



Council
3 September 2012

Subject: Corporate Plan Refresh

Report by:

Chief Executive

Contact Officer:

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Purpose / Summary:

The purpose of this report is to present the refreshed Corporate Plan and two summary documents to Council for approval.

RECOMMENDATION(S):

1. That Council approve the Corporate Plan (appendix 1)
2. That Council approve the leaflet version of the Corporate Plan (appendix 2)
3. That Council approve the Corporate Plan summary document (appendix 3)

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 : None arising from this report
*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 key corporate document which outlines the priorities for the Council and the district over the next four years.
- 1.2. The plan was approved in September 2011 and this report presents the first annual refresh at appendix 1.
- 1.3. The Corporate Plan presents the vision for West Lindsey and identifies future priorities and outcomes which are based on evidence of assessments, surveys and key statistics such as deprivation and rural accessibility.
- 1.4. It also gives details for how we will monitor and review delivery to priority areas.
- 1.5. The plan has been considered by the Prosperous Communities Committee, the Policy and Resources Committee and the Challenge and Improvement Committee and the feedback has been incorporated in this final version.

2. Corporate Plan Refreshment

- 2.1. Since the approval of the Corporate Plan in September 2011, the management team have undertaken a review of the priorities and the progress made against each area.
- 2.2. Changes have been made based on an improved evidence base developed through closer working with our communities and partners since the plan was first approved.
- 2.3. The Corporate Plan is presented at appendix 1, a summary version at appendix 2 and a shorter leaflet version at appendix 3.

3. Changes to the format of the Corporate Plan

- 3.1. The refreshed Corporate Plan includes the following improvements:
 - a. Addition of an achievement section on pages 17 and 18
 - b. Addition of an equalities table on page 68
 - c. Changes to the delivery tables to provide clearer objectives and allocated lead officers.

4. Corporate Plan Priorities

- 4.1. The Corporate Plan priorities for the next four years have been identified as:

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

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

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

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

Priority 1.4: Customer focused, public sector business improvement

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.

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

Theme 3: A prosperous and enterprising district

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

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

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

Theme 4: Active, healthy and safe citizens and communities

Priority 4.1: An active and healthy population

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

Priority 4.3: Safe and secure communities

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.

Priority 5.2: A sustainable financial position supported by customer focused value for money services

Priority 5.3: A sustainable financial position supported by a commercial approach to delivering outcomes

4. Monitoring and Review

4.1 Committees will continue to receive regular reports monitoring delivery of programmes and performance measures.

West Lindsey District Council

Corporate Plan

2012 - 2016



Version: Version 7
Date: 20th August 2012

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Foreword

Welcome to the Corporate Plan. This is the second year of a four year term for the Conservative Group following the move to all out elections in 2010.

This plan is a refresh of the 2012 to 16 Corporate Plan, approved last September by full Council. In the last plan we said our focus would be on changing the way we work to become more 'area focused' in line with the localism act. To support this, we have reorganised our staff to take on a higher area focus to make sure we have the capacity and capability to deliver the Corporate Plan. We have introduced area management teams as part of the reorganisation to support area working. As part of this approach a number of Area Summits were held to find out at a local level what really matters and what we need for sustainable communities. Over the next two years we will build on our partnerships to continue our focus on helping local people to shape their communities.

Also on the agenda last year was a focus on tackling the housing needs of families and young people with particular emphasis on first-time buyers and creating homes of high-quality design construction standards. We have undertaken a lot of research this year into the causes of empty homes and are currently engaging with a range of providers on ways that we can tackle this problem throughout the district, while adding further social value.

This is also the second year, since the announcement of grant reductions in the 2010 Comprehensive Spending Review, that we have set a balanced and sustainable budget without compulsory staff redundancies which is an excellent achievement by all.

Also this year we have done a lot of work to understand our commercial capabilities as part of our drive to be the Entrepreneurial Council. We have developed the skills of our staff and members to challenge the way we work and have plans in place for the next four years to drive through efficiencies into our services through in-depth business reviews. These reviews will look at the need to deliver services, who is best placed to deliver, driving efficiencies in process and contracts and where possible, providing differentiated services to our customers.

We are still in uncertain economic times and there are a lot of changes still coming our way such as the Local Government Finance Bill. This will look at localising business rate retention, council tax support and exemptions and our future grant settlements. This is all in the name of decentralisation and enabling councils to help shape the economic future of their areas. We see the introduction of this and other legislation as a challenge and an opportunity. We intend to embrace the changes with a positive outcome focused and with an entrepreneurial mind-set.



Manjeet Gill
Chief executive

A handwritten signature in black ink, appearing to read 'Manjeet Gill'.



Burt Keimach
Leader of the Council

A handwritten signature in black ink, appearing to read 'Burt Keimach'.

Executive Summary

Purpose of the Corporate Plan

The Corporate Plan outlines our priorities for 2012 – 2016. It sets out, the outcomes that we want, our approach, values, governance and the performance management framework arrangements to make sure we resource and deliver our objectives.

The priorities identified are based on evidence of need for change, officers' professional opinions, the aspirations of elected members obtained from councillor workshops, citizen/customer feedback about the district and evidence of the local economy.

It will act as a key document to ensure elected members, management and officers understand the focus of resources allocated to various areas. It will make sure everyone is working together towards delivering the same corporate outcomes.

This document will be backed by detailed action plans showing specific actions, lead officers and performance targets, and a short summary for the public showing what we do, our performance and how we will help improve the district.

Chapter One – National and Local Context – This chapter highlights the national scene in terms of changes such as new legislation, finances and technology. It also explains what this means at a local level and the focus of key partners such as the county council, neighbouring councils, police, NHS, the voluntary sector and parish councils.

Chapter Two – Our Approach - This chapter outlines the strategic approach, which guides the way we deliver services. This includes a definition of an entrepreneurial council, a green council for a green district, community action and neighbourhood working. It also outlines the values and behaviours that guide the way we work and develop relationships.

Chapter Three – Priorities and Key Themes - This chapter outlines the five key themes under which our work will be focused. Each theme has a number of priorities and each will have specific outcomes and objectives for the next four years.

Chapter Four – Governance and Performance Management - This chapter outlines arrangements for governance, monitoring the delivery of the priorities set and the performance management responsibilities of different committees (greater detail of the role of members, officers and democratic structures are given in the constitution).

Chapter Five – Managing risks - This chapter details our arrangements for effective risk management.

Chapter Six – Communication of the Plan – This chapter covers how we intend to communicate the Corporate Plan and our delivery of it.

1. Chapter One - National and Local Context

1.1. Chapter Contents

This chapter highlights the national and local climate and changes and what this means for the council, our communities and partners.

1.2. National Context

Local government faces a period of significant change driven both by the current financial climate and the coalition government's plans to reform public services, as set out in the [Open Public Services White Paper](#).

The economic forecast is for continued stagnation and a lack of growth. The effects of this and continuing uncertainty in the Euro-zone will have an effect on the local economy and our ability to influence its development and growth.

With major Government spending reviews taking place and the protection of certain areas of public spending, it is almost certain that the amount of funding for Local Government will reduce further and we will have to make difficult financial decisions in the future. This means that we will be working more closely with our partners and communities; looking at how we can make sure we are able to use our resources to deliver the priorities in this plan. We will make sure we continue to model likely funding scenarios and base our decisions on providing the right level and type of services and investments with considerations of co-production and co-delivery.

The key messages from the [Coalition Government](#) for Local Government are that there is a drive to decentralise power as far as possible; reinvigorate accountability; democracy and participation (including transparency); support and incentivise local sustainable growth; meet people's housing aspirations and put communities in charge of planning.

The [Localism Act](#) which became law in November 2011 provides many measures that shift power from Central Government back to individuals and communities. These include measures to reform the planning system, improve community empowerment, change social housing policies and provide the rights to bid to buy local assets of community value and to take over the running of local services. The Act also introduces the General Power of Competence which allows us to do anything that we are not prevented from doing by law.

There are many other Acts and Bills which follow the theme of decentralisation and increasing local accountability. These include:

1. The [Local Government Finance Bill](#) 2012 which proposes to introduce measures to enable us to be more in control of local economic growth, including the local retention of business rates and localised council tax support.
2. The [Police Reform and Social Responsibility Act](#) which makes greater accountability through locally elected police commissioners and local police and crime panels,
3. [Health and Social Care Act](#) which abolishes primary care trusts and passes commissioning powers and responsibility to GPs,
4. The [Public Bodies Bill](#) which provides ministers with the powers to abolish or reform public bodies and has led to the demise of the Regional Development Agencies and the creation of Local Enterprise Partnerships.

Additionally, the [Welfare Reform Act 2010-12](#) introduces a 'Universal Credit' to replace existing means tested benefits aimed at improving the incentive to work and simplify the benefits system. The Act also sees the replacement of the Disability Living Allowance and a restriction to the amount of housing benefits and overall benefits.

Whilst these changes address principles of localisation, there are risks in how the policies are implemented by Central Government and how we understand and effectively implement changes. Equally there are opportunities and our approach as an Entrepreneurial Council is to capitalise on these.

1.3. Local Context

Local Economic Outlook - The county assessment shows local businesses are more optimistic about their prospects, expecting profitability and turnover to grow over the next 12 months. Difficulty in getting business loans and increasing prices in raw materials are seen as the greatest challenges. Despite this, an increasing number of businesses are proposing to take on apprentices. Unemployment in the county is set to fall, but the proportion of young people out of work is set to rise, currently at 34% compared to the national figure of 30%.

Supporting Growth - Through the [Greater Lincolnshire Local Enterprise Partnership](#) (LEP), businesses and local authorities have renewed their commitment to work together to make a step change to deliver prosperity through growth. The “Prospectus for Action” for the LEP is based around three priority areas: Sustainable Rural Communities, Greater Lincolnshire Resource Strategy, Sub-Regional Economic Driver. The LEP are encouraging developers with stalled sites to apply for a share of the £420m Get Britain Building Fund administered by the Homes and Communities Agency. There is also a £9m fund available across the LEP area from the Growing Places Fund to get stalled sites moving again by investing in and unlocking infrastructure such as utilities, broadband and highway improvements. Additionally, Lincolnshire County Council has a £57m project (West Lindsey is contributing between £300k to £500k) under the Broadband Delivery UK (BDUK) Project. This is to provide superfast broadband in the county by working with suppliers and local communities.

The Core Strategy - The City of Lincoln, North Kesteven District and West Lindsey District in partnership with Lincolnshire County Council, have joined together to form the Central Lincolnshire Joint Strategic Planning Committee and a Joint Planning Unit. This is to prepare a joint development plan (Core Strategy) for the area (collectively known as Central Lincolnshire). The Joint Core Strategy will set out an overall approach to growth and development over the next 20 years and will be used as a basis for assessing planning applications for new developments.

The Health Agenda - Under the [Health and Social Care Act](#), Health and Wellbeing Boards must be set up by July 2013. The aim is to improve the lives of local people by making it easier for health and adults and children’s social care to plan and buy better services together - known as ‘joint commissioning’. A shadow Health and Well-being Board has been set up in Lincolnshire. Services will be focused on meeting the needs that are identified from the [Joint Strategic Needs Assessment \(JSNA\)](#). A JSNA report is produced every year and this is used by the Shadow Board to write a [Joint Health and Wellbeing Strategy](#) (JHWS).

The Localism Agenda – West Lindsey District Council has reorganised the way we work to focus on supporting the different areas of the district. This is to ensure streets, neighbourhoods, communities, villages and towns have a stake in providing for their own needs and decisions which affect them. This means decisions about the allocation of resources, policies and programmes are taken as close to those affected as possible. We have appointed six community action officers who will work with local people, local representatives and local groups to make sure the right services are provided in each community. We have created a number of community funds with a total investment commitment of £1.5 million to support this agenda.

Addressing the cuts in funding – Over the last year through savings, efficiencies and additional income, we have managed to deliver the net budget reductions required for a balanced budget for 2012 -13. We recognise the need in the current climate for a more commercial focus to reduce our reliance on external grants. We are currently developing a commercial strategy which will help us to understand how to take advantage of opportunities and investments, to deliver our services in a more entrepreneurial manner.

2. Chapter Two – Our Visions, Values and Approach

2.1. Chapter Contents

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

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

2.2. Our Visions, Values and Approach

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

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

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

2.3. Our Approach Explained

2.3.1. Accountable Leadership

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

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

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

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

This requires as a minimum:

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

Councillors have a key role to play in representing their communities and for the successful delivery of services and therefore, effective officer/member relationships are essential.

Communities can be at any level, such as a street, a neighbourhood, a village or town or it could be a community of interest.

The approach outlined above, supported by West Lindsey's leadership role underpins our approach to localism.

2.3.3. Localism

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

This supportive infrastructure includes:

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

2.3.4. Innovation and Technology

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

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

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

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

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

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

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

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

2.3.5. The Entrepreneurial Council

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

Examples so far include:

- Achieving more with a reduced Revenues and Benefits Service whilst satisfying a higher demand, and costing £150,000 less.
- Generating renewable energy through solar panels, reducing both our carbon footprint and substantial savings in electricity bills.

2.3.6. Characteristics of our Entrepreneurial Approach

The key characteristics of our Entrepreneurial Council approach are:

1. **Greater commercial focus** where all managers understand their finances, seek opportunities to generate income and are innovative in designing new approaches that provide more with less subsidy.
2. **Collaborative and partnership focus** where elected members and managers work with partners to develop more integrated services. This may be:
 - a) Council/public partnership
 - b) Council/social enterprise venture
 - c) Council/private business venture
 - d) Council/community/neighbourhood partnership with councillors and officers working alongside volunteers
 - e) A combination of the above or other innovative approaches.
3. **A greener focus** to reduce our carbon footprint, make efficiency savings and generate income. Conservation and promotion of our natural environment.
4. **An innovative focus**, with a culture that continually learns from best practice; which starts with evidence and the results needed and seeks ideas from frontline staff, members, partners, and local people to get the best solution; considers a range of options to solve problems and takes managed risks in developing new pioneering ways of working.
5. **A learning focus** where we learn from our successes and failures; where we continually develop ourselves and seek out best practice nationally and internationally, this includes providing constructive challenge.

6. **A community action and self-help focus**, where we help communities and citizens to help themselves and encourage other partners and businesses to do the same, our localism work will help to achieve this.
7. **An outcome focus** where we focus on results, based on evidence; where we are specific in targeting resources to the greatest area of need or hotspots, avoiding more generic scattergun approaches and ensuring we can measure the difference made. This relies more on developing our partnerships, corporate and team skills. Performance will be judged on how effectively those skills are applied to deliver results.
8. **A technology focus**, making sure we understand the opportunities the latest technology brings to better target and deliver services, reduce our carbon footprint and deliver income or efficiencies.
9. **An information focus** to ensure better analyse of the data we hold, including making more use of technology around informatics, to design the best interventions and influence partner and/or community actions. Whilst we can all relate to the physical components of ICT, e.g. the servers, processors, and disks, it is the information these components hold that is the real asset to any organisation. Unlocking the power of the information assets at our disposal, and targeting our resources based on the evidence this intelligence provides, is at the heart of our approach to *localism* and key to our transformation into the *Entrepreneurial Council*. In order to realise our vision for the district we are developing our Information Management processes around four key areas: community, leadership, management, and planning.
10. **A focus on partnerships** as we aspire to be an ideal partner; understanding the other partners' objectives, delivering common sense, practical solutions and fewer meetings for the sake of meetings. Collaboration is important and we aim to lead by example, as outcomes cannot be delivered if agencies simply focus on traditional services, they are 'legislated' to provide. Preventing reoffending is not simply about police, courts or probation. Good housing, skills and employment are all well known factors. Equally, good health is dependent on good housing, active lifestyles and employment etc. As a district council, we aim to address these areas as the wellbeing of our communities is a key part of our role. Relationships of trust with partners are crucial to success.
11. **A staff and councillor champion focus** to encourage all staff and councillors to be proactive beyond their job descriptions or traditional roles. We will encourage more staff champions and councillor champions without whom we would not have achieved the efficiency savings made or big cultural changes such as a "paperless council".

3. Chapter Three – Achievements, Key Themes and Priorities

3.1. Chapter Contents

Section 3.2 sets out our achievements over the last 12 months grouped under five key themes.

Section 3.3 sets out our priorities for the next four years grouped under five key themes.

Section 3.4 (The Delivery Plan) provides a summary of the key issues and challenges within each theme and for each priority identifies the outcomes which we seek to support the delivery of, key objectives, the lead officer, measures of success and timescales for delivery.

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

Section 3.6 highlights the direct link between the Corporate Plan and our equality objectives, by showing how the priorities in the Plan also support our equality objectives.

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

Further details on achievements to date under each theme can be found in Appendix 2.

3.2. Achievements

During the development of the Corporate Plan in 2011, members identified the top four priorities for the first year of the plan as: 1. Localism, 2. Business Growth, Jobs, Skills and Employability, 3. Housing Strategy and 4. Ex Ministry of Defence (MoD) villages.

The key priority for **Localism** in the first year was around building relationships with the community and increasing community action. During the year we have:

- Divided our district into six areas and held summits in each area to work with local partners to share experience and agree priorities for action.
- Created six Community Action Officer posts to provide support and information to enable communities to help themselves.
- Launched a **£250,000 Community Action and Volunteering Fund** for communities to apply for small grants of £250.
- Invested **£1.2 million into a Community Asset Fund**, which will be doubled thanks to a national partnership. The aim is to support local people to retain or develop community facilities.
- Launched a **£50,000** councillor initiative fund to support local initiatives.
- Created a Community First Panel which has looked at seven bids and awarded £5,624 to four projects including a schoolroom refurbishment, promoting Positive Mental Health in Gainsborough, an elderly residents day trip and supported the Care-2-Share food train and food bank.

We have also seen:

- 58 Jubilee, 311 Olympic and 3 joint events take place right across the district.
- West Lindsey chosen by the Home Office as one of three areas to pilot the new Community Trigger, for reporting anti-social behaviour.
- Wolds walking festival.

With the **ex-Ministry of Defence (MoD) villages**, our priority was around understanding the issues on a village by village basis, building relationships with the communities, and understanding how our issues form part of wider issues nationally for ex-MoD villages. During the year we have:

- Committed to acquiring a ball park for Hemswell Cliff community, which had little recreational play areas and teamed up with Hemswell Cliff Primary School to create a community room, within the school, for the parish council and community to use.
- Developed a district wide strategy for the four ex-MoD villages. Two MoD Summits brought these communities together to share experiences and common issues.
- Helped attract £80,000 funding from Lloyds TSB for a full-time community development worker.

We are also providing leadership nationally in helping shape the way the MoD decommission sites in a more sustainable manner including land disposal strategies.

With regards to **growth, Jobs, Skills and Employability**, our focus has been on supporting local businesses in terms of the availability of workspace, expansion plans and simple business advice and around supporting the development of key infrastructure for growth. We have:

- Brought The Plough, which was an empty pub, back into use. It is now being used as a management workspace.
- Completed the Future Jobs Fund Programme which led to the **creation of 130 jobs** and a further scheme with Jobcentre Plus.
- Committed to improve internet speeds across the district and agreed to invest **up to £500,000** in the Broadband Delivery UK project.

And we have seen:

- Lindsey Action Zone funding bring an additional **£155,000** of funding to micro business and tourism businesses in West Lindsey.
- More than **75 new jobs created**, thanks to help provided to seven local companies to assist with their expansion plans.
- Market Rasen awarded **£100,000** of government money to support the town centre to become a Mary Portas Pilot town.
- **£90,000** awarded from the Department of Communities and Local Government for high street innovation projects in Market Rasen, Caistor, and Gainsborough town centres.

Housing

For housing, our focus has been on understanding the causes of empty properties and what we need to do to address these to provide housing choice. We have secured external funding of approximately **£813,000** which has been used to deliver:

- The Eco Town project in Cross Street, Gainsborough (Code 5 level for Sustainable Homes) and a **capital receipt of circa £180,000**.
- 50 affordable houses delivered and 20 empty homes back into use.
- The prevention of homelessness for 103 people and a county-wide homeless strategy developed.

We have also engaged with the market to explore solutions for addressing empty homes and the potential of increasing housing choice.

Entrepreneurial

During the year, we have also put a lot of focus on developing our commercial awareness and capabilities. This includes driving down costs, increasing income and identifying investment opportunities for a return or social benefit. We have delivered net budget reductions of approximately **£1,040,000** this year through various initiatives including:

- Investing in Solar PV panels on council buildings which has led to significant reductions in the energy used by these buildings.
- Re-launching Trinity Arts Centre with more volunteer support has saved about £35,000 per year and has increased the number of people using the facility.
- Reducing our office space requirements and renting the space out has generated an annual income of approximately **£90,000**.
- Releasing additional space for rent with a rentable value of approximately £43,000
- Developing plans to release further prime retail/office space valued potentially at £200,000 rental income per year.
- Shifting towards electronic payments which has seen a 60% reduction in cash received resulting in lower cash security costs.
- Delivering more than £150,000 of savings from the Revenues and Benefits service while improving performance.
- Reducing the cost of our Green Waste Service by approximately **£150,000** while maintaining performance (56% recycling puts us 17th in the country).

3.3. Key Themes and Priorities

We have identified five key themes under which our priorities and outcomes have been developed. These are:

Theme	Focus	Priority
Theme 1: An accessible and connected district where all have the best opportunities in life to help themselves	This theme focuses on the council's support for community action, helping citizens to help themselves and others by valuing the power of local people and communities. It details our role as a council to provide some essential 'tools' to actively facilitate and support local activity. The theme includes our approach to area based working, a focus on priority neighbourhoods, the enabling of better governance, the use of community funds and comprehensive support to the voluntary sector. This theme also includes how the council will utilise this role to provide a platform for other statutory and other agencies to work more effectively to meet local needs.	Priority 1.1: Communities are able to meet their local needs sustainably.
		Priority 1.2: The needs of people in West Lindsey are met appropriately, effectively and sustainably.
		Priority 1.3: That all communities in West Lindsey achieve their full potential and provide the services and infrastructure local people need.
		Priority 1.4: Customer focused, public sector business improvement
Theme 2: A green district where people want to work, live and visit	This theme concentrates on our ambitions to be the greenest district. It considers the way we do business, our services, and policies and how we help businesses and communities to reduce our reliance on fossil fuels. We are looking to preserve our natural environment, reduce our carbon footprint and invest in opportunities that the green economy brings for our district and businesses. This theme also includes how we meet the housing needs of individuals, from sheltered housing and retirement villages for our older citizens; to affordable housing for families and young people and ensure that we have sufficient housing that is sustainable and of high quality. Tourism and its potential also needs to be better understood and developed and will be a priority of this theme	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.
		Priority 2.2: Sustainable housing stock providing appropriate housing choice across all sectors including geography, housing type, meeting needs and demand.
Theme 3: A prosperous and enterprising district	This theme is about improving the employability of the district's workforce, creating the conditions for employment growth, helping existing businesses develop and growing the local economy through inward investment. It focuses on sectors such as the business opportunities that the green economy, agricultural advances, engineering, international trade and tourism bring, as well as improving services such as retail and hospitality. This theme seeks to better align the district's strengths with new business opportunities. For example, the Humber renewable energy growth with opportunities for engineering supply and support.	Priority 3.1: An environment where an increased number of businesses and enterprises can grow and prosper
		Priority 3.2: A good range of high, medium and lower skilled jobs in the region to support a growing population in West Lindsey
		Priority 3.3: West Lindsey residents have the appropriate skills to meet the diverse and changing needs of the business and enterprise community.

Theme	Focus	Priority
Theme 4: Active, healthy and safe citizens and communities	<p>This theme is concerned with the work of the council to promote an improvement in the well-being of our communities, increasing the promotion of good health both physical and mental and supporting reductions in crime and disorder to enable communities to be strong and safe. An ability to enjoy activities which can improve health, safety and build strong neighbourhoods where people look out for each other are just as important as our ambitions to develop future Olympic champions.</p> <p>This theme focuses the council's role to promote better health, well-being and community safety across our district.</p>	Priority 4.1: An active and healthy population
		Priority 4.2: Opportunities to access sport and cultural facilities to enhance the wellbeing and vibrancy of the community.
		Priority 4.3: Safe and secure communities
Theme 5: The Entrepreneurial Council	<p>This theme outlines the actions and results needed to ensure that we drive through efficiencies in all ways, from a paperless council, virtual working, flexible working, management costs, and better use of technology, buildings and information.</p> <p>It also focuses on other areas such as income and trading, which is one of the priorities for 2012/13 to ensure sustainability in the long term.</p> <p>Our vision is to be 'a council less dependent on formula or regional grants that is innovative in investments and achieving income in other forms to meet district needs'.</p>	Priority 5.1: People have the right skills and competencies and demonstrate the appropriate attitudes and behaviours to deliver the Corporate Plan.
		Priority 5.2: A sustainable financial position supported by customer focused value for money services
		Priority 5.3: A sustainable financial position supported by a commercial approach to delivering outcomes

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

Theme 1:

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.

<p>A £250 grant from the Community Action and Volunteering Fund has enabled Osgodby Parish Community Action Team to regenerate the Village Green providing safety equipment, plants, brushes and paint. Communities can help themselves!</p>	<p>The Current Issues and Challenges</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>Challenge: How to ensure all sections of the community have access to these opportunities.</p> <p>Challenge: To build a culture of community enterprise that can capitalise on this voluntary effort on behalf of local people.</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>Challenge: How to support the parish and town councils whose governance is least developed.</p> <p>Challenge: Support to elected councillors to fulfil their community leadership roles.</p> <p>Communication is key to facilitating the activity of local communities and the internet provides new and exciting ways to share information and connect people. Accessibility to effective broadband speeds however is generally poor and inconsistent within the district. Current broadband speeds across the district vary from 0 Mbit/sec to 16 Mbit/sec and approximately 70% of the area is predicted to be high risk areas for Next Generation Access (NGA) by 2017 if there is no intervention.</p> <p>Challenge: How to develop the infrastructure to support effective internet communication including social media across the district and facilitate its use.</p> <p>Challenge: How to effectively tackle rural isolation so that people feel connected and informed, and can fully embrace the opportunities available in the digital age.</p>
<p>Key Successes:</p> <ul style="list-style-type: none"> • £50,000 Celebration Fund allocated across the district to support local community events to mark the Diamond Jubilee and London Olympics. 58 Jubilee, 311 Olympic and 3 joint events took place right across the district. • 6 Area Summits held across West Lindsey to bring together local ‘influencers’ to share experiences and to develop local plans of action. • The launch of a ground breaking Community Enterprise Fund to support local people take effective control of local services and facilities and to build community capacity. • Council support to priority neighbourhoods including the South West and Park Springs areas of Gainsborough and the ex MoD villages of New Toft, Brookenby, Hemswell Cliff have assisted in the increase of community action and the creation of a Community First panel. 	<p>Key Learning:</p> <ul style="list-style-type: none"> • The council was previously unaware of the full extent of local voluntary community activity and by taking time to better understand local people and places the council has maximised this local effort and enabled even greater levels of activity. • Bringing together local businesses, head teachers, parish and town councils, voluntary groups and faith representatives the council has been able to better direct its resources and attention to the issues that matter most to local communities. • Support to parish and town councils has improved the democratic accountability of this essential tier of local government.

Priority 1.1 Details Table - 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	Social media which allows communities of the district to connect with each other and share information	<ol style="list-style-type: none"> 1. At least 50% of the communities of the district using local social media 	Julie Heath
To develop access to super fast broadband across the district	The citizens of the district have access to broadband which meets their needs	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Number of services accessed using the web 2. Users of Facebook area pages 3. % of people who feel well informed 	Elaine Pepper

Theme 1: 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.



Hemswell Cliff Primary School Community Room for the relatively small cost of £10,000. In working with the community and its partners an innovative solution was found to meet local needs.

The Current Issues and Challenges

It is vital that all local people are able to access services and opportunities in a way that meets their needs.

As we look to increase the ability of people to take part in decisions that affect their local community, we will make sure the decisions taken do not disadvantage anyone and that everyone has the opportunity to get involved, whatever their needs.

By 2033 the number of people aged over 75 in the county is expected to double.¹

Challenge: To sustain and improve the quality of life for older people.

Young people are less likely to get involved in local issues, and members of parish councils and community groups tend to have a higher than average age.²

Challenge: To provide better ways to engage young people and to support their participation in our democracy.

West Lindsey is one of the more rural areas in the country and this means that there are fewer services available and that they are more difficult to access due to poor broadband coverage, rural roads and a limited public transport system.

Part of our Customer Access Strategy is to make sure that we make the best use of new technology, community assets and communication links. We will make sure that people are able to access services and information and that we are able to meet local needs. By working together with partners, we will make sure that services and communities are able to help local people to have the same opportunities to help themselves and each other.

Key Successes:

- The council has worked with the local primary school, resident groups and the parish council in Hemswell Cliff to facilitate the creation of a community room inside the school for the use of local people.
- 6 Community Action Officer Posts have been created with responsibility for providing support and information within a defined geographical area. Alongside these officers the council has reorganised its broader departmental resources to provide area based officers in planning, environmental protection and housing.
- The council has agreed to invest between £300k to £500k in the BDUK project to improve broadband speeds in the district.

Key Learning:

- Greater understanding and appreciation of local differences and needs.
- 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 de-commissioning on local communities.
- Better understanding of the ways the council can invest in local businesses to achieve its objectives – especially around improving broadband speeds in those areas which will not benefit from the BDUK project.

¹ Lincolnshire Research Observatory

² IDeA

Priority 1.2 Details Table - 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)			
6 Local Area Plans focused on priorities in each area	Locally developed Area Plans for action	<ol style="list-style-type: none"> 1. Area Plans developed 2. Delivery of actions 3. % of staff involved in programme 	Jo Riddell
1.2.2 Improved lives of younger people			
To better understand and support engagement and activities of the district's children and young people	Improved lives of younger people	<ol style="list-style-type: none"> 1. Active participation in the Local Children's and Young People Partnership 2. Equality Impact Assessment completed 3. Actions developed 	Shay Towns
1.2.4 Increased access to public transport or another transport solution			
To deliver better access to public transport to access Gainsborough town centre. A vibrant and strong town centre	The new neighbourhoods around Gainsborough to be served by public transport	<ol style="list-style-type: none"> 1. At least two buses an hour from the new neighbourhoods into Gainsborough town centre. 	Jo Walker
To deliver different forms of local transport for local communities	Improved access to transport options	<ol style="list-style-type: none"> 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.



An artist was employed to carry out a graffiti project with 12 young people to explore their understanding of anti-social behaviour and to promote positive attitudes.

The boards are now used to decorate empty shops in the town.

The young people were either Not in Education or Training (NEET) or were in alternative education with YaSIG or GTI. Each of them gained a qualification 'Understanding Young people, Law and Order'.

The Current Issues and Challenges

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 opportunity. Equality of life opportunity and access to services should not be a lottery based upon where we live in the district.

Sustainable and resilient former Ministry of Defence (MoD) communities – 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 those people that 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 and in some areas, limited access to the broadband network.

Challenge: 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.

Gainsborough as a thriving community hub – Gainsborough is a diverse settlement home to 23% of our population, in communities that span the spectrum from affluence to 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.

Challenge: To engage the communities in Gainsborough to become actively involved in shaping the future of their town as a place to live and work through effective community-led planning. To encourage volunteering and community activists to help individuals and communities in Gainsborough to help themselves.

Market Rasen, a vibrant and sustainable community – This market town is in the centre of an attractive agricultural hinterland and benefits from its proximity to the Wolds Area of Outstanding Natural Beauty. With benefits come challenges with above average numbers employed on low incomes, older housing, an ageing population, 25% of households in receipt of housing benefit and businesses lacking the finance to invest in property and infrastructure.

Challenge: Supporting the community to bring together the principal bodies and organisations with an interest in the town (including surrounding parishes) to develop plans that will address community priorities in a sustainable way.

Key Successes:

- 2 ex MoD Summits attended by representatives of all 4 communities to share experiences and common issues.
- A Steering Group has been created with senior representation from the public sector across Lincolnshire.
- Lloyds TSB funding for a full time community development worker for the 3 ex-MoD communities and the selection of the Council as a partner within a national scheme by the Design Council to re-design local public services to these communities.
- Governance support to the town council to highlight historic issues which were hindering their effective leadership for the town
- Market Rasen successful in being awarded £100,000 as part of the Mary Portas programme of support to town centres.

Key Learning:

- The power of bringing together people with similar interests and issues to teach each other about solutions.
- The power that focused local action can have in influencing the national agenda when it is properly organised and well led.

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

Objective	Outcome	Measures	Lead Officer
1.3.1 Improved community sustainability and resilience in ex-MoD villages – 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 	<p>Mary Hollingsworth</p> <p>Chris Allen</p>
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 for a town of its size and function. 3. Markets and events are held in the market place on at least 3 days a week. 	Jo Walker
To deliver 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 	<p>Val Waby – Acis CX</p> <p>Chris Allen</p>
To deliver 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 	<p>Patrick Hodgson</p> <p>Chris Allen</p>
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.	<ol style="list-style-type: none"> 1. A regular market re-established in the town with at least 10 stalls selling a range of products and services by the end of 2012. 2. Reduction in the amount of vacant shops on the principal shopping streets, so that no more than 5% are vacant at any one time by the end of 	<p>Wendy Osgodby</p> <p>Jo Riddell</p>

Objective	Outcome	Measures	Lead Officer
		2015. 3. A community led plan is developed. 4. The town council is supported to provide effect local leadership.	

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.

The installation of two Photovoltaic cell systems to generate electricity on the leisure centre in Gainsborough (49KWp) and the council office in Market Rasen (4KWp). They are in addition to that on the Guildhall in Marshalls Yard, which was installed when the offices were built.

The council has now scoped all of its sites for renewables potential and is looking at the feasibility of implementing photovoltaic (PV) systems at further sites.



The Current Issues and Challenges

Council CO₂ emissions

Currently West Lindsey District Council has 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 524.5 tonnes by March 31 2014.

Challenge: To deliver sufficient schemes to produce the 9% further reduction required by March 2014.

CO₂ in the business and residential sector

Last measured in 2008 (NI 186), there were 7.2 tonnes per capita emissions in West Lindsey. The average across Lincolnshire was 7.2, showing a 5.3% per capita reduction since 2005 in West Lindsey.

Challenge: To maximise the take up of renewable technologies in the business sector, the take up of energy efficiency measures through the HELP scheme and Community Energy Saving Programme funding in the residential sector.

Biodiversity

Previously measured under the Local Area Agreement as NI 197 which measures improved local biodiversity as a proportion of local sites where active conservation management is being achieved, 56% (64 of 115) of sites are in positive conservation management.

Challenge: To implement the actions in the Biodiversity Action Plan so that the targets are achieved.

Sustainable communities

Community-led 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 local renewable energy and develop solutions as part of our community-led plan development.

Key Successes:

- Renewable Energy Statement approved at council in February 2012
- Despite closing our green waste recycling service over the winter of 2011/12 the council still maintained a recycling rate of 56%, which represents significantly high national performance. (17th in the country)
- Successful development of Eco Town project in Cross Street Gainsborough – the first development in the district to reach Code 5 level for Sustainable Homes
- The placing of PV panels on council buildings has led to significant reductions in the energy used by these buildings (Leisure Centre 65534 KWH in March 2010 – 41712 KWH in March 2012)

Key Learning:

- Joint working across the political groups and the use of 'expert' witnesses have enabled the council to increase its understanding of the challenges of becoming the greenest council and to agree a set of actions to enable progress to this objective to be made.
- Continued focus on quality service delivery.
- As part of the PV installation programme it was intended to place PV cells on the roof of the Depot at North Warren Road. However due to the construction of the roof this has not been possible. Main learning is that not all buildings are suitable for PV cells and ambitions need to be realistic.

Priority 2.1 Details Table - 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 CO₂ emissions from council operations			
To reduce carbon emission from council operations	Reduced CO₂ emissions from council operations	1. Carbon emissions from WLDC buildings are reduced by 25% by 2014 2. Employee commuting miles reduced by 25% by 2014	Karen Lond
2.1.2 Adapt our services to the causes, effects and opportunities of climate change			
To contribute to LCC's climate change adaptation plan and implement the agreed actions	Our services have adapted to the causes, effects and opportunities of climate change	1. Progress to level 4 of NI188 – Planning to adapt to climate change	Karen Lond
2.1.3 Reduce CO₂ 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	Reduced CO₂ and minimised waste-to-land-fill in the business sector	1. An increased number of travel plans negotiated on employment planning applications by 10%	Karen 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	An increase in the numbers and range of species of flora and fauna within the district	1. To agree a target with Natural England and local wildlife trusts for the amount habitats brought back into favourable condition. Target to be agreed by December 2012	Rob Lawton
To actively support the preservation of the natural environment through enhancement of the landscape and preservation of biodiversity	The natural environment is conserved or enhanced for the benefit of biodiversity in intensively farmed areas	1. Biodiversity Action Plan delivered 2. SSSI Action Plan delivered	Rob Lawton
2.1.6 Encourage the development of more sustainable communities by helping them to meet their needs locally			
To support communities to assess their own needs and to determine locally ways of meeting them	More communities needs are met locally through the efforts of local people (need to travel reduced)	1. 10% increase in the number of assets on the register of assets of community value by 2015	Jo Riddell
Reduce CO₂ and minimise waste-to-land-fill in the residential sector			
To support residents in reducing their CO ₂ emissions	Reduced CO₂ in homes across West Lindsey	1. HELP Scheme delivered 2. Affordable Warmth Strategy delivered	Karen Lond

Objective	Outcome	Measures	Lead Officer
		3. Green deal implementation plan delivered 4. Viable models produced for eco retro-fitting. All these projects and programmes will have their own measures.	
To produce an overarching Green Strategy by 2013 coordinating all aspects of theme 2 of the corporate plan that identifies the gaps and priority actions needed.	Reduced carbon emissions, higher levels of renewable energy production, improved quality of life, a protected natural environment of community and economic benefit	1. Strategy produced and presented to council	Steve Leary
To reduce carbon emissions and maximise other benefits including job creation, residents' wellbeing and social equity.	Investment in, and use of renewable energy technology within the district is encouraged where it is appropriate.	1. The increase in renewable energy generated on council and other assets and others assets in the district. 2. Delivery of measures in renewable energy group action plan.	Steve Leary
To raise awareness of the council's green ambition	The green council programme is promoted to internal and external stakeholders	1. Communications plan produced for internal and external stakeholders by April 2013	Steve Leary

Theme 2: 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.



The Current Issues and Challenges

Rural affordability: There are a limited number of property sales and stock turnover in rural areas at the lowest end of the market and only 90 rented properties in parishes with fewer than 1000 households in 2010.

Challenge: Increase affordable housing options in rural areas and better understand the challenges our rural communities face in meeting their housing needs.

Fuel poverty: 17% of private sector residents in Gainsborough are in fuel poverty and 9% of properties in the private sector in Gainsborough have a SAP rating of less than 35. 23% of private sector households are in fuel poverty across WLDC.

Challenge: Deliver the HELP Scheme across the district ensuring we get a fair proportion of the available funding and target the most vulnerable households to receive energy efficiency interventions.

New neighbourhoods: Gainsborough has been designated as a growth area. Of the 1956 people on the housing register, 723 currently live in Gainsborough.

Challenge: Ensure that the housing provision in the new neighbourhood meets the needs of the community and is of suitable design and quality standard.

Housing options for over 55 and 16 - 35 year olds: People aged 65 and over make up the largest population group in the district and yet there is no extra care accommodation in the district. There is also no provision for accommodation for young people in Gainsborough and the local housing allowance for under 25 year olds does not meet rent levels. There is a lack of coordination across services when dealing with vulnerable people.

Challenge: Increase housing provision for the over 55s and 16 – 35 year olds. Deliver a housing education initiative for young people.

South West Area as a place of choice: In the South West area of Gainsborough 28% of social rented tenancies end within 12 months, 68% of residents have only lived in the area for up to 2 years, 25% of households earn under £10,000pa and over 50% privately renting are in receipt of benefits.

Challenge: Deliver actions within the South West Area Neighbourhood Renewal Action Plan.

Better use of existing housing stock: There are 990 long term empty properties across West Lindsey and 500 households are estimated to be unsuitably housed across the district.

Challenge: Deliver the Local Lettings Agency pilot and develop a Strategic Tenancy Strategy.

Key Successes:

- The development of the eco homes project in Cross Street, Gainsborough.
- 50 affordable houses were completed,
- 20 empty properties have been brought back into use
- 103 people have been prevented from becoming homeless.

Key Learning:

- The current economic conditions are preventing the delivery of affordable housing through traditional means. Innovative means such as the council's approach to empty properties are now needed.

Priority 2.2 Details Table - 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 (South Humber Bank and Lincoln)	Locally acceptable and managed housing growth	1. Caistor Neighbourhood Plan adopted as part of the development plan for West Lindsey by June 2014 2. Saxilby Neighbourhood Plan adopted as part of the development plan for West Lindsey by June 2015	Rob Lawton
2.2.2 Rural affordability in surveyed areas has increased			
To improve the availability of affordable rural housing	More affordable housing available to people in housing need within the district	1. 350 new affordable homes within the period of the Corporate Plan	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	1. 10,000 new homes within Gainsborough by 2030	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	A range of housing options is available for those in housing need over 50.	1. Number of extra care places available in the district by December 2012	Michelle Howard
2.2.5 Housing options for 16 - 25 year olds increase			
To ensure that the housing needs of those between 16-35 are met	A range of housing options available to meet the housing needs of those between 16-35	1. The percentage of people aged 16-35 who are in housing need in the district are at or below the national	Michelle Howard
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.	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.	1. Business model finalised by November 2012 2. First project initiated by February 2013 3. Through the project to develop a target for the number of empty properties to be brought back into use by November 2012	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



Paragon Flexibles has recently obtained approval to grow and develop its current operations. They plan to create 100 new skilled manufacturing jobs in the town and invest approx £8 million. The council supported this growth project from the outset, offering a collective level of service from several departments (including Planning and Economic Development) and utilising the new 'development management approach'. Ping Europe has also used this new support system and has pledged to create 46 new jobs, at its site in Gainsborough.

The Current Issues and Challenges

The Gross Value Added (GVA) per head of population in Lincolnshire lags behind regional and national indices. The decline of manufacturing, the low competitiveness of the agricultural sector and the under-representation of finance and business sectors all contribute to the low economic performance at county and district level.

West Lindsey commercial activity is characterised by small businesses – 90% are micro/small office/home office businesses and 38% of businesses have a turnover of less than £50k. West Lindsey has more VAT registered businesses per 1000 population than the county and national averages, but due to their small size, West Lindsey has a lower job density (0.54 compared to 0.80 national average). Many small and medium sized 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 (West Lindsey Economic Profile).

Challenge: To support businesses and enterprises to allow businesses to grow and prosper.

The development of major sites for employment on the South Humber Bank is an opportunity that local businesses could benefit from.

Challenge: To ensure West Lindsey businesses have the knowledge of the developments and are ready to grasp the opportunities.

Current broadband speeds across the district vary from 0 Mbit/sec to 16 Mbit/sec and approximately 70% of the area is predicted to be high risk areas for Next Generation Access (NGA) by 2017 if there is no intervention.

Currently there is an under-representation of sectors such as financial and business that provide the largest contribution to GVA. There are also gaps in the leisure and hospitality sector in Gainsborough.

Challenge: To ensure the right physical conditions to allow businesses and enterprises to grow and prosper.

Key Successes:

- Development of The Plough in Gainsborough as management workspace.
- 7 local companies assisted with their expansion plans which have created in excess of 75 new jobs.
- Lindsey Action Zone funding has brought an additional £155k of funding to micro business and tourism businesses in West Lindsey.
- Meet the buyer event held at Riseholme with 180 businesses attending.
- Speed networking event to encourage business to business networking (48 businesses attended).

Key Learning:

- Need to know more about the opportunities for the businesses in West Lindsey as a result of the development at the South Humber Bank and how we can help our businesses exploit them.
- We need to understand the characteristics of the local economy better – such as where its strengths and weaknesses lie, where it can make the most of its opportunities and what could cause damage to it.

Priority 3.1 Details Table - 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 in place the right conditions and support mechanisms to allow businesses and enterprises to grow and prosper			
To grow and expand existing businesses and enterprises within the district	The training and skills available for businesses to help them grow and expand	1. Number of businesses matched with people with the skills they require	Nicoya Palastanga
	A range of sites are available (including serviced sites, allocated land etc.) in order to allow for the expansion of existing businesses, the relocation of existing businesses (“move on space”) and to attract new employers.	1. Value of investment in the district by businesses 2. Take up of available employment sites 3. Area of allocated employment sites (through the planning process)	Wendy Osgodby
	The provision of infrastructure (including broadband) to enable business expansion	1. Value of investment in the district by infrastructure providers	Wendy Osgodby
	The maintenance and provision of an attractive urban and rural environment where businesses physically want to grow and locate.	1. Overall satisfaction with the district as a place to live and do business	Wendy Osgodby
	Provision of a range of housing to support economic growth.	1. Progress of delivery of the “Sustainable Urban Extensions” around Gainsborough 2. Delivery of new homes to meet need (from Annual Monitoring Report)	Andy Gray
	Provision of specific business support (marketing, accounting, legal, planning, supply chain) and expertise to assist businesses that are looking to expand	1. Number of referrals from INBIS support services 2. Attendance at businesses lunches and networking events 3. Number of businesses assisted by the Growth and Projects Team.	Wendy Osgodby

Theme 3: 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



Following the development in Gainsborough town centre there have been a number of new businesses start up. They bring a variety of new jobs to the area including hospitality, office and retail.

The businesses include: Bella Fiore, Beauty Blade, Nurture 4 Growth, Sills and Betteridge, Sufian Restaurant. This builds on the success of the award-winning Marshall's Yard development which opened in 2007.

The Current Issues and Challenges

Currently there is a mismatch between the skills and ambitions of our population and the jobs available locally. There are also limited opportunities for graduates in the area and graduate retention is therefore an issue. We need to work with North Lincolnshire and North East Lincolnshire Councils to ensure that jobs growth on the South Humber Bank benefits West Lindsey residents.

There is a need for more local businesses and enterprises in the construction, hospitality and retail sectors employing local people (construction sector 12%, retail sector 10% of West Lindsey businesses).³ However, currently there are no focused training centres within the priority sectors of hospitality and construction, presenting a challenge to the growth plans for Gainsborough. High skilled jobs in the agri-technology sector are needed as there are emerging opportunities and links with the Enterprise Zone on the South Bank of the Humber.

Challenges:

1. More local businesses and enterprises in the construction, hospitality and retail sector employing local people.
2. More high skilled jobs in the agri-technology sector.

There are limited sites which are 'oven ready' or ready for businesses to move to and are economically viable without public sector intervention. West Lindsey needs a more co-ordinated approach to inward investment marketing to attract appropriate developers and businesses to the area.

Historically, as a council, we have not embarked on any joint ventures with an investment focus.

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

Key Successes:

- Completed the Future Jobs Fund Programme which led to the creation of 130 jobs and a further scheme with Jobcentres Plus.
- Committed to improve internet speeds across the district and agreed to invest up to £500,000 in the Broadband Delivery UK project.
- More than 75 new jobs have been created, thanks to help provided to seven local companies to assist with their expansion plans.

Key Learning:

- Need to understand what the barriers are to getting people into work and how a multi-agency/partnership approach could assist.
- Need to develop an approach to investing in the local economy which fosters entrepreneurialism to grow the quantum, range and quality of jobs present in the district

³ Gainsborough Regained Masterplan

Priority 3.2 Details Table - 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			
To balance the district's economy and create stronger town centres by growing the hospitality and leisure sector, consolidating the retail offer and promoting higher skilled jobs in construction and engineering (in particular graduate placements)	More jobs (and graduate placements) in the hospitality and leisure, retail, construction and engineering sectors.	1. West Lindsey has at least the national average number employees in these type of businesses by 2015	Wendy Osgodby, Jo Walker and Nicoya Palastanga
3.2.2 More inward investment and new businesses and enterprises in west Lindsey			
To encourage business growth within the district through the expansion of existing businesses and attracting new enterprises.	More investment and new business growth.	1. The amount of new businesses which chose the district 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			
To make the most of the agricultural nature of the district, by encouraging the development of employment in the agri-technology sector	Rising employment in the agri-technology sector in the district	1. 10% more people employed in this sector of the economy than in 2015 that in 2012	Wendy Osgodby

Theme 3: 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.



Ian attended the Employment and Skills Fair at Gainsborough Old Hall and spoke to Hill Holt Wood about the opportunities available through the Future Jobs Fund. He discussed the option with his Job Centre Plus adviser and successfully applied for a post as Sports IT Administrator at Trent Valley Academy. He is now a valued member of staff, gaining lots of useful skills and experience.

The Current Issues and Challenges

West Lindsey continues to be a low wage, low skill economy. In order to break this cycle we need to help residents to fulfil the requirements of higher level jobs. Skills levels in the district are below national averages and youth unemployment is a real concern. People in West Lindsey need to have the right skills to move from benefits to employment. Local businesses have reported that they are unable to find people for specialist roles locally and the local job centre tell us that local people don't have the right skills to access the posts that are available.

Jobseekers Allowance Figures April 2011¹

West Lindsey age 16-64 3.3% 1790 claimants
West Lindsey age 18-24 9.1% 600 claimants
Gainsborough age 16-64,8% 909 claimants

Gainsborough Claimants All Benefits November 2010 (rounded to nearest 5)¹

East Ward	Total Claimants 1145 27.4%	Jobseekers 345 8.3%	16-24 year olds 240 5.7%
North Ward	Total Claimants 855 20.1%	Jobseekers 240 5.6%	16-24 year olds 165 3.9%
East Ward	Total Claimants 860 28.9%	Jobseekers 340 11.4%	16-24 year olds 170 5.7%

Numbers for 16-24 year olds are distorted as very few 16-17 year olds are eligible for benefits

Challenges:

1. People in West Lindsey have the right skills to move from benefits to employment.
2. People in West Lindsey under the age of 25 have the right skills to gain employment at the appropriate level.
3. People in West Lindsey are able to access training for re-skilling and personal development.

Key Successes:

- Completion of Future Jobs Fund Programme (2009-11), creation of 130 jobs across the district.
- Skills Fair held attended by 248 people.
- Flexible support has been provided and training places funded with local social enterprise.

Key Learning:

- Need to understand what skills gaps exist within our businesses and how the council get can involved to help bridge the gap between the skills required and those present amongst the district's workforce.

¹ Source: NOMIS

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

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 employers assisted to provide training and employment opportunities	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 attending skills fairs and other council employability initiatives	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	<ol style="list-style-type: none"> 1. Number of under 25s on benefit as a percentage of the national average 2. Number of long term employed amongst the under 25s as a percentage of the national average 3. Number of apprenticeships available and take up rate as a percentage of the national average 	Nicoya Palastanga

¹ Source: NOMIS

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



Seed2plate is an innovative project to support and promote healthy among local residents. They are encouraged to get involved individually or with the local community garden to grow their own fruit and vegetables with the support of a master gardener. There is also opportunity to attend a 10 week cookery class to cook healthy meals and save on shopping.

The Current Issues and Challenges

People living in our priority neighbourhoods including the south west of Gainsborough have an average life expectancy 12 years lower than people living in the village of Nettleham. This means all agencies need to work together to promote better health and well-being. The council is committed to encouraging healthy activities and access to leisure. With less public money available it is important work is coordinated with our health partners. .

We will help people to take responsibility for themselves within a supportive and encouraging environment. More than 25 % of adults are obese compared to the national average of 23% and 12.5% of children are obese compared to 9.6% nationally.. These rates are highest in Gainsborough. More research is need to assess health within our ex MoD villages.

Challenge: To reduce obesity in our priority neighbourhoods.

The number of people in West Lindsey suffering from dementia is projected to increase by 124.8% between 2009 and 2030, above the England average of 72.3%.

Challenge: Working closely with Health colleagues, help to improve facilities for those affected by dementia.

It is projected that 7.1% of people in West Lindsey will have coronary heart disease by 2020 compared to the England average of 6.2%. This is highest in Gainsborough, Thonock and Hemswell wards. It is also projected that 3.1% of people will have a stroke compared to an England average of 2.7%, 6.4% of people in West Lindsey are expected to have diabetes compared to an England average of 5.9%.

Challenge: To increase awareness and adoption of healthy lifestyles.

The over 75 age group will double in size by 2033 with the greatest growth in Lincolnshire expected to be in West Lindsey.

Challenge: To support communities to become self-sufficient with regards to health with local volunteers supported and encouraged to become health trainers?

Key Successes:

- **Seed to plate initiative** – 3 growing sites and one community garden in priority neighbourhoods. 8 volunteer master gardeners trained, supporting growing sites and mentoring 9 households.
- **Health walks** – We have achieved the highest attendances throughout Lincolnshire and the best value for money. Last year 1297 regular walkers participated.

Key Learning:

- Implement learning from effective interventions in other areas.
- Ensure sustainability and longevity of projects.
- Develop effective tools to measure and evaluate success.
- Build interventions that are replicable and scalable to address different needs in different areas.

Priority 4.1 Details Table - An Active and healthy population

Objective	Outcome	Measures	Lead Officer
To reduce obesity in our priority neighbourhoods	Fewer people living in our priority neighbourhood are classified as obese or overweight and are leading a healthy lifestyle	1. The premature mortality gap between males and females that live in the most and least deprived wards within West Lindsey is closed.	Chris Allen
To work closely with health colleagues, to improve facilities for those affected by dementia	Those with dementia have the care and support they need, when and where they need it	2. The % of children living in West Lindsey classified as obese or overweight.	Chris Allen
To increase awareness and adoption of healthy lifestyles	People choose healthy lifestyles choices	3. The % of adults living in West Lindsey classified as obese.	Chris Allen
To support communities to become self-sufficient with regards to their health and wellbeing	Communities have the skills to recognise early signs of ill health of individuals within their neighbourhoods and signpost or offer the support they need, when and where they need it	4. External funds levered in to West Lindsey to support health and wellbeing initiatives 5. West Lindsey core funding (£) allocated to improve health and reduce health inequalities	Chris Allen
Improved health and wellbeing for children and young people	Children and young people have the knowledge to make healthy lifestyle choices and sustain healthy lives	6. % of people who indicate that their health and/or wellbeing have improved. 7. % of staff familiar with Motiv8Lincs programme. 8. Number of staff participating in public health work within the council	Chris Allen

Theme 4: 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.

The Olympic Torch Relay comes to Saxilby

Over 9,000 spectators watched the Olympic Torch as it passed through Saxilby on 28 June. More than 800 children from 7 local schools took part in an Inter School Games event, hosted by Saxilby Parish Council, Chairman of the Council, Cllr Jessie Milne welcomed the children to the games and it is hoped, the legacy will be an annual inter school games competition that will inspire children to be involved in sport from a young age.



The Current Issues and Challenges

Gainsborough is underperforming in terms of its leisure offer. It accounted for only 9.8% market share for restaurant visits and 4.9% theatre/cinema visits by residents in the catchment area in 2008.⁶ Most residents accessed these services in Lincoln. There is a requirement for significant growth in the 'food and drink' sector and for cinema provision in Gainsborough to retain expenditure within the town and attract residents from the surrounding hinterland.⁷

Challenge: Increased culture/leisure offer in Gainsborough to encourage the visitor/evening economy.

The current vacant and underused sites around (and including the former Guildhall) present an opportunity to make the most of Gainsborough's biggest asset (the River Trent) to add to the town's leisure offer.

Challenge: To attract a developer in the current economic climate to ensure that the council sees a return on its investment in its land holdings over the life of any project implemented.

The leisure centres in the 3 market towns of the district are currently run under a contract with SLM. This contract has delivered increased use of the centres, however the contract ends in 2014. A new contract will need to be developed which maintains the essential role of leisure in promoting health and well being and contributes towards an effective and vibrant town centre.

Challenge: To develop sustainable leisure and cultural facilities.

Opportunities for increased walking, cycling and other leisure pursuits need to be considered in partnership with our rural communities. Improved access to the countryside for walkers and cyclists will also contribute to the rural economy.

Challenge: We need to understand the needs of our communities and provide support to enable them to develop sustainable clubs and activities.

The forecast increase in population as a result of growth point activities in Gainsborough will add further pressures to the transport network.

Challenge: To achieve a reduction in car journeys and increase the use of sustainable transport.

Key Successes:

The Trinity Arts Centre has been remodelled to develop more volunteer support. A partnership with the Drill Hall in Lincoln supports the events programme and a high profile marketing campaign has brought significant change in fortunes. It is operating at a surplus and has grown audience numbers and reduced costs. It remains a key local venue within the town to support live shows and film. The Centre Screen project has also been successful in taking film out into the rural communities – working with volunteers in local villages to put on film screenings.

Key Learning:

- Using an entrepreneurial business model approach and developing the participation of volunteers has led to the survival of an important local venue.
- Engaging with parish councils and local community groups the council has facilitated increased access to entertainment (film) in remote rural communities.
- Applying entrepreneurial/commercial approaches to sites within the town centre and ensuring we take account of the legal and other constraints that public bodies are subject to.

⁶ WL Retail, Leisure, Commercial Study 2008, section 8

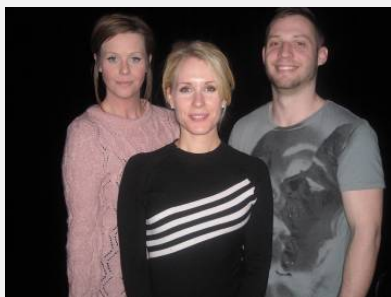
⁷ WL retail, Leisure, Commercial Study 2008

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

Objective	Outcome	Measures	Lead Officer
4.2.1			
To increase the level/number of cultural and leisure opportunities in Gainsborough to support further growth.	A vibrant and thriving visitor/evening offer within Gainsborough for residents and visitors.	<ol style="list-style-type: none"> 1. Increase in footfall 2. Increase in “economic benefit” 3. Review leisure centre contract to produce enhanced sustainable facilities 	Jo Walker Chris Allen
4.2.2			
To ensure that existing cultural/leisure facilities are economically viable and well led – to reduce council subsidy and to stimulate private sector investment.	Sustainable leisure and cultural facilities	<ol style="list-style-type: none"> 1. Review of leisure contract across West Lindsey 2. Club development supported by Community Action Officers in each area. 3. Service level agreement monitored. 4. Record participation levels/growth in clubs. 	Chris Allen
4.2.3			
To increase tourism and access to the countryside to stimulate physical activity	A healthier population – physical and mental well-being A vibrant tourism economy	<ol style="list-style-type: none"> 1. Number participating in Wolds Walking Festival 2. Number of tourism business ‘start ups’ and extended 3. Tourism monies invested 	Wendy Osgodby

Theme 4: Active, healthy and safe citizens and communities

Priority 4.3: Safe and secure communities



The council has prioritised the safeguarding of local people suffering from domestic abuse. A scheme which involves a personal home visit and measures to make victims safer in their homes with the fitting of panic alarms, and improved security locks has helped over 70 local people. Local secondary schools in West Lindsey have all had an opportunity to have a specially produced theatre production shown in their school, followed by a workshop, highlighting domestic abuse, based on survivor's stories from our area.

The Current Issues and Challenges

Feeling safe and secure where you live is a basic human right and is central to the objectives of the council's approach to localism in actively supporting community action to help build strong and sustainable communities.

Crime is generally low across West Lindsey but in our priority neighbourhoods, levels of recorded crime and anti-social behaviour are significantly higher.

Challenge: Prioritising coordinated action in the district's priority neighbourhoods of the South West and Park Springs areas in Gainsborough, New Toft, Brookenby and Hemswell Cliff.

Domestic violence remains a problem, which is often under reported and misunderstood. In West Lindsey the council has pioneered an approach which integrates a dedicated officer within the Home Options Team to ensure that the housing needs of a person affected by domestic violence is tackled effectively to support sustainable recovery.

There is also crime in rural communities particularly targeted against our farming communities and public buildings – this is has been significant around metal theft over the last year which can be sporadic and difficult to tackle.

The fear of crime and anti social behaviour is often higher than our recorded statistics indicate and tackling these issues is as important as dealing with reported crime.

Challenge: finding ways of providing faster and more coordinated responses to anti social behaviour across West Lindsey

Key Successes:

- The Home Office awarded West Lindsey pilot status in England for the new Community Trigger – for reporting anti social behaviour. This recognised the good work led by the council in developing a joint recording approach with the Police, Acis Housing Group and others in our local area.
- Supporting victims. In a small number of serious domestic violence cases where people and children were at severe risk of harm, joint support by Lincolnshire Police, housing officers, West Lindsey Women's Aid and Children's Services safeguarded these members of our community .
- Leading on behalf of the county, the council has helped to develop and introduce the Sentinel system for recording anti-social behaviour, which has led to a holistic and joined up service for victims.

Key Learning:

- Making the best of partnership working which is essential to delivering better outcomes for local people.

Priority 4.3 Details Table - Safe and secure communities

Objective	Outcome	Measures	Lead Officer
To support individuals and families subject to anti social behaviour with a coordinated joint agency response which resolves the problem	<p>Strong communities where anti social behaviour is tackled at the earliest stage and communities are able to flourish</p> <p>Safer communities where people are not subject to anti- social behaviour and early intervention and support is readily accessible</p>	<ol style="list-style-type: none"> 1. Number of anti-social behaviour cases resolved 2. Number of Fixed Penalty Notices issued 3. Number of delegated powers actions taken 4. Number of warning letters issued 5. Number of repeat incidences 6. Levels of satisfaction 7. Implement Community Trigger 	Patrick Hodgson
To reduce levels of crime and anti social behaviour in our priority neighbourhoods	Safer and stronger communities where agencies work together to support victims and tackle perpetrators	<ol style="list-style-type: none"> 1. Implementation of Community Safety Service standards 2. Action Plans for each neighbourhood developed 3. Number of actions delivered 4. Levels of reported crime and anti social behaviour in each community 	Patrick Hodgson
To develop effective partnership approaches to tackling community safety throughout West Lindsey – through the Community Safety Partnership	Safer and stronger communities where agencies work together to support victims and tackle perpetrators	<ol style="list-style-type: none"> 1. Number of Community Safety Partnership targets met 	Patrick Hodgson
To reduce the numbers of people reoffending within West Lindsey and the building of community resilience where perpetrators and victims have access to restorative justice	More resilient communities where crime and the damage done by crime is lessened and where victims and perpetrators are supported to better understand consequences.	<ol style="list-style-type: none"> 1. A reduction in the number of repeat offences 2. indication of Restorative justice projects in local Areas 	Jo Riddell

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.

Members ICT

The elected members of West Lindsey District Council have led the way in terms of adopting modern and “agile” working procedures. As a result of working together with officers the councillors adopted paper less working procedures for council meetings. This has reduced the requirement for printing and in particular postage. This change will provide for cash saving of more than £70,000 per year.

The Current Issues and Challenges

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.

We need to match the skills and expertise of staff to successfully deliver the Corporate Plan. How we organise ourselves and develop people will be critical to this. West Lindsey District Council will have an agile and flexible workforce so that we deliver services in the most appropriate way to our communities. We need to improve the skill levels of the workforce so that staff can demonstrate increased focus on generating income, efficiencies and citizen action.

The Corporate Plan will be embedded in all we do, ensuring staff and members understand their role and how they can make a contribution. Appropriate training will be identified, sourced and undertaken which will enhance the skills and performance of the workforce. We need to ensure that all members have the skills and knowledge to make quality decisions on behalf of their communities.

Challenge: To ensure that people have the right skills and competencies and demonstrate the appropriate attitudes and behaviours to deliver the Corporate Plan.

Key Successes:

- The reorganisation has been delivered on time and in budget
- Management development training successfully carried out
- A model of using ‘Staff Champions’ to develop policy to gain better staff buy and improved performance has been implemented

Key Learning:

- People are the key to delivering our aims and they need the right skills to deliver
- Communication is the key in times of change.
- Involving the people who are affected by change at the earliest opportunity provides for better results.

Priority 5.1 Details Table - 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 develop and deliver a training plan which includes corporate and individual training needs identified through the successful delivery of the approved appraisal process	Staff and members have the necessary training and development to ensure effective working relationships and have the ability to deliver in the changing local and national climate	<ol style="list-style-type: none"> 1. Quality appraisals have been carried out for all officers and appropriate development needs have been met by a comprehensive program 2. Investors in People Accreditation is maintained 3. Accreditation for member development is successfully obtained to demonstrate a committed to members 	Elaine Pepper

Theme 5: The Entrepreneurial Council

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

Revenues and Benefits

The council considered entering a shared service for Revenues and Benefits but an alternative option was developed and delivered with great success delivering more than £150,000 of savings.

The time it takes to process a benefit claim has reduced by 25% despite an increase in workload of 4% and the collection of council tax has improved to 98.8% in year.

The Current Issues and Challenges

During 2010 West Lindsey's Revenue Support Grant was reduced by 25%, (£2 million over 2 years). Future settlements are unknown and so we need to find ways to reduce our dependence on grants and prepare for further reductions. This can be achieved through an increase in income, and although the council has a number of existing income streams, there are further opportunities to levy charges for other services currently funded through Council Tax if it is deemed appropriate. The council also has significant physical assets and a good level of reserves which it can invest to generate an income utilising the power to trade.

The alternative to income generation is a reduction in service costs. Many of the existing service delivery processes that we operate have evolved over the years, but still resemble manual paper based systems. Our In Depth Business Review Programme will consider alternative delivery options to ensure we only deliver services where appropriate and in ways that people want and choose to receive them, commissioning services from others where appropriate. There is increasing demand for customers to be able to serve themselves with council services and there are advantages to both the customer and the council from enabling this.

Challenges:

1. To reduce costs or use the council's physical and tradable assets and reserves in a way that delivers a financial return in a way that does not result in unacceptable reductions in services or affect delivery of our corporate priorities.
2. To develop the management team to have a greater commercial focus, with a better understanding of their finances, the ability to seek opportunities to generate income and be innovative in designing new approaches that provide more with less subsidy.
3. To maximise the potential of income streams in a fair and equitable manner to reduce reliance on external grants.
4. To ensure we clearly understand our customers' needs and the marketplace in order to introduce changes that people understand, and are able to engage with.

Key Successes:

- Increased resilience of the Customer Service function. This is essential for a service led by demand and subject to peaks and troughs in work.
- There has been a 60% reduction in cash payments received over the year resulting in lower costs from our cash security partners
- During the year the council considered entering a shared service for Revenues and Benefits. An alternative option delivered more than £150,000 of savings while improving performance.

Key Learning:

- Customers expect the ability to self-serve for council services
- Failure to communicate well, will lead to dissatisfaction and additional work
- On-going development and training in customer care is essential
- Commercial business cases are essential at the earliest possible stage in considering proposed action. This will ensure that resources are targeted in the best possible way

Priority 5.2 Details Table - 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			
To deliver an approved plan for the Building Control service.	A cost effective building control service	1. Net cost of the Building Control service 2. Customer Satisfaction with the Building Control service	Suzanne Fysh
To understand the value of all of our assets and the potential income we could generate from the sale of our capacity	Effective and efficient use is made of assets (non-property)	1. Asset (non-property) register delivered 2. Value generated from the sale of our assets and capacity	Alex Reeks
To maximise opportunities for external funding	External funding opportunities are maximised	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 ensure that we have effectively marketed our district, and assets to deliver the desired outcomes	The district is successfully marketed.	1. Strategy delivered 2. Success measures for the strategy to be agreed 3. Marketing plan	Grant Lockett
To ensure that fees and charges deliver increased income.	Increased fees and charges provide resources to deliver the aims of the Corporate Plan	1. Increase in income achieved through appropriate charging 2. Level of additional income through appropriate charging	Alex Reeks
5.2.2 Cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey			
To deliver cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey	The service is cost effective and meets the needs of our communities.	1. A Waste Strategy produced by April 2013 2. A Waste Minimisation Plan is produced in 2013 3. Success measures for the strategy to be agreed	Steve Leary Ady Selby
To ensure that management of our fleet is effective and efficient and contributes towards reduced CO ₂ emissions	Cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey that meet the needs of the community	1. Contract in place and vehicles procured in a more cost effective way. 2. Value of saving per vehicle acquired 3. Fleet management policy by April 2013	Glyn Pilkington

5.2.3 People have access to the information and services they need			
To ensure that our ICT infrastructure supports the way we need to work and the way our customers and communities want to interact with us	The ICT infrastructure supports the organisation, local people, communities and businesses and meets their needs	<ol style="list-style-type: none"> 1. Strategic Action plan produced 2. Action plan delivered 3. Strategy measures to be agreed 	Alex Reeks
To increase the available access channels for customers to access our services increasing customer satisfaction and choice	Available access channels meet the needs of our customers	<ol style="list-style-type: none"> 1. Electronic service delivery plan by October 2012 implemented by April 2013 2. Outcome measures to be agreed 3. Level of customer satisfaction 	Alan Robinson
To ensure that local people have access to information about the district to inform the development of neighbourhood plans and support decision making	Information is available that meets the needs of local people and communities.	<ol style="list-style-type: none"> 1. Information Management (data visibility) plan delivered 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			
To ensure that reviews deliver savings or additional value for existing contracts and that new contracts are let with a commercial focus	Contracts deliver efficient and effective services	<ol style="list-style-type: none"> 1. Review of contracts 2. Financial savings delivery 3. Addition value generated from contract review 	Alex Reeks
5.2.5 Efficient services balancing cost and performance			
To work in an agile way that meets the needs of local people and communities and makes the best use of our resources.	Customer experience is improved along with 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 4. Postage cost reduction 5. Income received 	Alex Reeks
To ensure that service reviews deliver savings or additional value	Efficient and effective services meet the needs of our customers and communities.	<ol style="list-style-type: none"> 1. Value of savings delivered through business review 2. Additional value added through business reviews 	Alex Reeks

To deliver a sustainable local taxation system which provides for an appropriate financial yield and where vulnerable people are protected from financial hardship	The local taxation scheme delivers the best possible yield whilst meeting the needs of local people, businesses and communities	<ol style="list-style-type: none"> 1. Council tax benefit and exemption scheme approved March 2013 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 ensure that 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.	Local people, businesses and visitors are able to access car parking in a way that meets the priorities of the towns	<ol style="list-style-type: none"> 1. Car parking strategy October 2012 2. 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) 3. Satisfaction 	Gary Reeve

Theme 5: The Entrepreneurial Council

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



Old Guildhall redevelopment site.

- Development brief produced
- Significant interest demonstrated by the market
- Potential development partner identified

The Current Issues and Challenges

The former Guildhall building is still owned by the council and currently stands vacant. This area of the town is a prime location for the development of a cultural quarter for Gainsborough, and we are working with a potential development partner to work up an appropriate scheme for the site. We aim for the scheme to:

- Secure a vibrant, sustainable, mixed use development which strengthens and complements the existing town centre “offer”
- Ensure a high quality, contemporary built design that references and respects the characteristics of the location
- Restore active frontages and building heights along the Lord Street and Bridge Street elevations
- Create a new destination which unifies the existing town centre attractions of Marshall’s Yard, the Market Place and Riverside,
- Create an iconic landmark building of high architectural merit

Challenge: To secure a redevelopment solution for the old Guildhall site that meets the objectives of the development brief for “Elswitha Quarter”.

We need to work with public sector partners on an approach to Place-based Asset Management Collaboration.

Understand **all** public sector assets in a geographical area and understand the customer demand on those assets to allow for rationalisation and the best use of their investment potential. This will provide opportunity for revenue savings and capital receipts and potentially enable regeneration and growth through pooling of resources.

We need to explore opportunities for strategic purchase of buildings or land to support the needs of the community.

Challenge: To develop a cost effective and flexible public estate that meets the needs of the community effectively across both tiers of local government (district and county council functions).

Key Successes:

- Office space rationalisation to date is delivering an annual income of approximately £90,000
- Further space has been released with a rentable value of approximately £43,000
- Agile Working Programme is well established which aims to release further prime retail/office space valued at around £200,000 per year

Key Learning:

- Although our work is predominantly undertaken ‘in the field’, we have been organised/structured to rely on an office base to complete this work
- Technology is a key enabler to working ‘where the work is’ and improving performance and customer satisfaction
- Changes in working styles/patterns requires significant cultural change
- Understanding the legal and other risks to councils when they act entrepreneurially so that projects can be successfully delivered to provide an income or social return on investment.

Priority 5.3 Details Table - 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	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 Reevell
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 Reevell
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 Reevell
To have in place a Corporate Asset Management Plan by January 2013	The council's assets are managed in a way which retains or enhances their value.	1. Amount of unplanned/un-programmed 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	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 are used as efficiently and effectively as possible.	1. Readily accessible register of publicly owned land and premises within West Lindsey	Gary Reevell

Objective	Outcome	Measures	Lead Officer
5.3.3 The council has reduced its reliance on Council Tax and grants through investment activity and maximised social value.			
To put in place a mechanism for receiving and fulfilling requests for investment to deliver financial returns or social value	Local businesses to thrive by providing investment.	<ol style="list-style-type: none"> 1. Mechanism in place 2. Number of applicants 3. Percentage of applicants supported 4. Social value derived through investments 	Alex Reeks

3.5. Area Based Priorities

The following priorities have been identified from Area Summits involving a wide range of local ‘influences’ within communities. These included parish and town councils, local business leaders, members of the faith community, head teachers, voluntary and community organisations and local people. Over the next year detailed area plans will develop projects/actions to deliver outcomes against these priorities for the six areas of the district.

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

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

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

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

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

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

3.6. Equality Objectives

At West Lindsey District Council we strive to promote equality and embrace diversity in the way we support our residents and visitors, provide our services, and treat our employees. We seek to embed equality and diversity into our organisation and integrate it into our daily roles. As such, our goals for equality are embedded within our goals for the district.

Youth	Objective: Improve opportunities for youth to effectively engage in the community and develop employment skills		Objective: Promote safe and secure communities by fostering good relations between different groups of people		Embracing Diversity
	No.	Corporate Plan Outcome	No.	Corporate Plan Outcome	
	1.2.2	Improved lives of younger people	4.3.1	We have a more effective approach to dealing with ASB, crime, and domestic abuse	
	2.2.5	Housing options for 16 - 25 year olds increase	4.3.3	Reduced fear of crime, ASB, and domestic abuse	
	3.3.3	All people in West Lindsey under 25 years old have the right skills to gain employment at the appropriate level.	4.3.5	Increased community capacity to address ASB, crime, and domestic abuse	
Mental & Physical Health	Objective: Reduce mental and physical health inequalities within the district		Objective: Ensure participation and community engagement from all sectors of society		Effective Community Engagement
	No.	Corporate Plan Outcome	No.	Corporate Plan Outcome	
	4.1.1	Reduced obesity in priority areas in Gainsborough	1.1.2	Connecting citizens and communities to each other with information and social media	
	4.1.2	Improved facilities for those affected by dementia	1.4.2	Seamless, customer focused public services offering a range of options for access	
Physically Disabled & Elderly	Objective: Improve access to public services and basic amenities for the elderly and physically disabled people				
	No.	Corporate Plan Outcome			
	2.2.4	Housing options for over 50 year olds increase			

The Equality & Diversity Annual Report 2011-2012 was published in January 2012. The document outlines our current work to uphold our duties under the Equality Act 2010 and showcases how we are meeting the differing needs of our customers. It also states our equality objectives and gives potential measures. The next report will be published in January 2013 and will begin to look at the progress we have made in achieving our objectives.

3.7. Key Strategies and Programmes

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

1. Localism Strategy

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

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

2. Housing Strategy

The development of a Housing Strategy for West Lindsey will help to ensure that the housing needs of our residents are met and that we can work towards delivering our corporate priorities over the coming years. A clear and focused strategy will help the council, the district and its residents to do the following:

- a) Plan and deliver its aspirations for growth
- b) Develop its understanding of housing needs and prioritise areas where need is greatest
- c) Deliver a number of different housing solutions including new affordable homes to meet the needs in the area and ensure that housing and homelessness services are as accessible and effective as possible
- d) Make best use of the different types of housing stock available in the district and ensure that poor quality housing is addressed and improved
- e) Provide housing solutions for the elderly and vulnerable, which meet their specific need

3. Economic Development Strategy

This Strategy will form the framework for developing a prosperous economy in West Lindsey. It will ensure that links are made to national and regional strategies as well as those of neighbouring local authorities as businesses and workers travel throughout the area, the country and the world.

It will also ensure that the Corporate Plan themes and priorities are focused appropriately for each of the six local geographic areas of West Lindsey.

4. Ex-MoD Villages

The disposal mechanisms for assets on MoD land means that communities are often left without basic services or community facilities and addressing the issues that this causes has to be done retrospectively. Under this programme, we are working with three communities, Hemswell Cliff, Brookenby and New Toft and the relevant public service providers to identify the key priorities and explore solutions. RAF Scampton is due to be decommissioned in 2019 and the focus is on not repeating or replicating the actions which have caused problems elsewhere. Work will be focused on three levels:

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

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

5. Green Strategy

The council is committed to supporting the “green” agenda and members adopted a Renewable Energy Statement in February 2012, which states the council’s overall commitment to supporting all forms of alternate energy production. A number of actions are being progressed – photovoltaic cells situated on council buildings, continued excellent performance in recycling and the enabling of the first level five code residential development to be built and operable in the district.

A full strategy is in preparation.

6. Health and Wellbeing Strategy

The council is working closely with the shadow Health and Wellbeing Board for Lincolnshire and the consultation draft of the county strategy. A draft West Lindsey strategy for Health and Wellbeing has been produced which is focused on addressing the key inequalities of health across the district. A health board has been established and partnership forged with the new Clinical Commissioning Groups, the Lincolnshire Partnership Foundation Trust, and other health partners.

7. Organisational Development Plan

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

8. ICT Strategy

The ICT Strategy will provide the council with a strategic direction for the development of Corporate ICT resources and a future migration path to emerging technology opportunities such as cloud computing. We have appointed a Strategic ICT Lead for five districts within Lincolnshire to align our strategies, plans and operations in a way which speeds up delivery of benefits and maximises financial savings. A joint strategy for the partnership is currently in development.

9. Enforcement/Antisocial Behaviour/Environment and Street Scene Strategies

We have identified that our approach to managing issues that affect communities and have an impact on the quality of the local environment is in need of improvement.

We have not always dealt with service requests as well as we could have, which has led to customer complaints. We are developing a more rigorous process to resolve issues. Our enforcement of problems that affect the quality of life of residents has, at times, been uncoordinated and we have developed a pilot scheme with partners to improve our joined up approach.

Our aim is to have a more strategic and coordinated way of dealing with neighbourhood enforcement and the way we manage the street scene

10. Commercial Strategy

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

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

-
- d) Driving further value from our existing contracts

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

11. Financial Management

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

The Financial Management framework incorporates three key elements:

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

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

12. Tourism Strategy

The West Lindsey Tourism Strategy will provide a framework for developing the tourism industry and increasing the number of visitors to the district as an important component of the rural economy. It will take into account the national and county tourism strategies as they develop over the next few years. It will ensure that those geographic areas and sectors of the district that could benefit most from tourism will be focused on.

13. Core Strategy

The Central Lincolnshire Core Strategy will become the Local Plan for the district. It will shape the development of the district through policies designed to take account of the requirements for new developments in order to meet housing need, the need for new employment land and social and community facilities, as well as protecting the high quality environment of the district.

Running alongside the Core Strategy will be an Infrastructure Delivery Plan which will seek to ensure that the infrastructure needed to accommodate new development will be delivered at the appropriate time. The Core Strategy will be followed by the adoption of community Infrastructure charging schedule which will seek to assemble funds for the required infrastructure through a charge on defined new development within the district.

14. Asset Management Plan and Asset Utilisation Strategy

The assets that the council holds and manages have a key role in delivering the Corporate Plan. These plans and strategies will provide a framework for assessment of the council's property assets in terms of those needed for its operations; those which are key to the delivery of its regeneration objectives (as set out in the Corporate Plan theme of a Prosperous and Enterprising District); those which have a capital value and are capable of being disposed of without compromising the ability of the council to carry out its functions or achieve its regeneration objectives; and those which are of no capital value and should be transferred to another organisation. The plans and strategies will also provide a framework to ensure that the value of the council's assets is maintained and that they provide the optimum level of income.

15. Neighbourhood Planning

The council's approach to Neighbourhood Planning will be set out so that it can deliver sustainable housing and employment growth in the communities of the District which is locally controlled in terms of its quantum, location and form. This approach will include a definition of Neighbourhood Planning, the type and level of support which can be offered to communities who wish to complete a Neighbourhood Plan and how this approach conforms to the Local Plan for the District.

16. Customer Strategy

Customers are at the heart of what we do. The Customer Strategy aims to ensure that our services meet the needs of the customer in terms of:

- Ensuring our services are customer led and designed in collaboration with customers
- That they are accessible to all who want to use them and that we offer a variety of channels through which customers can access our services
- That the outcomes of the services we provide deliver the outcomes customers need

4. Chapter Four - Governance and Performance Management

4.1. Chapter Contents

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

4.2. What is Governance?

Corporate governance can be defined as:

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

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

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

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

4.3. Performance Management

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

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

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

4.4. Roles of the Chief Executive, Directors and Members

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

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

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

4.4.1. Core Management Team

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

Role	Officer	Corporate Plan Delivery Responsibilities	Statutory responsibilities
Chief Executive (Head of Paid Service)	Manjeet Gill	Chair of the Corporate Strategy and Governance Board which oversees delivery of the Corporate Plan	<ol style="list-style-type: none"> 1. Determining the structure of the council and deployment of the officers. 2. Returning and Electoral Registration Officer and the Proper Officer for all functions. 3. Conducting the legal proceedings of the council and developing the Code of Corporate Governance.
Director of Communities and Localism (Monitoring Officer)	Rachel North	Chair of the Localism Board (Theme 1) Chair of the Green Board (Theme 2) Chair of the Health Board (Theme 4)	<ol style="list-style-type: none"> 1. Maintaining the constitution of the council, and 2. Ensuring that decisions that are taken are lawful and fair and do not amount to maladministration. 3. Promoting and maintaining high standards of governance and ethical behaviour.
Director of Planning and Regeneration	Mark Sturgess	Chair of the Growth Board (Theme 3)	<ol style="list-style-type: none"> 1. Developing and implementing the Growth Agenda for the district so that it is able to prosper. 2. Preparing and adopting the “development plan” for the district (currently the Core Strategy and associated documents) in partnership with the Central Lincolnshire Councils. 3. Providing support for “neighbourhood planning” within the district as required by the Localism Act 4. Providing statutory services around development control, building control and land charges 5. Providing the council’s statutory services in respect of housing and homelessness
Head of Financial Services (Chief Finance Officer)	Russell Stone		<ol style="list-style-type: none"> 1. Ensuring that all expenditure is lawful and will not cause loss or lack of resource. 2. Determining the level and type of audit resources. 3. Providing advice on the scope of powers and authority to take decisions, on financial propriety and probity. 4. Authorising payments, borrowing powers and staff payments.
Head of Revenues, Benefits and Central Services	Alan Robinson	Chair of the Entrepreneurial Council Board (Theme 5)	
Assistant Chief Executive	Alex Reeks	Assurance and Governance for all Boards	

4.4.2. Members

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

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

5. Chapter Five - Risks and the Management of Risk

5.1. Chapter Contents

This chapter outlines the importance of risk management.

5.2. Risk Management

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

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

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

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

Successful risk management:

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

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

6. Chapter Six - Communication of the Plan

6.1. Chapter Contents

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

6.2. Initial Launch

In September, the full detailed version of the Corporate Plan approved by council will be made available to members and the management team.

A summary version will be made available for partners and wider circulation as appropriate.

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

All versions of the plan will be made available on the councils website and the summary version will be distributed to parish councils and information points as appropriate.

6.3. Consultation

During the autumn budget engagement sessions we plan to undertake further consultation on the Corporate Plan and discuss with communities and partners, how we take shared responsibilities for delivery.

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

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

6.4. Demonstrating success

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

Appendix 1 – Corporate Risk Register

Current key risks

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

No.	Description	Consequence	Actions
1	Financial sustainability in current financial climate resulting in further severe local government funding reduction or a shortfall in planned income	1. Impact on level of and quality of services delivered. Ability to influence and address social issues such as employment	1. Five year budget strategy that looks at medium and long term planning to build greater resilience 2. Stakeholder engagement to make decisions on future savings and priorities for the council (winter 2012)
2	Failure to deliver through greater collaboration with parties such as county council, districts, South Humber, parishes and communities	1. Reduction in services or failure to address complex social issues which cannot be addressed by one partner in isolation	1. Regular meetings between politicians and managers with key partners to update and monitor joint actions 2. Role of CMT to focus more on developing partnership delivery
3	Ability of the community to adapt to the reduction in public sector funding and focus more on self help and helping each other	1. Resilient communities, greater frustration with needs not met. Impact on health and wellbeing. Ability of some to live independently in their homes	1. Localism programme, funding and new officer roles, providing support and tools to help communities help themselves and others 2. Councillors understanding how and where communities need development support and signposting them to this
4	Leadership capability amongst members and managers to proactively drive and take difficult decisions that are needed to adapt to the new environment	1. Ability to build a more resilient council 2. Balancing a difficult budget 3. Levels of performance and impact of work in delivering outcomes needed	1. Councillors and managers jointly agree approach to how we work as part of the Budget and Corporate Plan workshops over Autumn/Winter 2012 2. Managers work to new management standards and focus resources on delivering priority outcomes 3. Leadership development training

No.	Description	Consequence	Actions
5	Customer satisfaction and expectations do not realistically reflect a reduced workforce with budget cuts	<ol style="list-style-type: none"> 1. Frustrated citizens or customers feeling their expectations of the council are not met 2. Time spent dealing with complaints 	<ol style="list-style-type: none"> 1. Greater focus on customer standards and greater consistency on customer service and communication across all services 2. Focus on communicating achievements and work with communities and customers to deliver success 3. Greater analysis and action on complaints
6	The ability of the council to work to the principles of good corporate governance expected to deliver the Corporate Plan	<ol style="list-style-type: none"> 1. Resources utilised ineffectively and failure to deliver results (outcomes) 	<ol style="list-style-type: none"> 1. Management Standards 2. Programme of Audits to monitor and learn
7	Impact of the current economy on the most vulnerable, including businesses and individuals	<ol style="list-style-type: none"> 1. Decline in health, wellbeing and standards 2. Lack of confidence and morale in the community 3. Pressure on services such as benefits or housing 	<ol style="list-style-type: none"> 1. Greater targeted work on priority areas and neighbourhoods 2. Develop ways to help youth unemployment and employability of young people 3. Invest in development and growth of business
8	Impact of finance reforms both financially and otherwise due to delays in legislation for universal benefits, localisation of council tax benefits and business rates	<ol style="list-style-type: none"> 1. Financial Sustainability 	<ol style="list-style-type: none"> 1. Scenario planning and adoption of policies in waiting as pending legislation and its principles become clearer
9	Ability to deliver high performing services in relation to the level of resources	<ol style="list-style-type: none"> 1. Reduction in performance 2. Failure to meet social needs of the district 	<ol style="list-style-type: none"> 1. Greater comparison of national benchmark and best practise 2. Invest in service development and redesign in line with the Entrepreneurial Council model of localism, greater productivity and more income

No.	Description	Consequence	Actions
10	Increasing workforce productivity, morale and motivation at a time when they have to be resilient, adapt new skills and behaviours	<ol style="list-style-type: none"> 1. Increased stress and workloads leading to Health and Safety issues 	<ol style="list-style-type: none"> 1. People and OD programme and service, provide leadership in tackling this area 2. All managers provide leadership and modelling behaviours needed and support to workforce and councillors to help them adapt
11	Failure to deliver a local development framework that delivers sustainable growth	<ol style="list-style-type: none"> 1. Piecemeal development of district 2. Inadequate growth in a sustainable manner 	<ol style="list-style-type: none"> 1. Core Strategy being realigned to national localism changes 2. Delivery plans for key strategic sites 3. Housing and Economic Strategies to deliver growth

Appendix 2 – Theme Achievements 2011-12

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
1. Theme 1: An accessible and connected district where all have the best opportunities in life to help themselves		
Priority 1.1: Communities are able to meet their local needs sustainably		
1.1.1 Citizens & communities helping themselves & others		
Better alignment of resources to support local need	High levels of deprivation	Community First Panel has been established to receive Government funding. Local community are 'in charge' of allocating resources to meet local need. WLDC officers and members have worked to support local people and have carried out Street Audits to improve the street scene in the South West Ward of Gainsborough priority neighbourhood project.
Comprehensive strategy for funding voluntary organisations and clear rationale of the importance of the sector in supporting community action	A strong and healthy voluntary sector will support the objectives of the Localism programme	Voluntary Sector Review criteria and process agreed. We have agreed the process with LCC .
Financial support to encourage volunteering and community action	Essential component to the Localism programme to support community action	Community Funds launched. Community Action and Volunteering Fund – 2 rounds of bids already supported Councillor Initiative Fund – range of projects supported. Olympic and Jubilee Fund - £50,000 applied for and allocated to social events across the district Community Asset Fund – national partners commissioned to deliver
Increase understanding of local issues and to support local people set priorities	Shift to Place focus across the council to build an understanding of the council's new approach and connect people to support community action	Staff resources aligned to Area working. Area Summits held in all areas. Each Area has a set of clear priorities which are being developed into local area plans for action
Sharing of experiences between the 4 MoD communities, the raising of the problems experienced due to MoD de-commissioning practice. Increased staff support to connect local people. A platform for partner agencies to support better service delivery	Specific problems encountered by these communities due to the legacy of MoD. Lack of knowledge and understanding of the issues among partners	Ex MoD villages priority neighbourhoods support. Visit by Secretary of State. Successful bid to Design Council for funds to support a new public service interface. 2 Summits to bring together the 4 communities and local partners. DCLG interest in the wider political issues. Increased staff presence on the ground to support local people. Establishment of a Steering Group with LCC,

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
		Police and Community Lincs. LCC recognition of ex MoD communities as priority neighbourhoods. Lloyds TSB funding achieved to support full time Community Development worker
Support to elected councillors in their community leadership role	Build relationships and strength of local democracy and community action	Member satisfaction with Localism programme is at 66%. Relationships between local ward members and Senior staff has significantly improved
1.1.2: Connecting Citizen's and communities to each other with information and social media		
Social media used to connect local people in Areas	Development of alternative ways to connect people and to share information	Joint LCC and WLDC News launched. Area Face book pages established in each Area. Scampton have taken lessons from Caistor and are now using social media to communicate among the local community. This represents a slow start but infrastructure is in place.
	Access to the internet at speeds which allows a reasonable level of use is important for the following reasons: <ul style="list-style-type: none"> - Assists economic and employment growth by enabling businesses to locate in rural areas. - Helps address social/digital exclusion - Assists with access to services and electronic delivery of services - Reduces the need to travel 	The council is part of the BDUK project which aims to ensure that 90% of the UK population is covered by broadband of 24mbps or greater and 100% of the country is covered by 2mbps by 2015. The council is a partner in the BDUK project for Lincolnshire and has committed a minimum of £375k to this project. In addition to the BDUK work the council has explored with partners how other parts of the district can be provided with higher internet speeds.
Priority 1.3: That all communities in West Lindsey achieve their full potential and provide the services and infrastructure local people need		
1.3.2: Gainsborough is a local service centre for the district and beyond where people chose to live, work and visit		
To improve effectiveness of the democratic process to the benefit of the residents of Gainsborough. To improve quality of life for Gainsborough residents and promote the town in a positive light.	To ensure effective local governance, make Gainsborough an attractive place to live and to attract inward investment.	Governance support for Gainsborough Town Council. Street Audits within the South West of Gainsborough and support to create Community First Panel. Gainsborough Area Summit held bringing together influential parties to discuss issues and propose actions.
	Gainsborough is the principal town of the district. It is the main retail and employment centre. It has been the focus of regeneration activity; however much work still needs to be done. There are	A brief has been published to develop the former Guildhall site and adjacent riverside to provide a cultural quarter. Expressions of interest were received from 3 potential development partners. A single developer has been selected as a "potential development partner".

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
	plans to double the size of the town over the next 20 years and a coherent delivery strategy to develop the facilities within the town is needed.	Detailed work is underway to potentially develop a Hotel, Cinema, restaurants and other uses to regenerate this area and add to the attractiveness of Gainsborough as a place to live in, work in or visit. The town has made a bid to become a "Portas Pilot".
1.3.3: Market Rasen becomes a vital and vibrant town which is capable of identifying its own needs and addressing them through effective community engagement and action		
	Market Rasen is the second largest market town in the district (there are larger villages). It serves a large rural hinterland and its importance and influence outweighs its size. It has potential to become a more attractive market town given its townscape, the quality of its buildings and its proximity to the Wolds AONB. It suffers from low incomes, empty properties and a higher proportion of families on benefit than other smaller towns and larger villages of the district.	A Neighbourhood Planning Group has been established. The Town Council has endorse the need to produce a Neighbourhood Plan A Business Improvement Group has been established which is looking at reviving the town centre through tackling empty shops, marketing the town, dealing with problems in the physical environment and re-vitalising the retail market in the town square. The town has made a bid to become a "Portas Pilot"
2. 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.		
2.1.4 Reduce CO ₂ , and minimise waste-to-land-fill in the residential sector		
Recycling rate of 55% against the Lincolnshire Waste Partnership target of 55% recycling and the National target of 50% [1] of all domestic waste by 2020.	Residents in West Lindsey have told us that recycling is important to them and helps by: <ul style="list-style-type: none"> • Saving more of the Earth's natural resources • Saving energy in the production process of making new products • Helping to reduce pollution 	56% recycling rate achieved. This is the same figure as last year despite stopping garden waste collections for 4 months which delivered financial and environmental benefits.

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
Reduce the tonnage of household waste materials going into landfill sites	We cannot continue sending as much waste to landfill. Not only is it bad for the environment because it emits methane, (a powerful greenhouse gas that contributes to global warming), but also because space for landfill is rapidly running out too. There are sound financial reasons as well. By law we have to meet targets set by the Government. We face increasing landfill tax charges and fines of £150 for every tonne over our landfill limit.	Provisional figures show that landfill tonnage went down again in 2011/12. It is down by more than 25% since the introduction of the triple bin scheme.
2.1.1 Reduced CO ₂ emissions from council operations		
CO ₂ Carbon reduction plan Reduced CO ₂ emissions from council operations. 25% reduction in carbon emissions by 2014	National priority and statutory government target	West Lindsey District Council achieved a 16% reduction in carbon emissions in year 1 (09/10 and the total CO ₂ e reduction is now 21.5% at 2010/2011. These are the latest figures and it is expected that we will achieve our targeted 25% CO ₂ e reduction ahead of the target date.
Renewable Energy Statement prepared.	Political buy-in/uniform position so that opportunities are identified for income generation, reducing carbon emissions and impact on climate change	In February 2012 a renewable energy group statement was approved by council and a series of actions have been identified.
Fit solar panels to council premises where feasible	Income generation and reducing carbon emissions and impact on climate change	Additional solar panels installed in February 2012 to:- Leisure centre, Gainsborough WLDC Offices and the Festival Hall, Market Rasen Projects completed in time to receive higher rate FITS subsidy
Automatic Meter readers Better monitoring of energy usage	Measuring and monitoring are key to success	Automatic meter readers were installed May/June 2011 at the Depot and Trinity Arts Centre, providing us with more energy usage data. Data loggers have been installed at the Leisure Centre and Area Offices, Market Rasen to record the amount of electricity generated by the solar PV.

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
2.1.6 Encourage the development of more sustainable communities by helping them to meet their needs locally		
Cross Street regeneration to be an exemplar and test technology	Regeneration of the area, to be an exemplar and test technology	A number of homes in Cross Street, Gainsborough were built and refurbished using the latest energy efficient tools. Solar panels have been installed to heat tenant's hot water and recycled rain water will be used to flush the toilets. This is the first development in the district to have reached the level 5 Code for Sustainable Homes
Priority 2.2: Sustainable housing stock providing appropriate housing choice across all sectors including geography, housing type, meeting needs and demand		
2.2.7: Better use of existing housing stock		
Better use of existing housing stock	Housing need in the district outstrips supply. Building new homes will not provide for all the unmet need and will take time to deliver. Existing housing stock represents a resource which can, in certain circumstances be use to meet a proportion of this unmet need.	Demonstrated through a pilot how existing substandard housing stock can be adapted to meet modern standards. We have assisted a housing association through the eco-towns programme to adapt existing properties to meet modern standards. We have embarked upon an initiative aimed at rolling out these lessons more generally to the empty housing stock of the district.
3. Theme 3: A Prosperous and enterprising district		
Priority 3.1: An environment where an increased number of businesses and enterprises can grow and prosper		
3.1.2: Businesses and enterprises are supported to allow them to grow and prosper.		
Support for businesses	Existing businesses are vital to maintaining and increasing employment levels in the district and maintaining a healthy local economy. It is often easier to support existing businesses to grow than to achieve inward investment	A local manufacturer has been supported through business relocation. Support has been given to a range of businesses across the district to grow and expand. We have successfully developed the Plough as managed work space in Gainsborough. Local procurement training has been undertaken.
Priority 3.3: West Lindsey residents have the appropriate skills to meet the diverse and changing needs of the business and enterprise community		
3.3.1: People in West Lindsey have the right skills to move from benefits to employment		
People in West Lindsey have the right skills to move from benefits to employment	This ensures that the workforce within the district is employable and contributes fully to the local economy and local economic wellbeing	Successful participation in the Future Jobs Fund

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
4. Theme 4: 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		
4.2.1: Increased culture/leisure offer in Gainsborough to encourage the visitor/evening economy		
To Increase the culture/leisure offer in Gainsborough to encourage the visitor/evening economy and redevelop the old Guildhall site.	It is important that Gainsborough develops the range and variety of services and facilities necessary to support its growth ambitions	<p>A brief has been published to develop the former Guildhall site and adjacent riverside to provide a cultural quarter. Expressions of interest were received from 3 potential development partners. A single developer has been selected as a “potential development partner”. Detailed work is underway to potentially develop a hotel, cinema, restaurants and other uses to regenerate this area and add to the attractiveness of Gainsborough as a place to live in, work in or visit.</p> <p>A successful business plan for Trinity Arts Centre has seen– increased use of volunteers, sharing professional support from Lincoln Drill Hall, increased ticket sales and growth in confidence.</p>
Priority 4.3: Safe and secure communities		
4.3.1 A more effective approach to dealing with crime, Anti-Social Behaviour (ASB) and domestic abuse		
<ol style="list-style-type: none"> 1. Development of a new countywide ASB reporting system 2. Develop and annual programme of prevention and distraction activities 3. Develop an ASB, crime and domestic abuse awareness programme 	.	<p>New Sentinel reporting system is in place and used by key partners. The process is supported by monthly Anti-Social Behaviour Risk Assessment Conferences (ASBRAC). We are in the process of formalising links between ASBRAC and MARAC (Multi Agency Risk Assessment Conference). The Community Safety Partnership (CSP), our Commissioning Coordinator developed a prevention and distraction programme for 2011/12.</p> <p>West Lindsey District Council has been chosen as one of 3 national pilots of Community Trigger project – for anti social behaviour by Home Office.</p>
4.3.2 Reduce reoffending and repeat victim rate		
1. Develop with partners an offender and victim support programme	To develop a more holistic and joined up approach to tackling the root causes.	Developed with partners an offender and victim support programme.

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
4.3.4 Reduce domestic burglary, shop theft and car crime in Gainsborough		
1. Developing preventative measures to address car crime and burglary 2. Work with shops and businesses to prevent shop theft 3. Develop an enhanced neighbourhood watch scheme 4. A coordinated approach to reducing metal theft across the district	To assist in creating a proactive partnership approach to tackling these issues.	We assisted in raising awareness in key areas by a range of media solutions and by assisting in the smart watering of several hundred properties. We worked with Lincs Police to promote the Lincs Alert awareness system and actively participated in 4 multi-agency metal theft operations.
4.3.5 Increased community capacity to address ASB, crime and domestic abuse		
Develop a programme to gain understanding of Community issues and needs	For our services to be community led we need to ensure we understand the issues within individual communities	Starting in the South West area of Gainsborough we embarked on a pilot to work with the community to identify and address issues. This included regular street walks, quarterly community audits and the development of a Community Panel. The pilot was deemed a success by the community and has now been extended to other areas.
5. 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.		
5.1.1 People have the right skills and competencies and demonstrate the appropriate attitudes and behaviours to deliver the Corporate Plan		
Definition of a 'model' officer/member	Officers and members represent the council and are key to delivering the outcomes to the communities of West Lindsey	Values and behaviours are established for all officers. The management team now have clear job descriptions and objectives that are aligned to the delivery of the Corporate Plan. Staff roles have been realigned during the last year to support the delivery of the Corporate Plan
5.1.1 Engaged officers/members		
Introduce organisational development plan	To ensure that the organisation, its people and its members are developed in line with the corporate plan	OD Plan has been developed and embedded and introduced into the organisation, and will be regularly refreshed. Delivery plan completed by September after appraisals of officers and members
Introduce new JDs in line with the Organising for Delivery (OfD) programme	To reflect new ways of working	All staff involved in the process of OfD now have new job descriptions (JD), all heads of service have new JDs in line with area working, and the remainder of JDs are to be completed in line with OfD by August 2012.
West Lindsey to become a learning organisation	To ensure that the organisation is developed and that learning is shared across the organisation	Paper produced to WMT, Learning Organisation to be introduced and embedded into the organisation through the next 6 months via appraisals and cultural change.

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
The facilitation of a cultural shift from traditional methodologies adopted within Local Government to a more entrepreneurial (or commercial) approach.	To mitigate the impact of greatly reduced government financing and still provide the desired level of services to the residents of West Lindsey.	Significant improvements have been made to the Council's financial reporting (at Member and Officer level) which supports understanding and decision making process whilst also underpinning the transition to a greater commercial focus.
Priority 5.2: A sustainable financial position supported by transforming innovation into economic goods.		
5.2.1 The council has reduced its reliance on council tax and grants through the effective maximisation of income.		
Income, Trading and Investment Strategy (now known as the Commercial Strategy)	To put in place a strategy to address reducing grant income to the council. To ensure understand and buy in from all key stakeholders.	The Commercial Strategy document has been delivered.
Priority 5.3: Use the public estate to respond to the needs of the community.		
5.3.1 Effective use of public assets to deliver the needs of the community		
Priority 5.4: West Lindsey exploits current technology for all.		
5.4.1 People have access to the information and services they need		
Social Media used to connect local people in Areas	Development of alternative ways to connect people and to share information	Joint LCC and WLDC News launched. Area Face book pages launched
A new website that is truly interactive and joined up to the county council and other partners	To improve customer access and the customer experience of contacting the council.	West Lindsey have migrated to the new website platform and a review of online access and the website generally is scheduled as part of the customer strategy.
Priority 5.6: Value for money		
5.6.1 Efficient services balancing cost and performance		
Reorganisation	To ensure that the workforce is aligned to delivering the Corporate Plan	Main affected team reorganised through the organising for delivery programme. Remaining low priority areas (from a reorganisation perspective) to brought into line with new ways of working over the coming months.
A full review of customer demand to understand which services are required, which parts are valuable and how customers access our services	To give us an understanding of the demands placed on the council to help prioritise our approach to customers and service delivery and areas for prioritised attention.	The demand analysis is complete and we now have in place a prioritised In Depth Business Review programme. The customer insight data gathered through this process has fed into the Customer Strategy.

What did we set out to achieve?	Why was this important?	What did we achieve? (Case study if applicable)
To provide efficient services, balancing cost and performance, within the financial constraints being experienced.	Providing stability in service delivery and continuity for service users and focus resources in priority areas within the context of limited and significantly reduced resources and competing priorities.	A balanced and sustainable medium term financial position has been set without the need for significant service reductions or redundancies.
To deliver savings in a key area of customer services without having a negative impact on performance and maintaining a high quality customer focused service. This work was carried out as an option appraisal when considering entering a shared service with 2 partner LAs.	Delivering high quality customer services is a key priority from the Customer Access Strategy. In addition to this the economic changes and in particular the reduction in Grant funding from central government make efficiencies and cost savings essential	2011/2012 saw the Revenues and Benefits team deliver savings of £150,000 per annum whilst improving the key performance measures. Processing times showed improvement as did Council Tax collection rates, despite an increase in demand for services.
Delivery of winter garden waste shut down. Financial savings of £156k per year, with minimal impact on landfill and recycling rate, minimal impact on customer satisfaction.	The decision to suspend green waste over the winter period was made by councillors in July 2011. Consideration was given to the views of the Citizens' Panel, the cost savings and the greatly reduced amount of garden waste collected during this period.	In addition to the financial savings, suspending collections in winter has also brought environmental benefits. Collection vehicles use a lot of fuel, and emissions will have reduced significantly by not collecting small amounts of green waste in the winter months.
Reduced cost of service, whilst maintaining recycling rates and maintaining customer satisfaction.	West Lindsey has a duty to secure value for money for its residents, and savings must be made because of budget cut backs.	Reduced cost of service for 3rd year in a row. Savings have helped WLDC to freeze Council Tax.
5.6.2 Commissioning and procurement that drives value for money		
A comprehensive Contracts register.	To ensure that we understand all of the councils contracts to prioritise a contract review.	Contract register delivered and contracts review, both locally and with Lincs procurement underway.
To ensure the contracts register remains robust and accurately reflects activity within WLDC.	To inform commissioning and procurement that drives value for money	A detailed spend analysis across Lincolnshire (Procurement Lincolnshire Partners) has been completed which has been used to inform the future procurement work plan.

Appendix 3 – National Context further details

6.4.1. Coalition Priorities⁸

1. Decentralise power as far as possible

- The Government aims for decisions that affect local people to be made at a local level. Local Government Finance reforms and the Localism Act have put in place a framework for local people to have a greater say in what happens in their community and in safeguarding the things that are an asset to that community.
- Local government finance reforms and the Localism Act 2011 aim to free local government from central control; decentralise power; and provide greater freedom and flexibilities so that we can genuinely lead our communities and drive local growth
- Work with local leaders on local sustainable growth, community budgets, and tackling troubled families

2. Reinvigorate accountability, democracy and participation (including transparency)

- The Localism Act releases the district council from some of the old limitations, allowing us to have more power to deliver what local people want. There are greater opportunities for local people to get involved and to be able to hold us to account.
- Through the powers in the Localism Act 2011, trust people to take control of the decisions that affect them, support integration and enable the Big Society to flourish by creating community rights, devolving power, accountability and funding closer to neighbourhoods; increasing citizen participation, lifting burdens, empowering local people to hold services to account

3. Support and incentivise local sustainable growth

- More power to local leaders the tools to drive local sustainable growth through local enterprise partnerships, enterprise zones, city deals and elected mayors

4. Meet people's housing aspirations

- Through the Housing Strategy, provide support to get house building going again, take action to improve affordability and support aspiration, choice and quality for tenants; as well as tackling empty homes and seeking to improve the quality and sustainability of homes. Together these will spread opportunity and promote local growth

5. Put communities in charge of planning

- Put local people and communities in charge of local planning so that they can determine the shape of the neighbourhoods in which they live, ensure that regulations support our ambition to drive sustainable economic growth and development, including our ambitions for a low carbon and green economy

⁸ [Department of Communities and Local Government Business Plan 2012-15](#)

6.4.2. Local Government Finance Bill 2012⁹

This is a radical change to the local government finance system, to support local authorities and local economies.

The Bill will allow us to:

- Retain some of the business rates generated in the district to help us to promote economic growth.
- Allow us to borrow against future growth in business rates
- Allow more freedom to have greater influence over the economic future of the district while still providing support for vulnerable people.
- Have more flexibility on charging council tax for empty properties.

6.4.3. Localism Act 2012¹⁰

The Act gives greater powers to councils, neighbourhoods and communities including:

More Freedom

- **A general power of competence** that includes some parish councils that allows us to do anything that we are not prevented from doing by law. We will have more freedom to improve services, drive down costs and work to enhance the district.
- **New local discounts** to support local businesses.
- **Reducing Red Tape** and bureaucracy
- **Local Standards** – a local code of conduct for local members and making it a criminal offence for councillors to deliberately withhold or misrepresent a financial interest
- **Making it clearer** what local members can do when there is a planning application in their area
- **More Freedom** to decide how we carry out our business and make decisions.

Planning

- **Community Right to Build** where communities will be able to build homes to meet local needs.
- **Powers to enforce** against people who try to conceal development that doesn't have planning permission.
- **Planning Rights** – to develop neighbourhood plans
- **Developers must consult** with local people on some developments.
- **More flexible use of money** from developers for local communities

⁹ [Communities and Local Government website summary](#)

¹⁰ www.Parliament.uk

Housing

- **Giving social landlords** greater power to meet local needs and more power to tenants.
- **Greater freedom** to determine who goes on the housing waiting list and the terms of the tenancy
- **A national home swap scheme**
- **Getting rid of the need to provide a Home Information Pack**

Power to the Community

- **Community Right to Challenge** – giving employees and community groups the right to express and interest in providing services,
- **Community Right to Bid** – to take over local assets that contribute towards the community's social well-being.
- **Power for local people to decide** – about council tax rises.
- **Transparency** – over the salaries of our officers.

6.4.4. Public Services (Social Value) Act 2012¹¹

This calls for decisions on any services that we commission to include a view of “social value” i.e. how this decision will improve the economic, social and environmental well-being of an area.

This will make a difference to that way that we commission services and will allow us to make a difference to the people who receive those services and could take into account things such as local purchasing, local employment and careers and links to schools or patient groups.

6.4.5. Welfare Reform Act 2010-12¹²

This Act introduces a 'Universal Credit' to replace existing means tested benefits aimed at improving the incentive to work and simplify the benefits system.

Other changes see the replacement of the Disability Living Allowance, a restriction to the amount of housing benefits and overall benefits, with locally determined council tax benefit schemes.

¹¹ <http://services.parliament.uk/bills/2010-12/publicservicessocialvalue.html>

¹² <http://services.parliament.uk/bills/2010-12/welfarereform.html>

6.4.6. Regional Growth Fund (Announced November 2011 in the Chancellors Autumn Statement)¹

The Regional Growth Fund (RGF) is a £2.4bn fund operating across England from 2011 to 2015 to support small and medium businesses to develop economic growth and sustainable employment. It focuses on helping communities that were particularly dependent on public sector employment.

6.4.7. Broadband Delivery UK (BDUK)²

This national project aims to deliver the [best superfast broadband network in Europe by 2015](#) and to do this, Government:

- has allocated [£530 million during the current Spending Review period to stimulate commercial investment](#) to roll out high speed broadband in rural communities
- will invest [£150 million in 'super-connected cities'](#) across the UK
- will invest up to [£150 million to improve mobile coverage in the UK](#) for consumers and businesses that live and work in areas where coverage is poor or non-existent

The ambition is to provide [superfast broadband](#) to at least 90 per cent of premises in the UK and to provide universal access to standard broadband with a speed of at least 2Mbps.

The county council has a £57m project to provide superfast broadband in the county by working with suppliers and local communities.

6.4.8. Police Reform and Social Responsibility Act

This legislation introduces an elected Police and Crime Commissioner for each police force and elections will be held in November 2012.

The Commissioner will hold the Chief Constable to account and be responsible for developing and delivering Police and Crime Plans and Annual reports. There will be a Police and Crime Panel who will make recommendations to the Commissioner and copies of the Panels reports will be sent to the local authority.

The Commissioner will be responsible for taking account of the views of local people and giving information on value for money.

This Act also changes the way that licenses are granted for late night opening, selling alcohol and for events.

¹ [BIS Website](#)

² [Department of Culture, Media and Sport Website](#)

Corporate Plan Summary

West
Lindsey

“The Entrepreneurial Council with a
social enterprise mindset”



West Lindsey District Council decided that the current financial climate would be treated as an opportunity to re-think our role and become less grant dependant.

This meant being creative about how we defined resources, beyond simply £'s and how we delivered more for less.

We were determined that the many social needs of our communities needed great leadership.

Local Government is at its best in a difficult situation and the Entrepreneurial Council model has been our framework to deliver amazing results.

The model has been about encouraging people to help themselves and a greater focus on income and trading.

We have embraced cultural and behaviour change, innovation, latest management thinking, the best of technology and empowerment.

We have achieved:

- No cuts in services
- No compulsory redundancies
- Praise from investors in people and local regional media
- Greater confidence and satisfaction by customers, communities and partners
- A council trusted to lead for its place and people because it will do it best



Theme 1: An accessible and connected district

Our priority is to support communities to help themselves and others in an appropriate, effective and sustainable way. Our achievements include:

- Launched three community funds including the Community Assets Fund and the Community Action and Volunteering Fund.
- Funding bid secured for a full time community worker for the ex Ministry of Defence communities
- Area based working, focuses on priority neighbourhoods, leading to increased community action



Theme 2: A green district

Our priority is to make sure businesses and communities operate and develop in a sustainable and environmentally responsible manner. Our achievements include:

- We are 17th in the country for recycling – our rate is 56%
- Solar panels on council buildings have significantly reduced the energy used
- 50 affordable houses completed, 20 empty properties brought back into use and 103 people have been prevented from becoming homeless



Theme 3: A Prosperous and Enterprising District

Our priority is to increase the number of businesses and enterprises and the range of skilled jobs to meet the needs of the community. Our achievements include:

- The Plough pub developed as workspace.
- Helped 7 local companies with their expansion plans, created more than 75 new jobs
- The Lindsey Action Zone funding means an additional £155k has been invested in micro business and tourism businesses
- Jobcentre Plus is funding £60,000 to help jobseekers gain new skills

Theme 4: Active, Healthy and Safe Citizens and Communities

Our priority is to have an active and healthy population with opportunities to access sport and cultural facilities in a safe and secure community. Our achievements include:

- 78 children took part in FitKids
- Supported walks led by volunteers in the Lincolnshire Wolds Walking Festival
- A system for recording anti-social behaviour, resulting in better joined up services for victims

Theme 5: The Entrepreneurial Council

Our priority is to make sure we are in a good financial position by transforming innovative ideas into economic goods. Our achievements include:

- Councillors working paper-less to save more than £70,000 per year
- Reduced the time to process benefit claims by 25%, and saved £150,000
- Better use of our assets creating £90,000 income annually



**West
Lindsey**

This is just a flavour of our
Corporate Plan
To find out much more visit:
www.west-lindsey.gov.uk/thefuture



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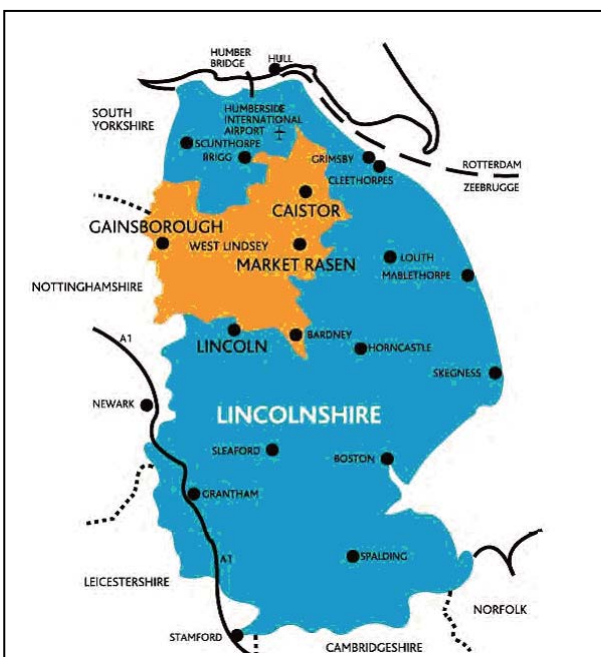
1. West Lindsey – the Place



West Lindsey is a thriving Lincolnshire district and is the largest and most rural of the seven district councils within county of Lincolnshire, in the East Midlands Region.

Our population is growing at a higher rate than other districts in the region and this is an opportunity to bring in investment through the growth agenda for housing, infrastructure and larger communities in Gainsborough and the villages around Lincoln.

There are 129 different communities in the area, ranging from remote hamlets, large villages and three market towns, Gainsborough, Caistor and Market Rasen



Villages stretch to the north of the city of Lincoln, following the route of the river Trent and the Nottinghamshire border to the west, bordering North Lincolnshire and North East Lincolnshire in the north, the east coast district of East Lindsey, and North Kesteven to the South.

The district covers 115,773 hectares (447 square miles), with the administrative centre based in Gainsborough.

The character, needs, strengths and assets of these communities vary greatly and a one-sized approach is not appropriate to responding to different communities especially as they range from the most prosperous communities e.g. Nettleham and Welton, to Gainsborough where deprivation levels are among the highest in the country.

Highlights

- Home to international businesses Ping and Eminox, innovative market leaders Freewatt and Linpop which has developed a solution to broadband issues, long established family businesses such as Gelders; and traditional farming and food culture businesses such as the Minting Farm and Uncle Henry's.
- Beautiful landscape attracts tourists and visitors to enjoy the countryside and Lincolnshire Wolds and take in attractions such as the fine medieval manor house, Gainsborough Old Hall and Torksey Lock.
- 'State of the Art' secondary learning centres including: Queen Elizabeth High School; Trent Valley Academy, Gainsborough, De Aston School, Welton and Cherry Willingham Community School.

2. West Lindsey District Council

“The Entrepreneurial Council with a social enterprise mindset”

West Lindsey District Council decided the current financial climate would be treated as an opportunity to re-think our role and become less grant dependant.

This meant being creative about how we defined resources, beyond simply £'s and how we delivered more for less.

We were determined that the many social needs of our communities needed great leadership.

Local Government at is at its best in a difficult situation and the Entrepreneurial Council model has been our framework to deliver amazing results.

The model has been about:

- Becoming more efficient and productive
- Encouraging people to help themselves by developing relationships of trust with communities, partners and local businesses
- Bringing out the best in our people by nurturing their potential
- Greater focus on income and trading

We have embraced cultural and behaviour change, innovation, latest management thinking, the best of technology and empowerment.

We have achieved:

1. No cuts in services
2. No compulsory redundancies
3. Praise from investors in people and local regional media
4. Greater confidence and satisfaction by customers, communities and partners.
5. A council trusted to lead for its place and people because it will do its best.

Highlights

- Marshalls Yard development into a quality retail area
- A triple bin refuse collection service and recycling scheme
- Development of low carbon eco-houses.



Our ‘can do’ attitude has helped us focus on meeting the needs of the customer, local people and businesses, not the service.

We have reshaped the way we run our services such as planning, benefits and public health to focus on where people live and do business.

In a climate of funding cuts and poor economic forecast, we have built our resources by working together with other councils, national and local partners, the voluntary sector and communities to achieve our ambitions, rather than cut them.

Councillors have driven our ‘paperless’ project helping to save more than £70,000 on printing, postage costs and officer time.

This approach allows us to be innovative - focussing on the outcomes that we want, and not the procedures or limitations of different organisations. This has helped our voice to be heard at a national level taking advantage of opportunities to work with new partners in new ways.

We have also turned round the support that we give to local members to help them to achieve their community leadership roles, taking the focus away from meetings.

3. A Business Minded, Outcome Focussed Organisation.



Our new entrepreneurial focus has given us an opportunity to innovate, be ambitious in our goals and our relationships with partners, businesses and communities.

By being more creative about how we define resources such as funding, people, community assets and local intelligence, we are in a position to deliver more for less.

Our focus has captured the hearts and minds of members and staff, earning us the name 'the Dragons Den Council' and is our strategy and framework to deliver amazing results.

This approach will take us from being an administrator and deliverer of services and programmes, to investor in the place. This needs a different set of leadership skills, being creative about how we define the resources available to us.

This has required a change in culture for the council to embrace innovation, changes in management style to make the best use of the opportunities that new technology, networking and communication presents to empower our people.

Two years ago, the council was subject to intervention by the Audit Commission, as broken relationships between elected members and officers was affecting leadership and relationships with partners.

People want to work with us because we have achieved a national and local

reputation of excellence and forward thinking.

This has been possible by developing a flexible, productive workforce that is empowered at all levels.

Highlights

- No compulsory redundancies
- Greater development opportunities
- A positive, can-do attitude to making things happen has allowed our staff more opportunity and influence over the way that they work and the difference that they can make.

This has benefitted our communities and citizens with no cuts to services, improved performance and trust in the council as a steward for the district.

The 'Entrepreneurial Council' with a social enterprise mindset has helped us to focus on commercial skills and balance this with our social conscience.

We will measure the success of our approach by the results that we achieve.

Photograph

4. Some of our Achievements

We have achieved some amazing results against a backdrop of reports of national cuts to services, redundancies and withdrawal of support for the voluntary sector.

- By working in partnership, we have doubled our CCTV coverage with reduced costs.
- We have been recognised nationally at the Social Enterprise Awards at the O2 arena in London for our work with social enterprise Hill Holt Wood.



- 130 young people who were at risk and had been excluded from school, leaving them vulnerable to lack of expectation and achievement have been helped into work with the Future Jobs Fund as forestry assistants, gardeners, joiners, sawmill operators and furniture makers.
- We have increased our help to Citizen's Advice to help meet the increasing demands on their services by local people.
- Our partnership with the Family Intervention Project is being used to address the need to help 'troubled families across Lincolnshire.
- Our Commercial Strategy has looked at how we can use our capabilities, local assets and investment in local businesses to achieve the aims of our local communities.

- £1.2 Community Assets Fund

Our localism strategy has allowed us an approach that focuses on the different needs and aspirations of our communities, taking into account their individual characteristics and working alongside partners and local people to improve lives.

(insert Graphic)

- Focussing resources on specific areas we can work with local people, partners such as Job Centre Plus, the Police, local councils and health bodies to deliver the outcomes that local people want.
- Working with partners across the county we have changed our approach to purchasing, legal services and information technology to make our contracts more accessible to local businesses, to support the local economy.



Our priority is to support communities to help themselves and others in an appropriate, effective and sustainable way.

This theme focuses on the council's support for community action, helping citizens to help themselves and others by valuing the power of local people and communities.

We see our role as providing the essential 'tools' to actively facilitate and support local activity.

Volunteers are vital to make a difference in their communities and we have delivered a number of funds to help build the capacity of local people to get involved.

Local parish and town councils are fundamental to community involvement and we want to see increased participation in local democracy.

The rural nature of the district means accessibility is a challenge that can be helped through better communication. New technology is an opportunity for communities to get information and support and we will take advantage of the BDUK project to improve broadband speeds in the district.

We appreciate that only the local community can start off the process for change & development.

Resident - Hemswell Cliff

Our approach to Area Based Working has provided a platform for statutory and other agencies to work more effectively to meet local needs. It has allowed us to focus support to priority neighbourhoods, including the South West and Park Springs areas of Gainsborough, market towns such as Market Rasen and the ex Ministry of Defence (MoD) villages of New Toft, Brookenby and Hemswell Cliff.

Highlights:

- Increase in community action
- Creation of a community room
- Community First Panel.
- Funds awarded by Lloyds TSB for a full time community worker for the ex MoD communities
- National partner with the Design Council to redesign services in these communities

- Our £50,000 Celebration Fund has helped 58 Jubilee, 311 Olympic and 3 joint events to take place across the district in 2012.
- Market Rasen successfully awarded £100,000 as part of the national Mary Portas programme of support to town centres.
- The launch of a £250,000 Community Action and Volunteering Fund to promote voluntary effort throughout the district
- Area summits have been held in each of our 6 areas to share experiences and develop locally agreed plans of action.
- A ground breaking Community Asset fund supports local people to take effective control of local

services and facilities to build the capacity of the community to make a difference.

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



Our priorities are:

- Businesses and communities in West Lindsey operate and develop in a sustainable and environmentally responsible manner.
- Sustainable housing stock giving choice across all sectors including geography, housing type, meeting needs and demand.

The nature of the district means that many rural properties are unaffordable to local people and there are few properties for rent in our villages.

With an increasing proportion of people's income going on fuel for heating, cooking and travelling, many houses being older and less fuel efficient, fuel poverty is a real issue in the district.

As part of Central Lincolnshire, communities around Lincoln and Gainsborough are designated as growth areas. We must ensure the buildings meet the needs of the community and are of suitable design and quality standards.

This includes meeting the accommodation needs of young people in Gainsborough and in rural communities.

Our population is getting older and more people are moving into the district to retire and take advantage of our quality of

life and yet there is no extra care accommodation in the district.

In the South West area of Gainsborough, many people are in receipt of benefits and live in poor quality private rented properties with a high turnover of tenants.

Together with partners we need to bring empty houses back into use.

Highlights:

- A South West Area Neighbourhood Renewal Action Plan has been created.
- We are 17th in the country for recycling - our rate is 56%.
- Our Eco Town project in Gainsborough to upgrade historic buildings has been an exemplar project to promote sustainable design in new housing. This is the first development in the district to reach a Code 5 level for Sustainable Homes
- Solar panels on council buildings has significantly reduced the energy used.
- 50 affordable houses completed, 20 empty properties have been brought back into use and 103 people have been prevented from becoming homeless.



Theme 3: A Prosperous and Enterprising District.



Our priorities are:

- An environment where an increased number of businesses and enterprises can grow and prosper
- There is a good range of high, medium and lower skilled jobs in the region to support a growing population in West Lindsey
- West Lindsey residents have the appropriate skills to meet the diverse and changing needs of the business and enterprise community.

The industrial make-up of the district reflects most rural areas. The decline of manufacturing, the low competitiveness of the agricultural sector and the under-representation of finance and business sectors, all contribute to a low economic performance at county and district level.

Most businesses are small office/home businesses with a turnover of less than £50k and struggle to secure public sector contracts or to take up opportunities to expand.

These enterprises are concerned about expanding their business and taking on employees.

The district has some beautiful countryside and there are opportunities for more tourism, hospitality and service businesses to attract visitors into the area.

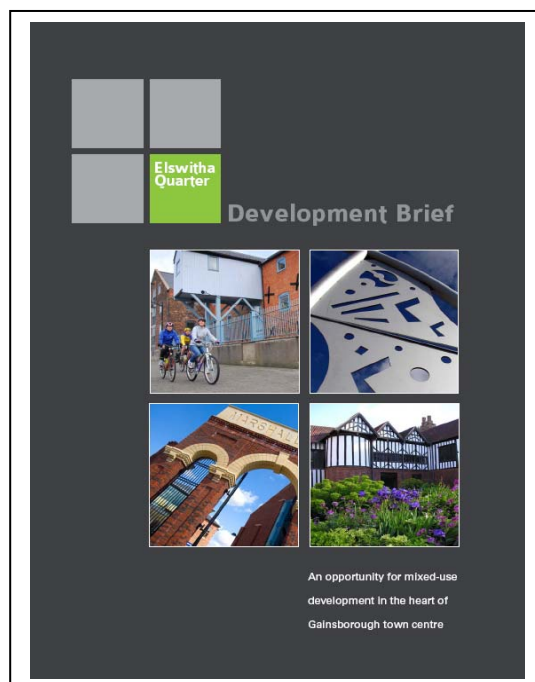
The development of major sites for employment on the South Humber Bank is an opportunity that local businesses could benefit from and it is our aim to make sure that businesses are prepared to grasp these opportunities.

Businesses have reported that they are unable to find people for specialist roles locally. We know that there is a mismatch between the skills and ambitions of our population and the jobs available locally, with limited opportunities for graduates in the area.

We will focus on turning this around and working with North Lincolnshire and North East Lincolnshire Councils to ensure that jobs growth on the South Humber Bank benefits West Lindsey residents

Highlights:

- Successfully developed The Plough in Gainsborough as management workspace
- Helped 7 local companies with their expansion plans, creating more than 75 new jobs.
- The Lindsey Action Zone funding has invested an additional £155,000 in micro business and tourism businesses.



Theme 4: Active, Healthy and Safe Citizens and Communities



Our priorities are:

- An active and healthy population
- Opportunities to access sport and cultural facilities
- Safe and secure communities

Life expectancy and health varies across the district. For example people living in the south west of Gainsborough have an average life expectancy 12 years lower than that of people living in Nettleham.

All agencies need to work together to promote better health and well being and we are committed to play our part in encouraging healthy activities and access to leisure for all.

Reduced funding for all agencies means this can only be achieved by working together with all health partners including the new Clinical Commissioning groups of local GPs to best serve the people of West Lindsey.

We will help local people to take responsibility for them in a supportive and encouraging environment.

Obesity in both children and adults is above average, as is heart disease, particularly in our priority neighbourhoods and we see this as a key issue to tackle.

There are opportunities for increasing leisure opportunities in Gainsborough with significant growth in the 'food and drink' sector and for cinema provision to support the local economy and using vacant sites on the riverside to add to the Towns Leisure offer.

There are also opportunities for increased walking, cycling and other leisure pursuits

in partnership with our rural communities to contribute to the rural economy.

With a growing number of elderly people in the district, the projections for those suffering from dementia show this will become a real issue and we aim to improve facilities for sufferers and their carers.

Although crime levels are low across West Lindsey, they are higher in our priority neighbourhoods

Highlights:

- Created 3 growing sites and one community garden in priority neighbourhoods, with 8 volunteer master gardeners trained.
- Supported organised walks led by volunteers and hosted walks in the Lincolnshire Wolds Walking Festival to promote exercise and our countryside.
- There are opportunities for increasing leisure opportunities in Gainsborough with significant growth in the 'food and drink' sector and for cinema provision to support the local economy and using vacant sites on the riverside to add to the Towns Leisure offer.
- The Home Office awarded us pilot status in England for the new Community Trigger – for reporting anti social behaviour.
- Lead for the county in developing the Sentinel system for recording anti-social behaviour. This has led to a holistic and joined up service for victims of anti social behaviour.
- We successfully bid for funds towards a vanguard neighbourhood plan for Caistor

Theme 5: The Entrepreneurial Council



Our priority is to make sure we are in a good financial position by transforming innovative ideas into economic goods.

- People have the right skills and competencies and demonstrate the appropriate attitudes and behaviours to deliver the Corporate Plan.
- Use the public estate to respond to the needs of the community

A challenge facing the council is to become more entrepreneurial and enable our district to be more prosperous and enterprising. We need to become more commercially minded and innovative.

To bring out the best in people we need to match skills to successfully deliver the Corporate Plan and create an agile and flexible workforce to deliver services in the most appropriate way.

A reduction of 25% in Government grant and unknown future settlements means we have to reduce our dependence on grants and prepare for further reductions. We have significant physical assets and a good level of reserves to invest and generate income using our power to trade.

We will consider alternative delivery options where appropriate, commissioning services from others and working in partnership.

There is increasing demand for customers to be able to serve themselves

and there are advantages to both the customer and the council.

The former Guildhall building owned by the council is being marketed as a prime location for the development of a cultural quarter for Gainsborough.

Highlights:

- We have carried out a major reorganisation of the council, on time and in budget, and focussed on management development training to provide the leadership that is necessary.
- ‘Staff Champions’ empower our people to use their grass roots knowledge of the district.
- “Local Government Young Thinker of the Year” 2011.
- Councillors work paperless to save more than £70,000 a year.
- Increase resilience of Customer Services to be able to deal with peaks and troughs in work.
- Developed an alternative option for revenues and benefits resulting in more than £150,000 of savings and reduced the time to process a benefit claim by 25%, despite an increase in workload of 4%.
- Delivered an annual income of approximately £90,000 at the current Guildhall with further space released with a rentable value of approximately £43,000
- Our Agile Working Programme aims to release further prime retail/office space valued at around £200,000 per year.