



**Committee: Corporate Policy
& Resources**

Date: 14th February 2019

Subject: Draft Corporate Plan 2019-2023

Report by:

Corporate Policy & Governance Manager

Contact Officer:

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Purpose / Summary:

The purpose of this report is to present the Draft Corporate Plan 2019-2023 and for this Committee to consent to its submission to Full Council on 4th March 2019

RECOMMENDATION(S):

1. That the Committee consents for the draft Corporate Plan (2019-2023) to be **submitted to Full Council** on 4th March 2019.

IMPLICATIONS

Legal: None arising from this report

Financial: FIN 212-19. 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 arising from this report

Equality and Diversity including Human Rights: None arising from this report

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:

None.

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. 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 presents the vision for West Lindsey and identifies future priorities and desired outcomes which are based on evidence collated from assessments, surveys and key statistics such as economic, deprivation and health related matters.
- 1.3. The current Plan was produced in 2016 and was adopted at Full Council in March 2016. However, it is deemed to have now run its course and in advance of elections in May 2019, it is appropriate to produce and work to a new Corporate Plan to cover the period of the next administration (2019 – 2023).

2. Draft Corporate Plan 2019-2023

- 2.1. To provide a sense of purpose and context for a new Corporate Plan, an updated 'vision' for the District has been determined. As a result of work with Staff, Members and other stakeholders, the 'vision' has been identified as:

“WEST LINDSEY IS A GREAT PLACE TO BE WHERE PEOPLE, BUSINESSES AND COMMUNITIES CAN THRIVE AND REACH THEIR POTENTIAL.”

- 2.2 To realise this vision, the Council must take positive action along the following lines:
 - Ensuring that economic regeneration in West Lindsey is sustainable and benefits all our communities.
 - Facilitating quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver high quality related services to support growth.
 - Creating a safer, cleaner District in which to live, work and socialise.
 - Reducing health inequalities and promoting wellbeing across the District through the promotion of healthy lifestyles.
 - Creating strong and self-reliant communities and promote positive life choices for disadvantaged residents.
 - Facilitating the creation of a highly educated and skilled workforce that meets the needs of the local and wider economy, both now and in the future.
 - Ensuring the Council is well-managed and governed and delivers high quality services that demonstrate value for money, improvement and meet public aspirations.
- 2.3 The correct behaviour and attitude of all involved in the delivery of the Plan is crucial. Following discourse with staff an agreed set of values have been determined that provide the ethical base to drive the authority's

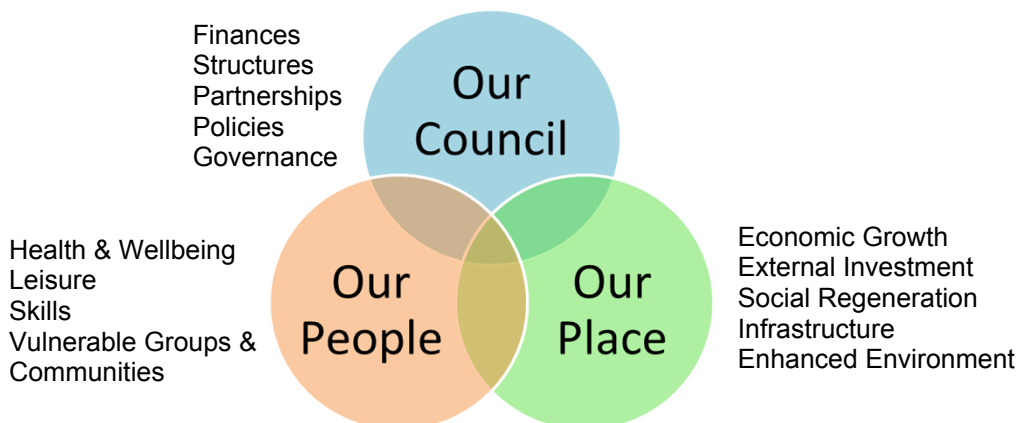
business and deliver its vision. The values, which are set out in the draft Corporate Plan are:

- To put the customer at the centre of everything we do
- To act as One Council
- To be business smart, to act on evidence and take advantage of opportunities, thinking creatively and getting things done
- To communicate effectively with all stakeholders
- To have integrity in everything we do

2.4 To produce a new Corporate Plan for the period 2019-2023, reference has been made to statistical indicators and evidence across a range of subject matter. Consideration has also been paid to a number of key programmes and projects that are currently in development.

2.5 This information has been shared with Members via a number of workshop sessions. This work has produced three Themes for the Corporate Plan and a number of key areas of focus within each Theme. This will guide the Council's work planning over the next four year period and beyond.

2.6 The three Themes have been identified as:



2.7 The rationale for the Themes is as follows:

- All Council services/departments contribute
- Existing/planned projects follow on
- It allows for renewal within/across framework
- Provides a clear distinction between Place and People

2.8 Following the determination of the themes, officers have worked to identify key areas of focus and desired outcomes within each theme. These are set out below:

OUR PEOPLE

Focus	Strategic Aim	Strategic Objectives	Key Outcomes
Health	To reduce health inequalities and promote wellbeing across the District through the promotion of healthy lifestyles.	<ul style="list-style-type: none"> - Ensure housing solutions provide choice and support independence. - Increase the opportunities for participating in sport, cultural and leisure activities. - Deliver services and health improvements to enable re-establishment of lives after crisis. 	<ul style="list-style-type: none"> - Increased physical activity across the residents of WL. - Improved health & wellbeing across WL residents. - Greater quality of life and levels of independence among vulnerable residents.
Vulnerable Groups & Communities	To create strong and self-reliant communities and promote positive life choices for disadvantaged residents.	<ul style="list-style-type: none"> - Improve homes and transform places. - Promote self-reliant communities. - Ensure effective appraisal and assessment of the impact of welfare reform proposals. 	<ul style="list-style-type: none"> - Reduced levels of poverty and deprivation. - Improved quality of and access to housing. - Increased access to broadband services
Education & Skills	To facilitate the creation of a highly educated and skilled workforce, that meets the present and future needs of the local and wider economy.	<ul style="list-style-type: none"> - Understand the skills needs of local employers. - Support local schools to improve attainment levels and employment prospects for young people. - Improve access to training and employment for residents. 	<ul style="list-style-type: none"> - Well-skilled workforce across the District. - Increased education and training opportunities for young people. - Increased educational attainment across the District.

OUR PLACE

Focus	Strategic Aim	Strategic Objectives	Key Outcomes
Economy	To ensure that economic regeneration in West Lindsey is sustainable and benefits all of our	<ul style="list-style-type: none"> - Position our economy to maximise its economic integration in the region and align to the Local Industrial 	<ul style="list-style-type: none"> - Increase Gross Value Added (GVA). - Increase job creation. - Accelerate

	communities	<p>Strategy.</p> <ul style="list-style-type: none"> - Deliver housing led economic growth and infrastructure. - Diversify the economic base, create more jobs and skills training to serve our businesses. - Improve the economic performance of Gainsborough Town Centre and the District's market towns. 	<p>housing delivery.</p> <ul style="list-style-type: none"> - Support sustainable growth of the Lincoln fringe. - A vibrant visitor economy.
Housing	To facilitate quality, choice and diversity in the housing market, assist in meeting housing need in West Lindsey and deliver high quality housing related services to support growth	<ul style="list-style-type: none"> - To drive housing growth and meet need, using private sector solutions where appropriate. - Ensure those in need of housing or at threat of homelessness receive appropriate advice and support. - To improve housing standards and take appropriate enforcement action where necessary. 	<ul style="list-style-type: none"> - Improved housing standards across the District. - Improved quality and choice across the local housing market. - An effective housing service that meets demand and the needs of its users. - Increased tenancy sustainment.
Public Safety & Environment	To create a safer, cleaner District in which to live, work and socialise	<ul style="list-style-type: none"> - Use the Council's statutory functions to increase public safety and cleanliness in the District. - Reduce anti-social behaviour. 	<ul style="list-style-type: none"> - Residents feeling safer in the District. - Increased quality of life for residents. - High standard of quality and compliance across all regulated areas.

OUR COUNCIL

Focus	Strategic Aim	Strategic Objectives	Key Outcomes
Finances	To remain financially sustainable	<ul style="list-style-type: none"> - To create a sustainable Medium Term Financial Plan. - Improve the support available for and the financial acumen of budget holders. 	Local tax payers obtain good value for money and the services they expect.

		- Generate additional commercial revenue streams.	
Customer	To put the customer at the centre of everything we do	Deliver high quality customer-centric services, offering excellent customer experiences, value for money and demonstrating a culture of continuous improvement.	<ul style="list-style-type: none"> - Increased customer satisfaction with Council services. - A wide range of valued and high performing Council services. - Improved means of access to services for customers.
Staff & Members	To maintain our position as a well-managed and well-governed Council	<ul style="list-style-type: none"> - Ensure appropriate governance arrangements and skills sets amongst Members to enable effective decision making and fulfilment of Member community advocacy role. - Create and maintain an effective and highly skilled workforce. 	<ul style="list-style-type: none"> - Skilled and motivated staff. - A progressive Council that gets things done. - Local democracy operating in an effective and ethical manner across the District.

2.9 The Themes, priorities and desired outcomes are contained within the draft Corporate Plan which accompanies this report. The vision and council values (as set out above) are also detailed within the document.

2.10 The draft Plan has been considered by the Council's Management Team, Leader's Panel and further Member workshops. The feedback received has been constructive and has been incorporated into this version.

2.11 The Plan will set the framework for the Council's future activity. Business planning will focus on how best to achieve the desired outcomes and will inform the content of the Council's annual Executive Business Plan. This collates and provides an overview of all main corporate activity.