



**Corporate Policy &
Resources Committee**

Date: 9th February 2017

Subject: To present the Corporate Plan (2016-2020) Action Plan Update

Report by:

Director of Resources

Contact Officer:

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Purpose / Summary:

To present to Members detail of key strategic activity in progress in support of delivery of the objectives of the Corporate Plan (2016-2010). For Members to note the key achievements during 2016/17 in support of the Corporate Plan.

RECOMMENDATION(S):

- 1. That Members support the key activity detailed within the report which will facilitate the delivery of the objectives of the Corporate Plan.**
- 2. That Members agree that the activity set out be used as the basis for an external publication.**
- 3. That Members approve this report for submission to Full Council on 6th March 2017.**

IMPLICATIONS

Legal: None

Financial: FIN 127/17

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:

[Corporate Plan 2016-2020 Council Report](#)

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

Key Decision:

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

Yes

No

1 Introduction

1.1 The Council approved its Corporate Plan 2016-2020, at the Full Council meeting of 3rd March 2016.

1.2 The Corporate Plan presents the vision for West Lindsey;

“West Lindsey to be seen as a place where people want to live, work, invest and visit.”

and identifies future priorities and outcomes which are based on evidence of assessments, surveys and key statistics such as deprivation and health related matters.

1.3 The Corporate Plan also details our values which guide our working:

- Delivering a surplus to re-invest
- Investing in communities
- Delivering customer focussed priorities
- Generating growth

and sets out our approach based on the Entrepreneurial Model of:

- Investing in communities to help themselves and others
- A more commercial Council
- A modern, innovative and collaborative Council

1.4 The Corporate Plan contains six themes:

1. Open for Business
2. People First
3. Asset Management
4. Central Lincolnshire Local Plan
5. Partnerships/Devolution
6. Excellent Value for Money Services

and a number of priorities and desired outcomes associated with each theme.

1.5 To ensure that the Corporate Plan remains a working document, a commitment was made to provide an annual update in relation to progress of key activity undertaken in support of the achievement of the Plan’s objectives.

1.6 Appendix One, attached to this report, provides Members with an overview of the key strategic work activity currently in progress against each of the Corporate Plan themes.

1.7 The recently re-constituted Entrepreneurial Board provides oversight and governance of the key programmes of work underway in support of Corporate Plan priorities.

- 1.8 Members will note the strong emphasis that has been placed on regeneration and business growth related activity. This is in support of the Council's aims of attracting inward investment, enabling the growth of business in the District and facilitating housing led economic growth.
- 1.9 Also worthy of mention is the range of activity underway to support our emphasis on 'People First'. Ranging from the review of the provision of Leisure Services, to the commencement of our Closer to the Customer Transformation Programme, key strategic activity is underway to ensure we meet the changing needs and expectations of our customers and residents.
- 1.10 In addition to key strategic initiatives, much operational activity is underway across services to support the Corporate Plan.
- 1.11 Over the last 12 months a range of work has been completed in support of the Corporate Plan and details of this are provided in Appendix Two.
- 1.12 To ensure transparency and the publicising of the work the Council has undertaken and is involved with, a summary publication will be produced for issue to the public and partners.

2. Recommendation

- 2.1 Members are asked to support and approve of the work undertaken in support of the delivery of the Corporate Plan 2016-2020.
- 2.2 That Members agree that the activity set out be used as the basis for an external publication.
- 2.3 That Members approve this report for submission to Full Council on 6th March 2017.

Appendix One – Key Strategic Activity in Support of Corporate Plan Priorities

Key:

	Forms part of Land & Property Programme
	Forms part of Leisure Programme
	Forms part of West Lindsey Growth Programme
	Forms part of Housing Programme
	Forms part of Commercial Investment Programme
	Forms part of Closer to the Customer Programme
	Other Strategic activity

Corporate Plan Theme: Open for Business

Activity	<i>Development Partnership for WLDC</i>		
Description	To secure a development partner to support WLDC achieve its ambition of housing growth and town centre regeneration		
Outcomes	Town centre development - creation of western anchor. High quality housing development and regeneration. Progressing funding bids for Accelerated Construction and One Public Estate. New urban and self-sustainable neighbourhoods and infrastructure. Enhanced leisure and recreational opportunities (marina and riverside walks).		
Timeline	Approved Partner identified by April 2018. Five – 12 year partnership lifespan.	Costs/Funding	£5m from reserves for an enabling fund and £4m from Single Local Growth Fund 3 to lever in £100m private sector investment. External funding streams.

Activity	<i>Riverside Gateway Local Development Order & Lea Road School</i>		
Description	LDO achieved July 2016 granting permission for 245 new homes to develop the Riverside Gateway		
Outcomes	Housing delivery on a key strategic site in Gainsborough which has known abnormal costs and is unlikely to come forward without government's intervention. HCA's funding will be key to bringing the site forward.		
Timeline	As above	Costs/Funding	Acquisition and viability gaps to be addressed via the development partnership.

Activity	Food Enterprise Zone		
Description	LDO/Outline Planning consent to deliver 30 ha agri-food business park at Hemswell Cliff (now known as Central Lincolnshire Food Enterprise Zone) to implement the strategic economic plan for Greater Lincolnshire		
Outcomes	LDO confirmed by DCLG Grant funding for enabling infrastructure from GLEP/SLGF 3 Delivery options TBC		
Timeline	May 2017 – LDO confirmation Funding – Feb 2017 Ministerial announcement re Midlands Engine Room	Costs/Funding	£50k from DEFRA £78k EIA funded by WLDC £1.6m to be awarded from SLGF3 Other development costs tbc

Activity	Sun Inn Redevelopment		
Description	Grant Funding Agreement between WLDC and a special company vehicle (North Street Gainsborough Limited) with parent company guarantee to be agreed 9th February 2017.		
Outcomes	New 54 bedroom hotel and ground floor independent restaurant to be delivered by summer 2018. Refurbishments of Chapel Alley, North Street and Roseway Car Park. Lindsey Action Zone (LAZ) European Funding bid to be made March 2017 in recognition of sub regional tourism importance.		
Timeline	Scheme to be delivered early 2018	Costs/Funding	WLDC and private sector funding. Circa £300k LAZ funding for Roseway and £110k for restaurant.

Activity	Market Street Regeneration		
Description	A Joint Venture in order to secure the redevelopment of the Sun Inn site and refurbishment of additional properties on Market Street, Market Place, North and Church Streets in order to secure new, independent traders in to this important gateway into the town centre		
Outcomes	It is expected that the JV will: <ul style="list-style-type: none"> •Buy in vacant premises (initially, the two properties adjacent to the Sun Inn); •Refurbish both the inside and outside of the properties to a high standard in accordance with the THI programme; •Re-let and collect rent from the properties that are acquired and refurbished •Will result in environmental improvements to the immediate area i.e. Chapel Alley and the rear of North Street. 		
Timeline	Commence property acquisitions and refurbishment work February 2017	Costs/Funding	The project will be funded by an allocation of £250,000 from the existing Townscape Heritage Initiative budget as

			a Shareholders loan matched by development partner funds.
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Corporate Plan Theme: People First

Activity	<i>Leisure Review</i>		
Description	To identify options for leisure provision past the end of the current contract which expires in May 2018 and provide a sustainable income stream from this service.		
Outcomes	<p>Securing leisure provision post May 2018.</p> <p>Ensuring that the Council has fit for purpose, sustainable facilities securing leisure provision into the future.</p> <p>Identification of partner to explore opportunities for leisure provision in Market Rasen.</p> <p>Transfer of risk to provider.</p> <p>Securing the provision of a pool in West Lindsey.</p> <p>Reducing the cost of providing leisure/looking at the potential for profit.</p> <p>Improved health and wellbeing for West Lindsey residents.</p> <p>Increasing participation in leisure activity.</p> <p>Ensuring that a cost effective service is provided which provides value for money.</p> <p>To provide customer focused fit for purpose facilities in the right locations.</p> <p>Supporting the economic growth and regeneration ambitions of our communities.</p>		
Timeline	May 2018	Costs/Funding	£7.8m from capital programme (£6.3m for Market Rasen option - £1.5m for Gainsborough facilities)

Activity	<i>Gainsborough Marina</i>		
Description	Study to assess the suitability/possibility and business case of constructing a marina at Carr Lane, Gainsborough, adjacent to the Riverside Gateway Local Development Order site.		
Outcomes	<p>Understanding of the feasibility and practicability of developing a marina in Gainsborough.</p> <p>Business case and Economic impact on sub regional visitor economy.</p> <p>Two applications for European Funding</p>		
Timeline	Feasibility study due March 2017 Awaiting funding announcements	Costs/Funding	£25k from capital programme (match funded via LCC) and targeting £3m European Funding to lever in private sector match funding.

Activity	Housing Strategy		
Description	A bespoke WLDC strategy to deliver People First objectives and balanced and sustainable housing market district wide.		
Outcomes	Three strands of interventions: 1 – Supporting the Growth Agenda 2 – Improving quality in the private sector stock 3 - Addressing need and social wellbeing		
Timeline	Draft Strategy due April 2017 to be adopted by Council in September 2017	Costs/Funding	Initially existing capital and revenue streams from the Growth programme and Selective Licensing work plus a review of further requirements.

Activity	One Public Estate		
Description	To develop existing WLDC owned site in Caistor for the provision of GP and associated NHS services		
Outcomes	To provide facility for much needed services for residents and provide both commercial and social return for the Council		
Timeline	Underway	Costs/Funding	Subject to detailed feasibility work.

Activity	One Public Estate		
Description	Public Sector Hub in Gainsborough		
Outcomes	To provide facility for effective joined-up service provision for residents of the District		
Timeline	Underway - £10,000 grant to review partner requirements and bid for £100,000 feasibility study made.	Costs/Funding	Subject to detailed feasibility work.

Activity	C&I Inquiry into Youth Unemployment		
Description	Examination of this issue focussing on the role agencies play in identifying issues and ensuring young people are supported and directed in their career choices and development needs, thereby ensuring the local employment/skills market is supported.		
Outcomes	Better Council understanding of the topic and the issues faced by relevant agencies. Identification of positive actions the Council can take to support all involved and improve matters.		
Timeline	Report by May 2017	Costs/Funding	-

Activity	<i>C&I Health Commission</i>		
Description	To use the Council's role as problem solver, advocate, influencer, and service deliverer to safeguard and promote the health and wellbeing of the District's communities		
Outcomes	Better Council understanding of health and wellbeing issues, how they could be addressed and the role the Council could play. Recommendations to various bodies including the Council on future policy and action, particularly partnership with health services and community to improve community action.		
Timeline	Report by Nov 2017	Costs/Funding	-

Activity	<i>Closer to the Customer Transformation Programme</i>		
Description	To design an organisational approach and structure which is focussed on getting the Council 'Closer to the Customer', both in terms of our residents and businesses to whom we deliver services, but also our Communities within the District.		
Outcomes	<p>Earliest possible resolution of Customer enquiries greater Customer Satisfaction</p> <p>Greater customer insight, with collation of customer information used across the organisation for the benefit of the Customer.</p> <p>Increased access options for customers including 24/7 access for those who choose to use digital services</p> <p>Revenue savings; whilst retaining key services, delivered in a new way</p> <p>Flexible, customer-centric workforce with empowered roles and staff able to concentrate on their specialised areas of work</p> <p>Greater resilience and removal of single point of failure scenarios</p> <p>Improved/maintained performance standards and increased productivity</p> <p>Removal of non-value activities from processes.</p> <p>Locality based workforce; providing a proactive face of the Council and acting as an extension of customer service function in the field</p> <p>Utilising enabling technology to best effect to provide quality services from the office and out in the field.</p>		
Timeline	Being Scoped	Costs/Funding	Being Scoped

Corporate Plan Theme: Asset Management

Activity	<i>Future Waste Depot Provision</i>		
Description	To explore options to fully utilise existing assets and/or procure new facilities where appropriate		
Outcomes	Utilise existing assets to ensure longevity of NWR depot if decision made to retain depot on site. Ensure value for money through efficient, economic and effective delivery of services. Provide an adequate eastern depot solution. Provide a safe and productive working environment for staff. Explore options for sharing facilities with other stakeholders.		
Timeline	To be determined	Costs/Funding	Dependent on options

Activity	<i>5-7 Market Place, Gainsborough</i>		
Description	To redevelop this vacant property into a revenue generating asset		
Outcomes	Support regeneration of Town Centre. Meet need for smaller residential units. Provide sustainable income stream for the Council.		
Timeline	Dependent on options	Costs/Funding	£300k from planned maintenance and capital programmes

Activity	<i>Commercial Investment Portfolio</i>		
Description	To undertake commercial property investments and to grow our own asset base to build a diversified portfolio for the Council which provides an on-going revenue income		
Outcomes	Increased income. Diversified portfolio of property and property related investments. Capital growth of assets.		
Timeline	Project inception with expert external team January 2017.	Costs/Funding	£3m land and property fund set out in the MTFP. Other WLDC funds. PWLB borrowing.

Activity	<i>Acquisition of Former Lidl Site</i>		
Description	The acquisition of the existing Lidl store and carpark.		
Outcomes	Facilitate the redevelopment of the Council's town centre sites in the Development Partnership. In addition this site will form part of the master plan proposals for Albion Works, the second Housing LDO site and a requirement of the Housing Zone Delivery Plan.		
Timeline	Vacant possession November 2017.	Costs/Funding	Net cost £885k funded via capital programme

Corporate Plan Theme: Central Lincolnshire Local Plan

Activity	<i>Central Lincolnshire Local Plan</i>		
Description	To ensure approval and adoption of the CLLP and subsequent monitoring and reporting of delivery.		
Outcomes	The future development needs of West Lindsey are detailed, agreed and delivered against		
Timeline	On-going	Costs/Funding	Costs of on-going support being assessed and benchmarked.

Activity	<i>Neighbourhood Plans</i>		
Description	The Council has a duty under the Localism Act to offer help and advice to local councils producing neighbourhood plans.		
Outcomes	Local people can take a proactive role in shaping the future of the areas they live in. Currently 30 plans underway: equating to 40% of all Parishes.		
Timeline	On-going - neighbourhood planning section of the WLDC website, is updated on a regular basis and gives details of every plan and the stage they are at.	Costs/Funding	DCLG funding secured

Corporate Plan Theme: Devolution/Partnerships

Activity	<i>Review of Choice Based Lettings Partnership</i>		
Description	Review to ensure the current partnership arrangements are robust, meet mutual need and are supported by functional ICT.		
Outcomes	Improved service delivery for customers requiring housing advice and sustainable housing solutions.		
Timeline	July 2017	Costs/Funding	-

Corporate Plan Theme: Excellent Value for Money Services

Activity	<i>Land Based Services Systems Replacement</i>		
Description	To provide a fit for purpose system that supports and integrates the efficient delivery of Local Land Charges/Building Control/Development Management services		
Outcomes	A Development Management service that is clear about its objectives and what it is seeking to achieve, has in place the systems and process to deliver a consistent service to the customer and achieve high levels of customer satisfaction, is integrated with the delivery of corporate plan objectives and is at the heart of delivering the councils spatial objectives for the District around jobs, homes and a high quality environment.		
Timeline	May 2017 implementation	Costs/Funding	£200k allocated in capital programme

Activity	<i>Crematorium</i>		
Description	To develop a new crematorium facility within the Gainsborough boundary, or within a few miles of, if a suitable site is found, to serve the residents of West Lindsey and beyond.		
Outcomes	To provide a modern and sympathetic facility for the residents of West Lindsey and bordering districts that leaves scope for expansion and provides additional income for improvement of council services.		
Timeline	Land Option by Feb 2017. In operation by late 2018.	Costs/Funding	£3.5m capital costs £280k revenue costs

Appendix Two – Achievements During 2016/17 Against Corporate Plan Priorities

Corporate Plan Theme	Achievement 2016/17
Open for Business	Acquisition of Sure Staff Ltd
	Launch of 'Invest Gainsborough' – Development Partner for WLDC with three national developers shortlisted
	Gainsborough Growth Fund, support for both leisure and retail sectors
	Starter Homes Bid – Nettleham & Gainsborough sites
	Commercial Trade Waste service launched
	Launch of additional Building Control related commercial services
People First	Leisure Centre Award
	Selective Licensing Scheme launched
	Street Scene – Gold Award
	New modern, mobile responsive Website launched with Increased range of online transactions available
	Extended range of partner organisations and services available through the Public Sector Hub. Feasibility funding of £110k secured to look to further develop One Public Estate.
	Funding secured for supported housing & extra care
Asset Management	Commercial property partner adviser secured
	Positive Property Audit Finding
Central Lincolnshire Local Plan	Successful public examination of Local Plan
	Allocation of Hemswell FEZ – 30 ha strategic employment site
	Delivery of six exemplar Neighbourhood Plans; strong take-up and delivery
Partnerships/Devolution	Post devolution decision – strong partnerships focussed on housing, skills and infrastructure
	GLLEP: Agri-Food Partnership; skills agenda and significant funds via SGF3
	Commercial partnership formed with DPL – Sun Inn & Market Street renewal
	Place Board established
	Skills Partnership
	Homes & Community Agency Partnership
	Mentoring partnership established with The Gainsborough Academy

	Gainsborough SWW Partnership addressing issues
	NK/WL Shared ICT Partnership effective
Excellent Value for Money Services	Major improvements in development management performance
	Localism restructure undertaken
	Council Tax and NNDR collection rates
	£150k savings identified via analytical reviews