



CORPORATE PLAN

2019 - 2023

Introduction

Welcome to our new Corporate Plan which covers the four year period 2019 to 2023. It sets out our revised priorities and objectives, aimed at taking advantage of the opportunities that present themselves across the district and to also meet its many and varied needs.

The Corporate Plan sets out the strategic objectives of the Council for the next four years. It reflects the opportunities and challenges facing the district and what our residents have told us is important to them. We also express our desired outcomes for the next four years, which will provide our officers with clear direction. It is our aim to ensure that attention is paid to all of our communities, residents and businesses; lives are improved and our district prospers.

The Plan is a strategic document, which is supported by our Medium Term Financial Plan (MTFP) and the annual Executive Business Plan (EBP). The EBP sets out the environment in which the Council will deliver the objectives set out in this Corporate Plan. It will consider the national, regional and local context for delivery and identifies the 'deliverables' for the next three years.

We recognise that with fewer resources, we alone cannot deliver our vision for West Lindsey. Over the period of the previous Corporate Plan we attracted £10m of grants through national competitions. This has all aided the development and delivery of our ambitious growth agenda; our commercial strategy and our commitment to the delivery of value for



Councillor Jeff Summers, Leader of West Lindsey District Council

money services. Therefore, we will continue to align ourselves with Government policy and funding regimes to enable, lobby, influence and work in alliance with others. This will help us continue to deliver high quality public services and achieve positive outcomes, which will make the district a great place to be, where people, businesses and communities can thrive and reach their potential. Areas we are not directly responsible for, but on which we intend to lobby for change include rural crime; improved health care provision; broadband availability; the impacts of welfare reform; effective support for housing development and increased funding support for intervention rates, which reflect our rural characteristics.

Forging key alliances is also a key objective of the Council, to ensure we understand and take advantage of our functional economic geography. The district enjoys strong economic ties and good connectivity to the North and the Humber Bank and forms an economic corridor to the West towards the Sheffield City Region. Therefore, it is vital to position our economy within the Local Industrial Strategy and maximise the economic benefits, to ensure we continue to support our communities as they grow. We must assert our economic position to avoid becoming a 'squeezed middle'. This will see the Council looking to work more closely with North and North East Lincolnshire Councils and also East Lindsey District Council.



The district also serves the South and the City of Lincoln through a number of high quality villages, which bring wider economic benefit to the district. These communities have expanded rapidly over recent times, to the point that some of them are now larger than our traditional market towns. We acknowledge the impact of this growth and will address the needs of these communities via the forthcoming review of the Central Lincolnshire Local Plan.

Over recent years, the Council has successfully responded to changing environments and reduction in government support. We have become more commercial in our approach. Over the lifespan of the previous Corporate Plan, we generated £1.4m in commercial or traded income, derived £1m of additional income from service delivery and also achieved efficiencies equivalent to £1.3m. These monies have been used to continue to invest in and support communities across the district and to deliver high quality services. This approach will enable us to face future financial challenges and meet the high expectations of our residents.

The Council recognises that some areas of the district are amongst the most deprived in the country. The impacts of deprivation are multi-faceted, affecting aspects such as housing standards; community cohesion; anti-social behaviour and educational attainment; all of which have a negative



impact on the health and wellbeing of our residents. This has stigmatised certain pockets of the district and amplified peoples' perception of crime. Addressing the causes and impacts of deprivation is therefore a major focus of this Corporate Plan, as is taking advantage of initiatives such as the UK Shared Prosperity Fund, to help alleviate deprivation where it exists in the district.

This new Corporate Plan, will continue to support the delivery of key strands of work and projects such as the Housing Strategy (which has a cross-cutting emphasis and addresses issues relating to housing standards and enforcement, health and deprivation); the Growth Agenda; the delivery of the Crematorium and the leisure contract, including a new facility in Market Rasen and out-reach services. These programmes of work will be delivered within the timeframe of this Plan and consequently are referenced within this document, along with new initiatives designed to increase our focus on tackling inequalities and promoting sustainable and inclusive growth. In this regard, we believe we are aligned to Government priorities.

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



Overview of the district – Opportunities and Challenges

Each year the Council produces a State of the District report which provides detailed statistical analysis across a range of aspects. From this we identify the key challenges to be addressed through our programmes of work. In summary these are:

The District: the West Lindsey District is one of the largest and most rural in England. It covers 1,156km² (446 square miles), with the administrative centre in Gainsborough on the River Trent to the west, and the market towns of Caistor and Market Rasen to the east. The Lincolnshire Wolds, which provide valuable and natural environment capital, run through the District and contain an Area of Outstanding Natural Beauty (AONB) which we strive to preserve for our existing residents, yet also promote to attract new residents and visitors. Environmental concerns such as global warming; pollution; the depletion of natural resources and risks to bio-diversity are all issues which we must be cognisant of.

Key challenge: *improving the quality of our built environment, whilst ensuring our natural environment is preserved for the benefit of both current and future residents and the Council promotes environmental sustainability and conducts its own business accordingly.*

Population: the mid-year population estimate for 2017 was 94,300; an increase of 566 people or 0.6% compared to 2016. The population is steadily growing and is dispersed across 42,670 households. However it is an ageing population and is ageing at a faster rate than the population nationally. The south of the district has experienced sustained growth



around its Lincoln fringe with some villages now having larger populations than our towns. The impact of this cumulative growth on amenities, infrastructure and democratic governance must be addressed and the benefits of growth to these communities and economies maximised.

Key challenge: *to grow and diversify our population to increase our economic base and sustain our communities.*

Deprivation: across the district there are wide variations in the levels of deprivation. Some areas experience the highest levels of deprivation in the country, while others are amongst the most affluent. Two aspects of deprivation are closely monitored; fuel poverty and child poverty. Fuel poverty is a concern in pockets of the district with parts of Gainsborough having more than double the national average number of households classed as fuel poor. Child poverty is a particular issue for West Lindsey with 25.59% of the district's children currently living in poverty; higher than the average for the rest of Lincolnshire.



Key challenge: *to develop a more holistic programme of intervention that recognises the manifestations of poverty are wider than fuel and child poverty and use our Growth agenda and service developments, to address inequality and deliver inclusive and sustainable growth.*

Employment: the proportion of people of working age in employment stands at 67.5%. This is below both the national (74.9%) and regional (74.1%) averages. The unemployment rate in West Lindsey stood at 5% which is above the national average of 4.4%, but the increase (16%) in the number of full time jobs created in our economy since 2016 is the highest across the East Midlands. However, while the picture is an improving one, issues persist in respect of the numbers of long-term unemployed and youth unemployment.

Key challenge: *to continue to grow our economic base in tandem with our Employment and Skills programmes, to provide intermediate job opportunities for our long term and youth unemployed as gateways to full time work.*

Economy: in terms of the district's economy, business confidence is improving and there has been a jump in recruitment activity in the business sector. Positioning our economy to maximise investment in the district has enabled us to attract significant grant funding to grow our economy and the Council is now seen as an 'investable proposition'. Since 2016 the growth measured "Gross Value Added" (GVA) outstripped anywhere else in Greater Lincolnshire and our house prices rose the fastest in Lincolnshire. Average weekly earnings are on a par with the rest of the country



and compared to the rest of the region, the district benefits from a higher than average number of managers, professionals and skilled tradespeople. Studies show that social mobility is improving and West Lindsey has moved up seven places in the Vibrant Economy Index, which ranks all local authorities based on a number of factors including prosperity, health and wellbeing, happiness, and opportunity.

Key challenge: *to continue to direct and monitor the impact of our growth agenda on the district's prosperity and align with Greater Lincolnshire's Local Industrial Strategy.*

Health: in general terms, West Lindsey residents benefit from good mental and physical health and declining mortality. However, there are issues concerning health care provision across the district. Rising levels of obesity among both adults and children and the numbers of physically inactive are also particular issues. Partly, this is a manifestation of poverty and deprivation.

Key challenge: *ensure our leisure services deliver excellent programmes, both in-centre and outreach, and with the Council, work in partnership across Greater Lincolnshire to deliver health and wellbeing services and initiatives.*

Education & Skills: this is an area of relative weakness for the district. Rates of educational attainment are lower than the rest of the country; 70% of pupils attained 5 GCSEs (A*-C) compared to 74.7% nationally. The proportion of the working age population with no qualifications has risen from 7.8% in 2015 to 10.8% in 2017. West Lindsey also has a significantly lower skills profile compared to the rest of the country.

Key challenge: *to ensure our Employment and Skills programmes provide relevant work and training experiences that meet the needs of the local economy; that our safeguarding support continues to assist young people in need and use our lobbying role to push for greater support for our educational establishments.*



Our Vision, Values and Mission

Understanding the key issues and challenges has provided a sense of purpose for all that the Council intends to do over the next four years and beyond. We have determined what our vision should be. We have questioned what would success look like, all of which enables us to succinctly communicate the Council's ambition to residents, stakeholders, government and the private sector. We now have clear priorities and delivery programmes. The Council will continue to engage and work in partnership with public, private and voluntary bodies. Achieving public and private investment will be key to the achievement of the Council's ambitions.

Through workshops held across the organisations, the following vision has been adopted by the Council:

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

The vision recognises that the district has great strengths, however it also acknowledges that in certain pockets and sectors the Council should intervene to enable people, communities and businesses to reach their full potential.

What the vision does, is give a clear indication of what business the Council is in (assisting people, communities and businesses to thrive). The means by which the Council realises the vision will become the Council's mission.

Achieving the vision requires focus, determination and hard work and effort on the part of officers and Councillors. We must demonstrate a collective, consistent approach to the work that we do and ensure that partners and other stakeholders are aware of our values and how we conduct business. This provides the ethical base to drive our business and deliver our vision.

The Council will deliver the corporate plan by:

- Ensuring that economic regeneration in West Lindsey is sustainable and benefits all of our communities.
- Facilitating quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver high quality housing related services to support growth.
- Creating a safer, cleaner district in which to live, work and socialise.
- Reducing health inequalities and promote 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 present and future needs of the local and wider economy.
- Ensuring the Council is well-managed and governed and delivers high quality services that demonstrate value for money, improvement and meet public aspirations.

The values are:

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

By promoting these values, the Council proudly sets out the behaviours and attitudes it expects from officers and Councillors and expects to be held to account and act, if the values are not upheld.



Stakeholder Engagement

Obtaining the views, concerns and aspirations of stakeholders across the district is key to ensuring that the Corporate Plan is relevant and meets the needs of its differing target audiences. To identify the issues and opportunities that relate to the district, use has been made of a range of statistics and other indicators. This information has been discussed with Councillors, the public and businesses through a series of engagement sessions in order to identify the key priorities for the Council over the lifetime of this Corporate Plan.

Respondents to the Council's budget engagement sessions feedback that the top four priorities for the Council should be Waste, Environmental, Housing and Economic Development. An increased emphasis on joint-working with partner organisations was also identified as an area for the Council to consider, as well as ensuring that attention is paid to the needs of communities across the whole of the district.

Corporate Plan: Our People, Our Place, Our Council

In order to deliver against the Council's vision, the Council will focus on three themes: Our People, Our Place and Our Council as illustrated below:

The model allows for alignment across the themes whilst ensuring no theme operates in isolation. This approach is underlined in the 'One Council' value, which is essential to delivery across all the themes in a co-ordinated way. It makes a clear distinction between People and Place and allows for renewal within and across the framework. As this Corporate Plan comes into force, it inherits a number of key programmes and projects at various stages of development and they form a natural fit into one of the themes. Some outcomes and activity will cross over two or more themes and will move from one theme to another as they progress. For example:

- Housing led economic growth will act to increase the supply of housing and will have a positive impact on the Place, will provide better quality housing for People and in time the Council will benefit from an increase in the Local Tax Base.
- Projects such as the Crematorium will commence in the Place theme during the construction phase before moving into providing a service to People and a revenue income to the Council



Our People

The wellbeing and success of our residents and communities is of utmost importance to the Council. Our residents have varied and sometimes complex needs. We must ensure that we work with partner organisations, communities and residents themselves to address their issues and have a positive impact on their lives. We recognise that managing expectations in relation to time and resources available is essential. We are therefore clear that we will be working to improve matters over the medium to long term.

We have identified three strategic focal points within the Our People theme of the Corporate Plan:

- 1. Health & Wellbeing:** to reduce health inequalities and promote wellbeing across the district through the promotion of healthy lifestyles.
- 2. Vulnerable Groups & Communities:** to create strong and self-reliant communities and promote positive life choices for disadvantaged residents.
- 3. 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.



Focus	Strategic Aim	Strategic Objectives	Key Outcomes
Health & Wellbeing	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. ● Increased 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 the district. ● Improved health & wellbeing across the district's 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

West Lindsey is a predominantly rural district, centred on three historic market towns (Gainsborough, Market Rasen and Caistor); interspersed with rural communities. It is imperative that we aim to protect what is important to current and future residents. We will achieve this by meeting the need for homes and infrastructure and diversifying the economic and employment opportunities available in the district. Improvements in particular to the road infrastructure and traffic schemes are essential to accommodate the planned growth of the district and support the development of Scampton and Hemswell Cliff, in addition to strengthening the economic corridor to the Humber and its ports. We also acknowledge that some of our communities are vulnerable and suffer from deprivation. Key to assisting such communities is the achievement and harnessing of continued economic success and ensuring that social regeneration is integrated within and across our key strategies. This will support a holistic approach to tackling the causes and manifestations of deprivation. While sustainable growth is key to the future prosperity of the district, we must work simultaneously to ensure our natural environment is protected and where development occurs, look to ensure that appropriate green space and recreational facilities are provided.



We have identified three strategic focal points within this theme of the Corporate Plan:

- 1. Economy:** to ensure that economic regeneration in West Lindsey is sustainable and benefits all of our communities.
- 2. Housing Growth:** to facilitate quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver high quality housing related services to support growth.
- 3. Public Safety & Environment:** to create a safer, cleaner district in which to live, work and socialise.

Focus	Strategic Aim	Strategic Objectives	Key Outcomes
Economy	To ensure that economic regeneration in West Lindsey is sustainable and benefits all of our communities.	<ul style="list-style-type: none"> ● Position our economy to maximise its economic integration in the region and align to the Local Industrial Strategy. ● 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. 	<ul style="list-style-type: none"> ● Increase Gross Value Added (GVA). ● Increase job creation. ● Accelerate housing delivery. ● Support sustainable growth of the Lincoln fringe. ● A vibrant visitor economy.
Housing Growth	To facilitate quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver high quality housing related services to support growth.	<ul style="list-style-type: none"> ● To drive housing growth and meet need and demand, 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

It is the Council's strategic aim to be a well-managed and well-governed Council, delivering high quality services that demonstrate improvement and meet public aspirations. The Council is aware that, despite the challenge of reduced budgets, it has a key role to play in the current and future wellbeing of West Lindsey residents through the efficient delivery of excellent services and joint working with partners. It must also promote the preservation of the environment and conduct its operations in an environmentally sustainable manner. Key considerations are: ensuring effective commercial and financial planning; putting the customer at the heart of all we do; supporting our staff and Councillors to fulfil their respective roles and ensure that decision and governance arrangements support the Council in achieving its ambitions.

We have identified three strategic focal points within this theme of the Corporate Plan:

- 1. Finances:** to remain financially sustainable.
- 2. Customer:** to put the customer at the centre of everything we do.
- 3. Staff & Members:** to maintain our position as a well-managed and well-governed 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. ● Generate additional commercial revenue streams. 	<ul style="list-style-type: none"> ● Local tax payers obtain good value for money and the services they expect.
Customer	To put the customer at the centre of everything we do	<ul style="list-style-type: none"> ● 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 & Member	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.

Reporting Progress

We aim to ensure that this Corporate Plan becomes a working document. To that extent, through the update of the Council's Executive Business Plan, we will continue with our policy of reporting annually on the progress made against each of the Council's strategic aims and detail any future planned activity,

In addition, to ensure we are transparent and track the progress towards the achievement of our desired outcomes, we will continue to report quarterly on our performance across a range of service activities and on the progress towards the delivery of key programmes and projects.





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