



PRCC.04 11/12
Prosperous Communities Committee
8 June 2011

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Subject: Draft Corporate Plan 2011/15 and work programme and priorities

Report by:

Chief Executive

Contact Officer:

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Purpose / Summary:

The purpose of this report is to provide an update on the development of the Corporate Plan priorities and outcomes.

The report presents the work done to date and seeks views from Members on content and which outcomes should be a priority for the next 12 months/

RECOMMENDATION(S):

- 1) That Members note the progress made to date
- 2) That Members provide feedback on the content of the plan to date
- 3) That Members provide feedback on their priorities from the plan

IMPLICATIONS

Legal:

Financial :

Staffing :

Equality and Diversity including Human Rights :

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

Risk Assessment :

Climate Related Risks and Opportunities :

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

Call in and Urgency:

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

Yes

No

Key Decision:

Yes

No

1. Introduction

- 1.1. The Corporate Plan is the main Business Plan of the Council.
- 1.2. The framework of the plan and its purpose was approved at Council in March 2011.
- 1.3. The priorities of the Corporate Plan are based on Councillor Workshops, citizen/customer feedback and on data on deprivation and the economy.
- 1.4. This report provides an update on the development of the Corporate Plan Themes, Priorities and Outcomes, as outlined in the report presented to Council in March 2011.

2. Corporate Plan Development

- 2.1. Since the approval of the framework and purpose in March, the management team have held a number of workshops to further develop the priorities and outcomes of the Corporate Plan.
- 2.2. The workshops have provided further definition around the priorities and focus for the associated outcomes, outlined in draft at appendix 1.

3. Next Steps

- 3.1. It is proposed that the work done to date is considered by Prosperous Communities Committee, Policy and Resources Committee and Challenge and Improvement Committee for consideration, comments and prioritisation for delivery in the next 12 months.
- 3.2. The following table outlines the next steps for the Corporate Plan approval and development.

Step	Details	Version	Date
1	Leaders Panel	Draft version 1	31/5/2011
2	Prosperous Communities	Draft version 2	8/6/2011
3	Policy and Resources	Draft version 2	16/6/2011
4	Challenge and Improvement	Draft version 2	21/6/2011
5	Leaders Panel	Draft version 3	23/8/2011
6	Council	Draft version 4	12/9/2011
7	Committee Mandate approvals		Oct – Nov 2011

Appendix 1

Theme	Priority	No.	Outcome	Output
1. An accessible and connected District where all have the best opportunities in life to help themselves and others	1.1 Communities are able to meet their local needs sustainably, in a fair and equitable manner	1.1.1	Citizens and communities helping themselves and others	1. Strong local democracy 2. Support programme for communities at risk 3. Community Led Plans 4. Local communities with the capacity of confidence to tackle their own problems and issues
		1.1.2	Connecting citizens and communities to each other with information and social media	(blank)
	1.2 The needs of people in WL are met appropriately, effectively and sustainably.	1.2.1	Sustain/improve the quality of life for older people (excellent ageing)	1. Excellent ageing programme - LCC/public health
		1.2.2	Improved lives of younger people	1. Engagement programme 2. Map of existing activities 3. Every child matters programme
		1.2.3	Reduce the disadvantage effects of rural isolation (physical information)	1. Map of issues 2. Support programme 3. Infrastructure Delivery Plan (IDP) 4. Area Profiles
	1.3 That all communities in WL achieve their full potential and provide the services and infrastructure local	1.3.1	Improved community sustainability and resilience in ex-MOD sites - Hemswell Cliff/Brookenby/Newtoft/ Scampton	1. Community led Plan for each community 2. Focused activity from a range of partners in community 3. Pooled investment

	people need.	1.3.2	Gainsborough is a local service centre for the district and beyond where people choose to live, work, invest and visit.	<ol style="list-style-type: none"> 1. New neighbourhood 2. Cultural quarter 3. Neighbourhood plans developed by neighbourhood forums across Gainsborough 4. Vibrant community network 5. Effective local governance
		1.3.3	Market Rasen becomes a vital and vibrant town which is capable of identifying its priority needs and addressing them through effect community engagement and action.	<ol style="list-style-type: none"> 1. Community Led Plan (Neighbourhood Plan) for the town 2. Effective local governance 3. More businesses
	1.4 Customer focussed, public sector business improvement	1.4.1	Seamless, customer focussed public services offering a range of options for access	<ol style="list-style-type: none"> 1. Web by default where appropriate 2. Communication strategy 3. Information available for decision making 4. Redesign options 5. Area based detailed, cross organisational customer information.
2. A Green District where people want to work, live and visit	2.1 Businesses and communities in west Lindsey operate and develop in a sustainable and responsible manner. Our environment is conserved or enhanced.	2.1.1	Reduced CO2 emissions from Council operations	<ol style="list-style-type: none"> 1. Carbon Management Plan 2. Agile Working Plan
		2.1.2	Adapt our services to the causes, effects and opportunities of climate change	<ol style="list-style-type: none"> 1. Climate change adaption plan
		2.1.3	Reduce CO2 and minimise waste to land fill in the business sector	<ol style="list-style-type: none"> 1. Core strategy 2. Business advice service for CO2 reductions

		2.1.4	Reduce CO2 and minimise waste to land fill in the residential sector	<ol style="list-style-type: none"> 1. Help Scheme 2. Deliver the Affordable Warmth strategy
		2.1.5	The natural environment is conserved or enhanced for the benefit of biodiversity in intensively farmed areas.	<ol style="list-style-type: none"> 1 .Biodiversity Action Plan SSSI Action Plan
		2.1.6	Encourage the development of more sustainable communities by helping them to meet their needs locally	<ol style="list-style-type: none"> 1 .Parish Plans 2. Neighbourhood Plan in Caistor
	2.2 Sustainable housing stock providing appropriate housing choice across all sectors including; geography, housing type, meeting needs and demand.	2.2.1	Rural affordability in surveyed areas has increased.	<ol style="list-style-type: none"> 1. Work with partners to deliver a programme to deliver rural affordable housing. 2. Develop a register of land for the delivery of affordable housing
		2.2.3	3 New neighbourhoods in Gainsborough are delivered	<ol style="list-style-type: none"> 1. Existing plan in place (Gainsborough Master Plan)
		2.2.4	Housing options for over 50 year olds increase	<ol style="list-style-type: none"> 1. Develop a program to deliver additional housing options for the over 50s
		2.2.5	Housing options for 16 - 25 year olds increase (35 wef April 2012)	<ol style="list-style-type: none"> 1. A program to develop and deliver accommodation for 16 - 25 year olds. 2. Develop an education programme for the pre 16s on housing options
		2.2.6	More people choosing to live or remain in the South West Ward	<ol style="list-style-type: none"> 1. NRA action plan 2. Deliver Community Energy Savings Programme to Super Output Area Gainsborough South

		2.2.7	Better use of existing housing stock	1. Delivery of strategic tenancy policy and delivery of Countywide Empty Homes Strategy
		(blank)	Meet demand from surrounding areas, e.g. Northern Lincolnshire	1. Develop housing growth within West Lindsey to meet demand generated by surrounding growth
3. A Prosperous and Enterprising District	3.1 An environment where an increased number of businesses and enterprises can grow and prosper	3.1.1	West Lindsey has the right physical conditions that allow businesses to grow and prosper	1. See also-Priority: Jobs, Outcome :More inward investment and new businesses in West Lindsey 2. Communication plan for development management 3.Supportive spatial policies in Core Strategy 4.More sites available for
		3.1.2	Businesses and enterprises are supported to allow businesses to grow and prosper	1.Targeted business support service 2. Supply chain study/action plan 3. Coordinated business engagement programme in WLDC and Business Charter 4.Knowledge of skills gaps in businesses 5.Knowledge of the ke
	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	3.2.1	More local businesses and enterprises in the construction, hospitality and retail sector employing local people	1. Centres of excellence in the relevant sectors
		3.2.2	More inward investment and new businesses and enterprises in west Lindsey	1. Site allocation plan as part of the core strategy 2. Policies for smaller scale sites 3."Oven ready"sites 4.Work space premises available 5."Enterprise-type Zone" in priority areas

		3.2.3	More high skilled jobs in the agri-technology sector	1. Sustainable Farming plus... forum
	3.3 West Lindsey residents have the appropriate skills to meet the diverse and changing needs of the business and enterprise community	3.4.1	People in West Lindsey have the right skills to move from benefits to employment	1. Targeted intervention scheme
		3.4.2	People in West Lindsey are able to access training for re-skilling and personal development	1. A coordinated approach by the relevant agencies across the district 2. Skills fairs in the priority areas 3. Support network for volunteering opportunities 4. WLDC programme that can be used as a model to show othe
		3.4.3	All people in West Lindsey under 25 have the right skills to gain employment at the appropriate level	1. Independent careers service in place 2. Graduate retention programme
4. Active, health and safe citizens and communities	4.1 An Active and Healthy Population	4.1.1	Reduced obesity in priority areas in Gainsborough.	1. Health trainer scheme 2. Fit kids 3. Positive futures 4. Health walks 5. Exercise on referral 6 Gardening and education project 7. Provision of allotments
		4.1.2	Improved facilities for those affected by dementia	1. Map of existing facilities 2. Gap analysis of existing facilities against identified needs

		4.1.3	Increased awareness and adoption of healthy lifestyles - smoking,- Alcohol -Teenage pregnancy -substance misuse -sexual health -Healthy eating - Ageing population	<ol style="list-style-type: none"> 1. Phoenix smoking cessation scheme and weight management 2. Health trainer scheme 3. Fit kids 4. Positive futures 5. Health walks 6. Exercise on referral 7 Gardening and education pro
		4.1.4	Communities are self sufficient with regards to health	<ol style="list-style-type: none"> 1. Development of Walk Leaders 2. Development of Health Champions 3. Sustainability of services 4. Self sustaining communities
		4.1.5	Improved health and wellbeing for children and young people	<ol style="list-style-type: none"> 1. Health trainer scheme 2. Breast feeding initiatives and baby friendly cafe 3. Phoenix stop smoking and weight management services
	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	<ol style="list-style-type: none"> 1. Gap analysis of the existing offer (see Gains Employment Master plan) 2. Incentive schemes for investors 3. Marketing plan for opportunities 4. Establishment of a cultural quarter for Gainsborough as a hub for the
		4.2.2	Develop sustainable leisure and cultural facilities	<ol style="list-style-type: none"> 1. Map of existing facilities and identify gaps. 2. Marketing Plan
		4.2.3	Increased community self help capability with regards to	<ol style="list-style-type: none"> 1.Mechanism to access faculties 2. Database of clubs and groups

			leisure, social and physical activities	
		4.2.4	Support residents access e.g. more footpaths / bridleways	1. Access to the countryside - more footpaths / bridleways
		4.2.5	Increased modal shift from cars to cycling, walking and public transport	1. Transport Strategy 2. Travel plans for key development sites/employers
	4.3 Safe and Secure Communities	4.3.1	We have A more effective approach to dealing with ASB, Crime and Domestic Abuse.	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
		4.3.2	Reduce the reoffending and repeat victims rate	1. Develop with partners an offender and victim support programme
		4.3.3	Reduced fear of crime & ASB and domestic abuse	1. A coordinated public awareness programme
		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 business to prevent shop theft 2. Develop an enhanced neighbourhood watch scheme
		4.3.5	Increased community capacity to address ASB, crime and Domestic Abuse	1. Develop a programme to gain understanding of Community issues and needs

5. The Entrepreneurial Council	5.2 Develop people to deliver the Corporate Plan	5.2.1	People have the right skills and competencies and demonstrate the appropriate attitudes and behaviours to delivery the Corporate Plan	<ol style="list-style-type: none"> 1. People Development Plan 2. Definition of a 'model' officer/member 3. Engaged staff/members 4. Corporate Training Plan 5. Agile & flexible Workforce 6. Shadowing and mentoring with businesses
	5.3 Transforming innovation into economic goods	5.3.1	The council has reduced its reliance on Council Tax and grants through the effective maximisation of income	<ol style="list-style-type: none"> 1. Income, Trading and Investment Strategy 2. Car Park Strategy 3. TAC business plan 4. Markets business plan 5. Saleable assets register develop advertising policy
		5.3.2	The council has reduced its reliance on Council Tax and grants through trading with other organisations	<ol style="list-style-type: none"> 1. Appropriate trading structure in place 2. Valuation of knowledge, skills and services 3. Clearly defined target markets 4. Marketing strategy
		5.3.3	The council has reduced its reliance on Council Tax and grants through investment activity and maximised social value	<ol style="list-style-type: none"> 1. Income, Trading and Investment Strategy 2. Capital strategy
5.4 Use the public estate to respond to the needs of the community	5.4.1	Effective use of public assets to deliver the needs of the community	<ol style="list-style-type: none"> 1. Strategic acquisition plan 2. Asset disposal plan 3. Financially resourced capital programme 4. Bridge (Benefit Realisation, Investment decisions, Governing excellence) 5. Community asset/members initiat 	

		5.4.2	A cost effective and flexible public estate	<ol style="list-style-type: none"> 1. Capital and Asset Management Plan 2. Public estates map 3. Register of assets of community value
	5.5 West Lindsey exploits technology opportunities for all	5.5.1	People have access to the information and service they need	<ol style="list-style-type: none"> 1. Information management action plan 2. Information asset register 3. New platform for the website 4. IT infrastructure 5. Information and systems to measure/monitor delivery of the corporate plan
	5.6 West Lindsey has a waste service that is cost effective, sustainable and valued by its residents	5.6.1	Cost effective and innovative provision of refuse collection, recycling and street scene services in West Lindsey	<ol style="list-style-type: none"> 1. Revised Waste Strategy 2. Revised green waste service and collection rounds 3. Revised fleet management policy in place 4. Revised public convenience scheme in place
	5.7 Value for Money Services	5.7.1	Efficient services balancing cost and performance	<ol style="list-style-type: none"> 1. Organisational Diagnostic (Analysis of demand per services strand and process Mapping) 2. Service redesign options 3. Redesigned, customer focussed value for money services 4. Balanced medium term and
		5.7.2	Commissioning and procurement that drives value for money.	<ol style="list-style-type: none"> 1. Contracts register
	5.8 A sustainable financial position	5.8.1	Financial management that informs the loss or profitability of services.	<ol style="list-style-type: none"> 1. A balanced and sustainable financial position 2. Profit and loss accounts by service

				3. Financial ratios
	5.9 Effective Democratic Governance	5.9.1	Decisions and actions are robust, constitutional and democratic	
		5.9.2	Data and information management complies with new policy and is accessible for local people.	
		5.9.3	Development of the scrutiny function to add value to decisions.	