



**PRCC.39 15/16**

**Prosperous Communities  
Committee**

**2 February 2016**

**B**

**Subject: WLDC Corporate Plan 2016 – 2020**

Report by:

Chief Executive

Contact Officer:

Director of Resources

Purpose / Summary:

To provide a draft version of the 2016-2020 Corporate Plan for Members to consider.

The report presents the work done to date and seeks views from Members on the priorities to be incorporated into the Corporate Plan.

**RECOMMENDATION(S):**

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

## IMPLICATIONS

**Legal: None**

**Financial: FIN 120/16** The Corporate Plan details the key priorities of the Council and will inform the Corporate Financial Strategies, ensuring that resources are aligned to achieve these objectives.

**Staffing: None**

**Equality and Diversity including Human Rights: None**

**Risk Assessment: None**

**Climate Related Risks and Opportunities: None**

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

Wherever possible please provide a hyperlink to the background paper/s

If a document is confidential and not for public viewing it should not be listed.

### Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**

☐

**No**

**x**

### Key Decision:

A matter which affects two or more wards, or has significant financial implications

**Yes**

☐

**No**

**x**



## **1. Background**

- 1.1 The Corporate Plan sets out the priorities over a four year period that the Council has identified having taken into account all the evidence we have, including national and regional priorities and local views and also taking into account what our residents consider to be important. It is the main business plan of the Council.
- 1.2 The current Corporate Plan was refreshed in 2014 and covers the period 2014 to 2018. It identified five themes under which a series of priorities sit. The themes are as follows:  
  
Theme 1: A prosperous and enterprising District.  
Theme 2: An accessible and connected District.  
Theme 3: A green District where people want to live, work and visit.  
Theme 4: Active and healthy citizens and communities.  
Theme 5: Organisational Transformation.
- 1.3 Underpinning our approach to delivery is the principle of the Entrepreneurial Council; the characteristics of which are:
  - Innovation and efficiency with a focus on outcomes and leaner design of services and modern working practices
  - Encouraging co-production (helping people to help themselves)
  - A commercial approach designed to generate additional income and/or source alternative means of funding

## **2 Corporate Plan Update**

- 2.1 To reflect changing priorities, legislation and contextual matters, the Corporate Plan is regularly updated in order for its relevance to remain intact. The update currently in process will produce a Corporate Plan covering the period 2016 to 2020.
- 2.2 To inform the content of the draft Corporate Plan 2016-2020, Members were presented with a 'State of the District' type report which provided analysis across a range of metrics.
- 2.3 This information was cross-referenced against information Members gleaned from constituents during the election campaign as to the issues they face and their opinions on the priorities the Council should adopt.
- 2.4 This exercise produced a series of prioritised themes as follows:
  - Open for Business
  - People First
  - Asset Management
  - Central Lincolnshire Local Plan
  - Partnerships/Devolution
  - Excellent, Value for Money Services

2.5 Following the determination of the themes, officers have worked to identify priorities and desired outcomes under each theme. These are set out below:

Theme	Priority	Outcomes
Open for Business	1. To attract inward investment	Secure development of employment land
	2. To retain, support and facilitate the growth of business in the District	Retain and increase employment opportunities in the District
	3. Housing led economic growth	1. West Lindsey is the place of choice to live 2. A sustainable and thriving economy 3. Sustainable neighbourhoods
	4. Understand and address the skills gap in the District	1. A balanced workforce 2. Appropriate skilled work for young people
	5. Promote and expand the agri-food sector	Sustainable employment is created
	6. Understand and promote the value of the visitor economy	1. Diversity in quality of life 2. Increased exposure and increased footfall in day and overnight visits

Theme	Priority	Outcomes
People First	1. Ease and convenience of access to a range of public services offered by the Council and partner organisations	Residents receive the services they require and are satisfied
	2. Enhance and maintain a safe, natural and built environment	Improved street scene and green spaces
	3. Meet local housing needs and aspirations	Residents can live, grow and remain in the District
	4. Increase opportunities for arts,	Greater diversity of offer to improve quality of life

	culture, night-time economy, sport and leisure for residents	and promotion of healthy communities
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Theme	Priority	Outcomes
Asset Management	1. To develop and maximise the return on and value of our asset base	Reduced value of subsidy on delivering services and getting the most out of Council Tax receipts
	2. Maximise the benefits of our assets for our communities	Improved environment within which people live and work
	3. Utilise our asset base to facilitate inward investment	Generate greater social, economic and environmental return and benefits

Theme	Priority	Outcome
Central Lincolnshire Local Plan	1. Local Plan is adopted	Local Plan helps deliver sustainable, integrated delivery of following outcomes: jobs, housing, environmental enhancements and infrastructure
	2. Establish the appropriate number of Neighbourhood Plans required across the District and ensure they are supported and developed	1. Local needs are understood and aspirations are met 2. Neighbourhood Plans, where required, are delivered
	3. The key growth and regeneration priorities for Gainsborough to deliver Local Plan priorities are identified in the Gainsborough Chapter of the document	Gainsborough grows in a sustainable manner in terms of housing, jobs, infrastructure and environmental enhancements
	4. Infrastructure that meets the housing and growth priorities for West Lindsey	Greater Lincolnshire funding for infrastructure improvements is obtained to support the District's growth ambitions

Theme	Priority	Outcome
Partnerships and Devolution	1. To work in partnership to explore opportunities for joined-up service delivery (deliver improvements in housing, infrastructure, agri-food, manufacturing and engineering, visitor economy, skills, water management, health and public protection)	Accelerated growth and delivery across Greater Lincolnshire in a more cost effective manner
	2. To work with national and regional organisations to deliver services locally	1. Improved networks and connectivity 2. Greater decision making and empowerment at a local level
	3. To build successful commercial partnerships and Joint Ventures	Improved economic health of both the District and Council
	4. To work with partners to deliver local services at as local a level as possible	1. Improved and more resilient services, communities and residents 2. Improved response to local circumstances

Theme	Priority	Outcome
Excellent Value for Money Services	1. Explore alternative delivery models which ensure the effective use of resources	Excellent services that provide value for money
	2. Deliver a customer first culture across the Council	Customers at the heart of service delivery
	3. Develop a workforce of high skilled, motivated staff to deliver in an entrepreneurial	High performing, innovative Council with high levels of customer satisfaction

	manner	
	4. To be a high performing Council at a cost affordable to the residents of the District	1. Improved decision making to support appropriate levels and quality of service provision 2. Culture of continuous improvement evident across the Council

- 2.5 The Themes are contained within the draft Corporate Plan (attached) along with sections setting out the context within which we operate; our ambitions; the Entrepreneurial Council approach; a brief statistical analysis of our District; details of achievements over recent years; linkages to the Medium Term Financial Strategy and how we intend to monitor and report on progress.

### 3 Questions for Consideration

- 3.1 In considering the draft Corporate Plan, Members are asked to consider the following questions:

- Are the priorities broadly in line with what Members expect them to be?
- Are the case studies provided the best examples of successes over the last year, or do Members feel that there are better examples that should be included? The case studies should demonstrate our approach to delivery as well as what has been achieved.
- Are there any aspects of the presentation of the Plan that Members feel could be enhanced?

### 4. Next Steps

- 4.1 Comments from this committee will be fed back to officers for consideration for the final version of Corporate Plan.
- 4.2 The following table sets out the next steps of the Corporate Plan development and approval.

Step	Details	Version	Date
1	CLT	Draft Plan v 1	04/01/16 & 22/01/16
2	Prosperous Communities	Draft Plan v 2	02/02/16
3	Policy & Resources	Draft Plan v 3	11/02/16
4	Council	Final Plan	03/03/16



# WEST LINDSEY DISTRICT COUNCIL CORPORATE PLAN 2016-2020



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## Introduction

Welcome to our new Corporate Plan which covers the four year period 2016 to 2020. The Plan sets out our revised priorities and objectives, designed to meet the many and varied needs of our district. The Plan is a strategic document which sits next to our Medium Term Financial Plan.

The Plan reflects the challenges facing our district and what people have told the Council is important to them. The Plan does not contain the entirety of the Council's activities, but includes those key actions and areas of activity that we believe will help us achieve our goals.

We recognise that with fewer resources we alone cannot deliver our vision for West Lindsey. We will continue to lobby, influence and work with others in partnership to deliver high quality public services and achieve wider outcomes to make the District a great place to live, work and visit.

Over the last few years, the Council has successfully transformed itself in response to changing environments and reducing government grants. It achieved a first within Lincolnshire in areas such as all Councillors using technology to enable paperless Council meetings; development of a commercial approach to areas normally receiving grant subsidies and investing in the community and voluntary sector. Other projects such as agile working have helped the Council release floor space for commercial income and create a multi public service hub within the Guildhall with Job Centre Plus, Citizen's Advice and the Volunteer Bureau sharing accommodation space and moving towards joined-up service delivery.

In spite of the challenges ahead, we intend to continue to work diligently and imaginatively to deliver against our priorities and to meet the needs of our communities.

Thank you for taking the time to read our Corporate Plan.

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

Manjeet Gill

Chief Executive - West Lindsey District Council

A handwritten signature in black ink, appearing to read 'J. J. Summers'.

Councillor Jeff Summers

Leader - West Lindsey District Council

## **Context**

Our future planning takes place at a time of unprecedented, sustained financial challenge. We are now in the sixth year of operating with reduced budgets. To date we have managed to identify and realise the required efficiencies and continue to provide essential services of a high quality. Our customer feedback remains high as we continue to strive to do our very best for the people and businesses of the District. We remain ambitious and are confident in our ability to meet the challenges ahead.

At the same time as operating within a constrained financial environment, we are experiencing rising demand and greater expectations placed on public services by customers. We have to remain sensitive to these issues and explore means of managing demand effectively while enabling access to services via appropriate channels; ensuring no resident is put at any disadvantage.

In the immediate future we, as a council, are extremely keen to work with other Lincolnshire Councils and relevant organisations based in the region, to explore the potential benefits for the region that may arise out of the devolution agenda. To facilitate this we have joined the Greater Lincolnshire Partnership, working with the other councils and relevant bodies to produce a compelling case for specific devolved powers from the Government and control over associated funding. We believe that greater partnership working to address common issues and working at as local a level as possible will accelerate growth and productivity in the region's economy, deliver a step change in the skills base, improve health and wellbeing outcomes, enable the region to be at the forefront of new technologies and deliver radical public service reform for our citizens. In essence the Partnership believes that devolution would enhance our collective financial resilience and establish a sustainable platform for the region to thrive, adapt and innovate.

Of utmost importance for our district is the development and publication of the Central Lincolnshire Local Plan. Work to produce and adopt the Plan has been underway for a considerable time and it is envisaged that it will be completed by the end of 2016. It is vital that the growth needs of the District are supported by the Plan. We will therefore continue to work in partnership with fellow authorities to produce a mutually acceptable solution that will meet the growth needs of the District and also be accepted by our communities.

## **Our Ambition**

Despite the further tightening of financial resources we remain an ambitious council, determined to do the very best for our communities. We wish to deliver growth and economic development primarily led via the development of housing appropriate for all sectors of our communities. In hand with this is our ambition to promote job creation and skills development, especially among our young people. The Council also has a desire to create safer, stronger and more resilient communities where self-help, volunteering and co-production become widespread. In addition, we also recognise the need to promote the beauty and heritage of our District by promoting events and also ensuring that a wide-range of leisure and recreational activities are available for our communities.

## **Our Approach – The Entrepreneurial Council**

The Entrepreneurial Model has been a model that has provided the template to improve and change since 2011. It has meant that the Council has been ahead of the financial curve, banking savings for reductions in revenue budgets a year ahead of cuts to grants. However, 2015/16 has seen a further challenge to reduce costs or increase income as cuts to government grants actually accelerate.

So what is the Entrepreneurial Council Model? It is about three things:

1. Investing in communities to help themselves and others – this ranges from commissioning the voluntary/community sector to the use of technology to enable more self-help in access to public services. Additionally it requires innovation in how outcomes are delivered as opposed to reliance on services provided by the public sector.

2. A more commercial council – this concerns increasing income through trading opportunities within existing areas as well as identifying new opportunities that align with residents' needs. Examples where we are exploring moving from grant subsidies to surplus income exist in the provision and commissioning of leisure services and other examples concern Corporate Fraud investigation, Trade Waste



and Building Control Services. An increased focus on securing external funding to fund the Districts' needs has witnessed successes such as the County's largest Lottery award in 2015 for Newtoft and over £750,000 WREN funding for Gainsborough. Funding provided by the Homes & Communities Agency (HCA) has helped fund

management salaries and site preparation for Gainsborough related housing schemes. We need to continue to work in the same vein.

3. Modern, innovative and collaborative Council – utilising the best of technology and commissioning delivery to achieve outcomes is the key aspect of this theme. The key skill is understanding the outcomes we are seeking to deliver and the effectiveness of current functions to enable improvement.

## **Delivering Outcomes for Less**

In 2016 we need to gear up to deliver outcomes for less. With a reduced financial envelope of circa £1.5m by 2017/18, nothing short of fundamentally challenging what we do and how we do it, in a more customer focused and more cost effective way, is critical. Under the guiding principles of the Entrepreneurial Council approach there are four strategic objectives to our delivery:

1. Delivering a surplus – focussing our commercial activity on trading and securing external funding
2. Investing in communities – building a strong resilient community through strong voluntary and community infrastructure
3. Delivering customer focussed priorities – through commissioning and assessing the best means of meeting priorities

4. Growth – ensuring the Central Lincolnshire Local Plan, Gainsborough Growth Plan, addressing infrastructure needs such as A15 improvements and delivering on our agri-food commitments, will inform prospective growth in National Non-Domestic Rate (NNDR) receipts which can be re-invested to support further growth.

### **Our District**

The West Lindsey district is located in the north west of Lincolnshire covering an area of 1,156 square kilometres. Although the district's major population centre is Gainsborough, it also has the two market towns of Market Rasen and Caistor. The Lincolnshire Wolds run through the District and contain an Area of Outstanding Natural Beauty (AONB) which we strive to maintain yet also promote.



### **Our People**

**Population:** West Lindsey's population of 91,800 is largely evenly distributed across a wide and sparse rural area; as of 2011, just three wards had a density over 300/km<sup>2</sup>, and the district as a whole has a density of 79/km<sup>2</sup>. Nonetheless, West Lindsey is no longer the sparsest district in Lincolnshire, having overtaken East Lindsey sometime during 2012. We lose young people to higher education outside the area. Currently (2011 Census), the district has the lowest proportion of over-85's in Lincolnshire outside Lincoln, but has an older population profile than England and Wales. The population is ageing at a faster rate than the population nationally.

**Employment:** Unemployment rates for West Lindsey as a whole are slightly higher than the regional and national averages, however, there are pockets of unemployment well in excess of the national average in Gainsborough. The JSA claimant count across the District (as at Nov '15) was 2.2% compared to a national figure of 1.6%. About one third (0.7%) of these people are classed as long term unemployed (out of work for 12 months or longer). Nationally, figures advise that 0.4 % of the claimant count is classed as long term unemployed.

In terms of youth unemployment the JSA claimant count amongst 18-24 year olds stood at 5% in November 2015, notably higher than the national average of 2%. Approximately one

quarter of these (1.25%) have been unemployed for longer than 12 months (although uneven Universal Credit introduction may have some effect).

West Lindsey has a slightly lower proportion of its working age population with no qualifications (14%) and a lower proportion with level four qualifications or above (28%) than the national averages (15% and 30% respectively). The major employers in the District are in the manufacturing, wholesale/retail, health and social care, and the public sectors. Over 80% of businesses in West Lindsey are small, employing less than four people. Manufacturing is largely concentrated in Gainsborough.

**Deprivation:** The West Lindsey overall ranking for deprivation is 152 out of England's 326 local authorities (where 1 = most deprived and 326 = least deprived). However, there are significant variations in terms of deprivation across the District with a third of West Lindsey's Census areas in the most deprived fifth of Census areas in the entire country, and the centre of Gainsborough ranking in the 1% most deprived.

West Lindsey's child poverty rate (2012), at 16.10%, is below the national average of 18.60%; nonetheless, it compares closely with the county's average of 15.70%. However, within West Lindsey this ranges from 6.20% in Middle Rasen to 36.90% in Gainsborough East. The remainder of Gainsborough, Hemswell, Torksey, Wold View and Market Rasen are also sources of high child poverty.

Across the District, 22.7% of households suffered from fuel poverty in 2012. This compares to a national figure of 10.4%. Aged and poorly maintained accommodation available in rural settlements may account for this phenomenon. Unlike other forms of poverty and deprivation, fuel poverty appears to be more even across the district, and less focused on Gainsborough, although less-affluent areas such as Hemswell are among the most affected.

**Health:** Average life expectancies for West Lindsey residents have improved over time, but remain approximately equal to the England and Lincolnshire averages. Looking across the district, in 2009 there was a thirteen and a half year gap (men) and a thirteen year gap (women) between the highest and lowest life expectancies.

Childhood obesity levels in West Lindsey are slightly lower than the Lincolnshire averages. West Lindsey has 55% of residents who do not manage any physical activity per week contributing to a recorded adult obesity rate of 13.3% (25.0% modelled). The rate of stays in hospital due to alcohol related harm, the rate of stays in hospital due to self-harm, and the rate of smoking is lower than the average for Lincolnshire.

**Crime:** Crime across West Lindsey as a whole tends to be low, with all recorded crime in 2013/14 at 41.4 per 1,000 residents, and a slight declining trend since 2010/11, when it was 57.3. Around a quarter of all crime in West Lindsey occurs in the Gainsborough South-West ward, which in 2013/14 recorded a rate of 200.0 per 1,000. Theft and criminal damage account for over 40% of all crimes in West Lindsey.



## **Looking Back - Our Achievements**

Over the period of the previous Corporate Plan we have achieved a great deal across a number of issues. To achieve success, the Council has recognised the role it is required to play in each particular circumstance, whether that be leading from the front, facilitating and steering discussion and action among relevant partners, or tasking delivery on the part of others.

Some examples of our successes are detailed below.

### **Localism**



Our Localism team has been extremely active in working with our communities to secure external funding to support community based initiatives. This has resulted in over £2.6m being made available across the District to enable communities to develop and thrive and 165 individual projects developed. In addition the Council has awarded almost 400 individual grants totalling over £750,000 to support community based schemes, which in turn have levered external match funding in excess of £850,000. Furthermore, the Localism Team has worked to encourage volunteering across the District, resulting in almost 49,000 volunteer hours undertaken. This equates to over £500,000 of social value invested across our District.

### **Leisure & Wellbeing**



We have continued to invest effort into the promotion of The Trinity Arts Centre, which has born real dividends. A few years ago the venue faced the real risk of closure, but through the efforts of the Council, voluntary groups and patrons, the Centre is now thriving and the annual subsidy the Council provides for its operation has greatly reduced. Average attendance numbers have risen by 75% and the availability of select-a-seat on-line booking facilities has been a welcome development.

Over the lifetime of our previous Corporate Plan we have also witnessed a 45% increase in users of our Leisure facilities with over 320,000 visits in 2014/15. Our on-going commitment to the promotion of healthy lifestyles is a key aspect of our future priorities.



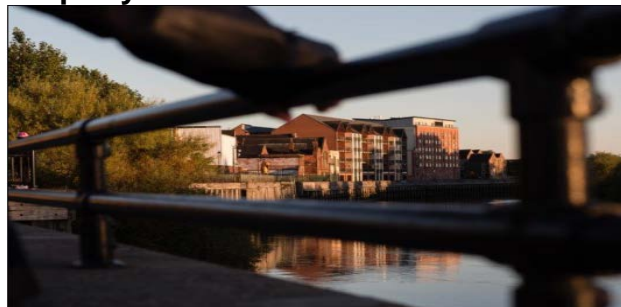
### Public Services Hub



During the last 18 months we have incorporated Job Centre Plus and The Citizen's Advice Bureau into our offices at The Guildhall to join our existing tenants from Lincolnshire County Council. The creation of a Public Services Hub was designed to provide joined-up complementary services to our customers. This intention has been fulfilled and has also provided closer working opportunities across the respective organisations to further support our customers. This model of joint working has been recognised nationally and is now intended to be rolled out across the country.

Within the Hub, we have installed 11 public access terminals to enable digitally excluded customers to access services and information on-line. These have proved to be extremely popular and form part of our 'assisted serve' customer access work to support our customers in becoming more familiar and confident in accessing on-line services.

### Property & Assets



The Council has been active in purchasing properties (both commercial and residential). This has increased the Council's asset base and returns on investment and has also provided stimulus to the market. We have renovated and offered for re-let the properties we have purchased to help to improve the condition of the housing stock across the District, particularly in the South West Ward of Gainsborough.

To support and direct our activity in this regard we have also compiled and published the Council's Property and Land Management Strategy 2015-2020. This key document has been welcomed by our Members and other stakeholder alike.

### Revenues Collection



Despite the prevailing financial environment, our Council Tax and Business Rate teams have worked diligently to ensure the traditional high collection rates for both have been maintained. This has resulted in collection rates for 2014/15 of 98.23% and 99.17% respectively. These are amongst the highest collection rates in the country.

High collection rates maintain the integrity of the system and also ensure that financial resources are available to fund vital public services.

## Regeneration & Economic Development



Significant work has been completed to progress the Central Lincolnshire Local Plan with the draft version having completed two rounds of public consultation. The Plan provides a settled evidence base to support substantial economic growth and housing targets. The final version is due for publication in April 2016 followed by public enquiry in September 2016, with full adoption anticipated by the end of 2016. In relation to the agri-food sector, significant support has been provided in the form of linking activity across Central, North East and South Lincolnshire, to create a regional hub. Work has also progressed to form a proposal for the creation of a Food Enterprise Zone (FEZ) based on 26ha of land allocated for large scale food processing at Hemswell Cliff and five acres of land allocated for Research & Development at the Lincolnshire Showground.

The Gainsborough Growth Fund has witnessed strong take-up to support the existing engineering base and to expand and modernise it. Skills issues amongst NEETS have also been addressed via the development of bespoke skills programmes based on mentoring/apprenticeship schemes. Further work is planned to bring enhanced engineering and construction skills to the Gainsborough College Campus.

In respect of regeneration, we have developed a blended programme for housing projects combining physical and social regeneration. This is supported by a detailed capital programme for delivery. A masterplan for housing through a Local Development Order process is in place to effectively grant planning permission for up to 450 high quality homes and a linear Riverside Park. Gainsborough Town centre has developed a heritage plan and early works have commenced to improve Trinity Street in Gainsborough. Further work is planned for the South West Ward of Gainsborough to improve the public realm and social environment.

Over the last four years, the number of empty homes across the District has reduced with over 320 properties brought back into use. The Council has taken a pro-active stance to achieve this position by working effectively with landlords and also by taking direct action; including Compulsory Purchase Orders. By working to improve the physical fabric of our District we have taken a lead in the regeneration of our communities and also increased the supply of affordable housing available for our residents.

### Excellent Value for Money Services



To achieve the strategic capacity and capability the Council requires to deliver excellence, Strategic Leads have been appointed to oversee new groupings of service area clusters. The new structure provides the ability to assess the medium term outlook and the potential opportunities and challenges the Council may face in respect of key strategic themes.

To help to improve our services, in addition to conducting internal reviews, we have commissioned a series of external peer reviews. These have been undertaken by colleagues across the local government sector and have provided the opportunity to discuss best practice and to also obtain objective analysis of aspects of service delivery such as performance, costs, processes, workloads and importantly customer satisfaction. The findings of the reviews have been used to form time-framed action plans for improvement; the delivery of which are overseen by senior management and Members.

### New Website



We have successfully launched our new website and shall continue to develop the site to meet our customers growing requirements. Their experience will be greatly enhanced by improved accessibility to information and key services will be more widely available due to the ongoing development of self-service. This in turn gives us a platform for growth as well as helping to provide an efficient cost-effective service. Since the soft launch of self-service in September 2015 we have over 750 individual registered self-serve users. This take-up continues to grow.

These achievements provide a brief overview of some of the work the Council has undertaken directly, or has been involved in supporting over the last four years.

## **Key Themes and Priorities**

To address recognised issues and challenges, we have identified five key themes under which our priorities and desired outcomes have been developed. Additionally we have detailed a sixth 'internally facing' theme 'Excellent Value for Money Services' which underpins the way we conduct our business based on an entrepreneurial approach.

We are keen to illustrate to our residents and communities how the priorities contained within the Corporate Plan are relevant to them. To assist in this we have grouped our residents and stakeholders as follows:

- A. Children and Young People
- B. Those of Working Age
- C. Families
- D. The Elderly/Retired
- E. Those Suffering From Ill Health and/or Disabled
- F. Businesses
- G. Staff

The focus of each theme, their priorities, desired outcomes and the sections of our communities who will most benefit are set out in the tables below. To be in a position to deliver against our priorities, there is a direct correlation between the commitments we have set out in our Corporate Plan and the activity aligned under our key strategic themes as detailed in the Council's Medium Term Financial Strategy (MTFS). This sets out the five year time horizon for the Council and details where possible the proposals being considered to deliver a sustainable financial position. These are our two main strategic documents and it is essential therefore that they complement each other.

### **Theme One: Open for Business**

We need to position the District as one that is really attractive for current and potential employers. Key to this is the delivery of appropriate housing across the District to support our growth ambitions. It is proposed that a growing population will attract inward investment, job creation and greater prosperity. We will also work to guarantee that businesses are effectively supported in their growth ambitions and that we actively promote and expand the agri-food sector within the District. Additionally we need to also ensure that any skills gaps that may exist are understood and addressed to enable business to flourish. We also recognise that we operate in an attractive District that has yet to fully unlock its tourist potential and will seek to remedy this state of affairs.

<b>Theme</b>	<b>Priority</b>	<b>Outcomes</b>	<b>Beneficiaries</b>
Open for Business	1. To attract inward investment	Secure development of employment land	A,B,C,D, F
	2. To retain, support and facilitate the growth of business in the District	Retain and increase employment opportunities in the District	A,B,C,E,F



	3. Housing led economic growth	1. West Lindsey is the place of choice to live 2. A sustainable and thriving economy 3. Sustainable neighbourhoods	All
	4. Understand and address the skills gap in the District	1. A balanced workforce 2. Appropriate skilled work for young people	A,B,C,E,F,G
	5. Promote and expand the agri-food sector	Sustainable employment is created	A,B,C,E,F
	6. Understand and promote the value of the visitor economy	1. Diversity in quality of life 2. Increased exposure and increased footfall in day and overnight visits	All

## Theme Two: People First

Ensuring that we understand and meet the needs of our residents is what the Council is all about. This takes many forms; from enabling convenient and appropriate access to services; joined-up where appropriate, providing cultural, leisure and arts facilities, working to provide suitable housing across the District and promoting and supporting well-being, healthy lifestyles and safe, vibrant communities. A cross-council and partnership approach is key to the success of this theme. To be successful in this, we recognise the role we must play is one of leadership and influence across partner organisations and boundaries.

Theme	Priority	Outcomes	Beneficiaries
People First	1. Ease and convenience of access to a range of public services offered by the Council and partner organisations	Residents receive the services they require and are satisfied	A,B,C,D,E,F
	2. Enhance and maintain a safe, natural and built environment	Improved street scene and green spaces	A,B,C,D,E,F
	3. Meet local housing needs and aspirations	Residents can live, grow and remain in the District	A,B,C,D,E,F
	4. Increase opportunities for arts, culture, night-time economy, sport and leisure for residents	Greater diversity of offer to improve quality of life and promotion of healthy communities	A,B,C,D,E,F

### Theme Three: Asset Management

To support our entrepreneurial and commercial aspirations the effective yet creative use of our land and property assets is a key driver. We will use our assets to drive and facilitate inward investment and to also provide social benefits to our communities. We will ensure that our assets are in a good state of repair and our commercial tenants record high levels of satisfaction. We will strive to maximise sustainable returns on our current assets and take a strategic approach to disposals. The acquisition of any new assets will focus on maximising return on investment but will also take account of appropriate social returns where relevant.

Theme	Priority	Outcomes	Beneficiaries
Asset Management	1. To develop and maximise the return on and value of our asset base	Reduced value of subsidy on delivering services and getting the most out of Council Tax receipts	A,B,C,D,E,F
	2. Maximise the benefits of our assets for our communities	Improved environment within which people live and work	A,B,C,D,E,F
	3. Utilise our asset base to facilitate inward investment	Generate greater social, economic and environmental return and benefits	A,B,C,D,E,F

### Theme Four: Central Lincolnshire Local Plan

The adoption and implementation of a Central Lincolnshire Local Plan is of key strategic importance to the District so that our growth needs are met in a sustainable manner. We will ensure that while the Plan is in development our needs are championed and that communication of the Plan across the District is effective and comments and opinion are fed back into the process. Once adopted, we will seek that our immediate growth plans are implemented and review mechanisms are effective. In addition, we will review our future approach to spatial planning policy.

Theme	Priority	Outcome	Beneficiaries
Central Lincolnshire Local Plan	1. Local Plan is adopted	Local Plan helps deliver sustainable, integrated delivery of following outcomes: jobs, housing, environmental enhancements and infrastructure	A,B,C,D,E,F
	2. Establish the appropriate number of Neighbourhood Plans required across the District and ensure they are supported and developed	1. Local needs are understood and aspirations are met 2. Neighbourhood Plans, where required, are delivered	A,B,C,D,E,F

	3. The key growth and regeneration priorities for Gainsborough to deliver Local Plan priorities are identified in the Gainsborough Chapter of the document	Gainsborough grows in a sustainable manner in terms of housing, jobs, infrastructure and environmental enhancements	A,B,C,D,E,F
	4. Infrastructure that meets the housing and growth priorities for West Lindsey	Greater Lincolnshire funding for infrastructure improvements is obtained to support the District's growth ambitions	A,B,C,D,E,F

### Theme Five: Partnerships/Devolution

The attainment of devolved powers and/or greater emphasis on partnership working across Greater Lincolnshire is a major focus for the Council. It is envisaged that such an achievement will enable greater joint working at a more local level to deliver better, sustainable, yet more cost effective outcomes. Partnership working is crucial in this regard. Additionally, we recognise the importance of creating commercial partnerships and Joint Ventures to support our commercial ambitions and will explore such possibilities.

Theme	Priority	Outcome	Beneficiaries
Partnerships/Devolution	1. To work in partnership to explore opportunities for joined-up service delivery (deliver improvements in housing, infrastructure, agri-food, manufacturing and engineering, visitor economy, skills, water management, health and public protection)	Accelerated growth and delivery across Greater Lincolnshire in a more cost effective manner	All
	2. To work with national and regional organisations	1. Improved networks and connectivity 2. Greater decision	All

	to deliver services locally	making and empowerment at a local level	
	3. To build successful commercial partnerships and Joint Ventures	Improved economic health of both the District and Council	All
	4. To work with partners to deliver local services at as local a level as possible	1. Improved and more resilient services, communities and residents 2. Improved response to local circumstances	All

### Theme Six: Excellent, Value for Money Services

Despite financial constraints we will continue to ensure that the services we deliver are high performing at acceptable cost, with the customer at the heart of service delivery. We will also look to adopt the most effective service delivery models and make use of performance data and benchmarking to drive continuous improvement. Continued investment in, and appropriate training and development for staff, will lead to the creation of the motivated, entrepreneurial workforce we wish to see.

Theme	Priority	Outcome	Beneficiaries
Excellent Value for Money Services	1. Explore alternative delivery models which ensure the effective use of resources	Excellent services that provide value for money	All
	2. Deliver a customer first culture across the Council	Customers at the heart of service delivery	A,B,C,D,E,F
	3. Develop a workforce of high skilled, motivated staff to deliver in an entrepreneurial manner	High performing, innovative Council with high levels of customer satisfaction	All
	4. To be a high performing Council at a cost affordable to the residents of the District	1. Improved decision making to support appropriate levels and quality of service provision 2. Culture of continuous improvement evident across the Council	All



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

### **Reporting on Progress**

Our Corporate Plan is a four year document, setting out the key priorities and areas of activity for the Council up to 2020. We will review the Plan at appropriate stages of its lifespan.

The Corporate Plan is supported by a series of associated strategies, including the key Medium Term Financial Plan which sets out how we intend to fund our Corporate Plan activity and set a sustainable balanced budget year on year. Flowing from this, business plans and service plans are developed each giving additional detail about how our services will contribute to the delivery of council priorities, together with their statutory responsibilities. In turn the aims and objectives of business and service plans produce individual objectives for staff and inform their personal development needs. In essence our robust performance management and governance framework forms the 'golden thread', ensuring that all activity, from that of the individual staff member upwards, supports the achievement of our Corporate Plan priorities.

We will review progress against the development of projects implemented to achieve Corporate Plan priorities on a quarterly basis. In addition we will also report against appropriate measures which track the performance of service delivery. This combined report will be presented to Members and the public alike.

Over the lifespan of the Plan we intend to publish the following publications:

2016/17 – Launch of the Plan setting out priorities and desired outcomes

2017/18 – A report detailing actions contained within business plans to support delivery of Corporate Plan objectives

2018/19 – A report detailing success and work still to complete

2019/20 – A report detailing achievements over the lifespan of the Plan

### **Delivery & Governance**

So, our Corporate Plan has detailed how the Council's priorities will be delivered. The Council's Corporate Leadership Team will provide leadership with each of their objectives aligned to our corporate themes. The principle of delivering outcomes for less will be our main focus and responsibility for delivery will cascade through the Council. Our Entrepreneurial Board will provide overview and ensure objectives are scoped with effective delivery plans and resources allocated. Such governance will illustrate the concept of the 'golden thread' with business and service plans and individual work objectives all commonly aligned to achieving our goals.