitor package.</li> <li>5 Scampton Aviation Heritage Project (LCC).</li> <li>6 Aviation Heritage Trail.</li> </ul>	<ul style="list-style-type: none"> <li>1 Increased number of visitors by 1% (from 2m to 2.02m) by 2015.</li> <li>2 Increased value of visitor spend by 3% ( £93m to £95.8m) by end of 2014.</li> <li>3 Two per cent increase in number of people employed in the tourism sector by end of 2014.</li> </ul>	G. Lockett	
<b>Town Teams</b>	<ul style="list-style-type: none"> <li>1 Support private-sector led Town Teams in Gainsborough, Market Rasen and Caistor.</li> <li>2 Delivery of programme of measures determined by respective partnerships, utilising High Street Innovation Fund (HSIF)and Portas Pilot (PP) resources.</li> </ul>	<p>Gainsborough:</p> <ul style="list-style-type: none"> <li>1 Ten existing businesses assisted through grant funding during life of project.</li> <li>2 Ten new businesses assisted through grant funding during life of project.</li> <li>3 One new signage project undertaken in 2014.</li> <li>4 Specialist events in 2014 in the town centre.</li> <li>5 One town tidy up in 2014.</li> </ul>	G. Lockett	
<b>Business and Development Funding</b>	<ul style="list-style-type: none"> <li>1 Mapping, identification and promotion of key funding opportunities via web portal, business visits and events.</li> <li>2 Securing appropriate funding to kick-</li> </ul>	<ul style="list-style-type: none"> <li>1 No. of businesses assisted with funding enquiries (signposting and support) baseline to be established by March 2014.</li> <li>2 Amount of LCC/LEP funding</li> </ul>	G. Lockett	

Objective	Outcome	Measures	Lead Officer	Lead Member
	start new development opportunities and address market failure.	<p>secured by organisations in West Lindsey – new measure baseline to be established during 2014.</p> <p>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.</p>		
<b>Workspace Provision</b>	Research and identify gaps in workspace provision; to seek opportunities to address these gaps, making use of appropriate assets to develop new provision.	<p>1 New project; measures to be confirmed as part of research stage. Will include:</p> <ul style="list-style-type: none"> <li>• Value of funding secured</li> <li>• Area of floor space developed &amp; location</li> <li>• No of businesses assisted</li> </ul>	G. Lockett	
<b>Former MoD Business Support Programme</b>	<ol style="list-style-type: none"> <li>1 Individual business visits to promote opportunities, develop intelligence and identify business needs.</li> <li>2 Delivery of workshops and training to enhance knowledge and skills of key businesses across ex MOD sites.</li> <li>3 Branding and marketing of sites to enable a collective approach to the promotion of commercial areas.</li> </ol>	<ol style="list-style-type: none"> <li>1 Nine businesses assisted through one to one support by end of June 2014.</li> <li>2 Training workshops delivered with a minimum of 12 individuals up-skilled by end of June 2014.</li> </ol>	G. Lockett	



## **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 sparcity 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><b>To deliver the Rural Broadband project</b></p>	<ol style="list-style-type: none"> <li>1. An investment is in place to deliver the Corporate Priorities (Objectives and Outcomes)</li> <li>2. Increase the percentage of West Lindsey covered by super-fast broadband from BDUK projected target of 73% by 2015 to 100% by 2014.</li> <li>3. To deliver the Village Hall Broadband project by 31/03/14</li> </ol>	<ol style="list-style-type: none"> <li>1. Progress through the project development stages.</li> <li>2. Conditions of the Loan and Contract Management Procedures are in place.</li> <li>3. Percentage of total population covered by high speed broadband by 2014.</li> <li>4. Percentage of population covered by greater than 10mbps to 24mbps of the 27% not to be covered by BDUK with FTTC by 2014.</li> <li>5. Percentage of citizens regularly using the internet to access services online.</li> <li>6. WLDC staff are utilising the hotspots (identified areas and frequency).</li> <li>7. Budget - under spends and overs spends are eradicated.</li> <li>8. 100% of Village Halls and Community Buildings approved on the delivery plan have a minimum of 10 mbps broadband speed.</li> </ol>	<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: West Lindsey is 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.

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

**Theme 2: An Accessible and Connected District**  
**Priority 2.3 Mobile accessibility**

<p>Case study</p>	<p><b>The Current Issues and Challenges</b></p> <p>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 have launched the £150m Mobile Infrastructure Project (MIP) The project will look to install new mobile masts in areas that will best tackle this problem.</p> <p>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.</p> <p>Challenges: Siting new masts in West Lindsey’s rural areas without impacting on the landscape and areas of natural beauty without attracting heavy challenges. 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.</p>
<p><b>Key Success:</b></p> <ul style="list-style-type: none"><li>Engaged market for technical solutions around communications and have gained experience in this field.</li></ul>	<p><b>Key Learning:</b></p> <ul style="list-style-type: none"><li>Ensure wide stakeholder/market engagement in a technically complicated area to identify a wide-range of potential solutions</li><li>Determine project outcomes and key project stages at the outset in order to ensure speedier delivery.</li></ul>

**Priority 2.3 Details Table - Mobile Connectivity**

Objective	Outcome	Measures	Lead Officer	Lead Member
<p><b>To facilitate the delivery of an improved mobile phone infrastructure across the District and reduction of ‘not-spots.’</b></p>	<ol style="list-style-type: none"> <li>1. To establish the current coverage/lack of coverage of mobile connectivity across the district.</li> <li>2. To establish likely improvements from mobile providers in the next few years for the district.</li> <li>3. To establish options to increase mobile phone access in rural areas.</li> <li>4. To understand what technical solutions may be available to us.</li> </ol>	<ol style="list-style-type: none"> <li>1. 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.</li> </ol>	<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 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 31<sup>st</sup> 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
<b>Deliver a WLDC solar PV farm of 2MW – 5MW in the district. Grid connection by Autumn 2014.</b>	<p><b>1. Financial benefit</b> – generation of renewable energy would provide an income stream for the Council. Income generated from day one and guaranteed by the Government for a 20 year period through the FIT (unlike other commercial projects where we would have to build and maintain a market share).</p> <p><b>2. Environmental benefit</b> – show community leadership by helping to deliver legally-binding national targets to reduce greenhouse gas emissions and to generate more electricity from renewable energy. A 5MW capacity solar farm likely to save more than 2,300 tonnes of CO2 and generate enough electricity to power more</p>	<p>Financial benefit of a solar power plant is a function of its income and costs therefore:</p> <p><b>Income measures</b></p> <ol style="list-style-type: none"> <li>1) electrical output of a solar park</li> <li>2) Sale of electricity</li> <li>3) incentive payments such as those under FITs.</li> </ol> <p><b>Cost measures</b></p> <ol style="list-style-type: none"> <li>1) capital cost,</li> <li>2) associated financing and repayments</li> <li>3) operating costs including maintenance and insurance</li> </ol> <p>1) Planning approval granted</p>	G. Lockett	Cllr Howitt-Cowan

	<p>than 1,000 homes. Solar farms generally considered to have less environmental impact than other forms of renewable energy, such as wind power.</p> <p><b>3. Economic &amp; community benefit</b> –could be wider economic benefits, for example use of local suppliers during the construction phase. There are currently no other publicly operated solar farms except Cornwall, therefore there is an opportunity to include educational activities as part of the scheme.</p>	<p>2)CO2 savings estimate  3)% renewable energy used by WLDC  4)KWh solar energy generated in WLDC</p> <p>1) Jobs created during construction phase  2) Educational facility delivered  3)Number of visitors to educational facility</p>		
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## 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 Lincolnshire has been higher than forecast.

#### 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
- Working with housing associations and local charities.

### Priority 3.2 Details Table - Drive down Waste and support rural initiatives

Objective	Outcome	Measures What measures will we use to make sure that we are getting to where we want to be?	Lead Officer Jeanette McGarry	Lead Member Cllr Lewis Strange
<b>New WLDC Waste Strategy by April 2014</b>	The new waste strategy aims to ensure the Council's resources within this service are maximised to promote local recycling and positive end use of the waste collected within our district. The Strategy will include how the Council can promote local community involvement and solutions to reducing waste and present an increased focus on re-use and waste minimisation, improved efficiency and customer satisfaction.	<ol style="list-style-type: none"> <li>Measures to be identified in waste strategy after appropriate Community engagement and consultation.</li> <li>National targets include 50% recycling by 2020.</li> </ol>	A. Selby	
<b>Reduce cost of waste collection through efficiency or increased levels of income</b>	The Council is looking to help provide entrepreneurial solutions to help the business community recycle more and recover value from its waste.	<ol style="list-style-type: none"> <li>National and local benchmarking of data for commercial waste.</li> <li>Higher number of businesses engaged.</li> <li>High level of satisfaction with service.</li> <li>Reduced cost of service.</li> </ol>	A.Selby	
<b>Reducing Community Energy Costs through participation in the Lincolnshire Collective Switching Scheme.</b>	<ol style="list-style-type: none"> <li>To reduce energy bills for domestic customers.</li> <li>To reduce fuel poverty across the District.</li> <li>To provide assistance to vulnerable customers to enable them to switch providers.</li> </ol>	Measures yet to be finalised but should include: <ol style="list-style-type: none"> <li>No. of registrants.</li> <li>No. of switchers.</li> <li>Monetary value of net savings across the District/Lincolnshire.</li> </ol>	S. Fysh	
<b>Local Plan for Central Lincolnshire</b>	<ol style="list-style-type: none"> <li>The delivery of 42,500 houses across central Lincolnshire by 2013, including 10,000 in Gainsborough and around 4,500 in the rural area of the district.</li> <li>The delivery of 25 ha of employment land by 2031 across the District.</li> </ol>	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	
<b>Neighbourhood Planning</b>	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	S. Fysh	

		plan.		
<b>Eco-housing Project Investment - Lincolnshire Showground</b>	<ol style="list-style-type: none"> <li>1. To deliver a high profile, exemplar scheme of 18 new eco-homes (CSH level 6) on Lincolnshire Showground.</li> <li>2. Delivery of 18 new eco-homes as an exemplar development.</li> <li>3. Potential purchase of one home as a holiday home and as a showcase for key construction, planning and building control events.</li> <li>4. Return on investment.</li> </ol>	<ol style="list-style-type: none"> <li>1. 18 new homes delivered by partner organisations by April 2015.</li> <li>2. Further measures will be determined if WLDC decides to proceed with eco-home purchase.</li> </ol>	G. Lockett	
<b>Riseholme College Redevelopment &amp; Relocation</b>	Delivery of new college facilities on Lincolnshire Showground by September 2015.	<ol style="list-style-type: none"> <li>1. Area of new commercial floorspace (awaiting planning application details)</li> <li>2. No of jobs safeguarded (awaiting details)</li> <li>3. £ investment secured (awaiting information) <b>HOW MUCH?</b></li> </ol>	G. Lockett	

## **Theme 4: Active and Healthy**

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

**Theme 4: Active and Healthy Citizens and Communities**  
**Priority 4.1: Community Action and Volunteering**

<p>Case study</p>	<p><b>The Current Issues and Challenges</b></p> <p>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.</p> <p>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.</p> <p>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 more difficult to access. By working with communities and partners we will make sure that services meet community need.</p> <p>Challenges:</p> <ol style="list-style-type: none"> <li>1. To ensure all sections of the community have access to opportunities for volunteering and community action,</li> <li>2. To build a culture of community enterprise that can capitalise on this voluntary effort on behalf of local people,</li> <li>3. To support the parish and town councils whose governance is least developed,</li> <li>4. To provide support to elected councillors to fulfil their community leadership roles,</li> <li>5. To ensure that the opportunity for external funding is maximised.</li> </ol>
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<p><b>Key Successes:</b></p>	<p><b>Key Learning:</b></p>
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	<p>Key Learning:</p> <ul style="list-style-type: none"> <li>• We have learnt that independent community development support is vital if communities are going to respond to the challenges they face.</li> <li>• 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.</li> <li>• Better understanding of the ways the council can invest in local needs refreshing businesses to achieve its objectives – especially around improving</li> </ul>



## Priority 4.1 Details Table - Community Action and Volunteering

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

With the responsibility for Public Health now residing with Local Authorities, West Lindsey District Council has an even more important role to play. The Lincolnshire Joint Health and Wellbeing Strategy sets out overarching priorities to be addressed and the West Lindsey Health and Wellbeing Strategy provides focus on key local issues. West Lindsey District Council is ideally positioned to make significant contribution to the health and wellbeing of local people and is able to influence many determinants of health.

The District has noticeable health inequalities with rates of obesity, cancer and life expectancy being significantly worse in some wards. 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.

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. These communities are isolated due to their location, suffer from a lack of public transport, lack of local amenities such as shops, community facilities and pubs in some areas, resulting in high levels of deprivation.

Gainsborough East, North and South West Wards are among the most deprived in the country, with 31% of children living in poverty. Health problems such as obesity, cancer and coronary heart disease are significantly higher than the average population of West Lindsey. High unemployment, low skills and low wages represent a real concern and compromise health, life choices and opportunities.

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 the MOD disposal policy.

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

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

Objective	Outcome	Measures What measures will we use to make sure that we are getting to where we want to be?	Lead Officer	Lead Member
<b>Support people to choose a healthier lifestyle</b>	Greater number of people choose healthy lifestyle options	<ol style="list-style-type: none"> <li>1. Minimum of 200 people accessing Health Trainer Programme with 60% of those achieving/part achieving their personal health plan goals.</li> <li>2. Minimum of 750 people commencing GP Exercise Referral Scheme with 70% completing the programme.</li> </ol>	C. Allen	Cllr Bardsley
<b>Support people to increase their physical activity</b>	<ol style="list-style-type: none"> <li>1. Co-ordinated and strategic approach to the delivery of leisure across the District.</li> <li>2. Establish West Lindsey Leisure Partnership.</li> <li>3. Develop shared action plan based on priorities.</li> <li>4. Agree strategic approach to activity planning.</li> <li>5. Attract external funding to provide sports co-ordinator posts.</li> </ol>	Measures to be determined across the partnership commencing with first meeting on 21 <sup>st</sup> November 2013.	C. Allen	Cllr Bardsley
<b>To deliver coordinated support with partners to address social inequality in priority neighbourhoods.</b>	Strong, dynamic and resilient communities where people want to live.	<ol style="list-style-type: none"> <li>1. Refresh of Ex MOD Action Plans by March 2014.</li> <li>2. Increase the numbers of Street audits by 20% by March 2015.</li> </ol>	J. Riddell	Cllr Rodgers
<b>Improve health &amp; wellbeing of families with young children</b>	Families with young children have access to a number of high quality support services that support health and wellbeing.	<ol style="list-style-type: none"> <li>1. Develop partnership and project plan to take West Lindsey Children Centres through the Baby Friendly accreditation process by March 2014.</li> <li>2. First Children Centre in West Lindsey becomes Baby Friendly accredited by March 2016.</li> <li>3. Number of Children Centres in West Lindsey receiving Baby Friendly accreditation by 2017.</li> </ol>	C. Allen	Cllr Bardsley

<b>Support those living with dementia</b>	Communities are more aware of dementia and how to support those living with the condition.	<ol style="list-style-type: none"> <li>1. Establishment of a West Lindsey Dementia Alliance by September 2014.</li> <li>2. Number of local people trained as 'Dementia Friends' by 2015.</li> <li>3. Number of public facilities (e.g. shops, pharmacies, libraries etc) signed up to Dementia Friendly communities initiative by 2015.</li> </ol>	C. Allen	Cllr Bardsley
<b>Develop understanding of the health and wellbeing needs within priority neighbourhoods</b>	Development of a robust evidence base of health needs within priority neighbourhoods enabling resource to be appropriately directed to have greatest impact	<ol style="list-style-type: none"> <li>1. Develop research proposal and research strategy by June 2014.</li> <li>2. Research data collection phase completed by Jan 2015.</li> <li>3. Publication of research findings by June 2015.</li> </ol>	C. Allen	Cllr Bardsley

## Theme 4: Active and Healthy Citizens and Communities

### Priority 4.3 Address the wider determinants of health

Case study	<p><b>The Current Issues and Challenges</b></p> <p>Issues: Homelessness is a significant wider determinant of health and is an increasing issue. Alongside this, 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. It is also recognised that improving poor housing conditions greatly contributes to health improvement.</p> <p>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.</p>
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Key Successes:	Key Learning:
<ul style="list-style-type: none"><li>Lead authority for Lincolnshire Homelessness Strategy (2012-2016)</li></ul>	

## Priority 4.3 Details Table - Address the wider determinants of health

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

Theme 5

Organisational Transformation

**“The Entrepreneurial Council “**



## Theme 5: Organisational Transformation

### Priority 5.1 Efficiency

#### 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

**Issue:** In the current financial climate with significant reductions in funding we need to ensure that across all service areas we are delivering services that provide value for money and are meeting the needs of our residents and where possible generate income. 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.

**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 district 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.

#### 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 with Bassetlaw DC have been delivered which has provided officers with new skills.

#### Key Learning:

- To understand the comparative costs of service delivery
- To actively engage Members

## Priority 5.1 Details Table - Efficiency

Objective	Outcome	Measures	Lead Officer	Lead Member
<b>To deliver the In-Depth Business Review Programme</b>	To realise improvements in service performance and reduction in bottom line through income and efficiencies.	By March 2014, each service area has scoped and set targets for income generation and savings which have been approved by CMT.	A. Reeks	
<b>To deliver the Finance Matters Programme of work</b>	<ol style="list-style-type: none"> <li>1. A sustainable budget to cover the period April 2014 to March 2017.</li> <li>2. Increased income including Council Tax and Business rates.</li> <li>3. Robust financial controls in place and adhered to, evidenced through compliance with the Council's Financial Regulations and Contract Procedures.</li> </ol>	<ol style="list-style-type: none"> <li>1. To increase Budget Manager satisfaction with new process by 10% from previous baseline.</li> <li>2. Enhance Member satisfaction with report presentation.</li> <li>3. Enhance Member understanding of their role by March 2014.</li> <li>4. An accurate six month prediction of year-end financial position.</li> <li>5. CFO satisfaction.</li> </ol>	R. Stone	