

# Moving Forward Together: Our Vision for West Lindsey

Corporate Plan 2023-2027



## Introduction

Welcome to West Lindsey District Council's new Corporate Plan; our flagship strategy that sets out our vision for the district over the next four years and beyond.

The Corporate Plan seeks to address the issues and challenges that exist across the district and to take advantage of the opportunities that arise in order to support and meet the needs of our people, our place and our council.

The Corporate Plan is centred around our core vision that...

***“West Lindsey is a great place to be where people, businesses and communities can thrive and reach their full potential.”***

This vision recognises the many and varied strengths of the district, its people and communities; but it is also an acknowledgement of the challenges that exist across a number of areas.

As a Council, our mission and central purpose is to deliver a Corporate Plan that enables the district to thrive so that people, businesses and communities are supported to reach their full potential.

In a world of complex and increasing challenges, such a vision is ambitious and we recognise that the Council cannot achieve it alone. Our staff and elected members are dedicated and focused on the hard work needed to deliver the aims and objectives set out in this Plan. That is our commitment to the whole district over the next four years and beyond.

In return, we will continue to work closely with key stakeholders and other partners to ensure everybody understands our values so that we may work collectively to deliver on our priorities.

The following pages set out the challenges faced by the district, informed by key evidence and the wider policy context.

Through the three key themes of ‘Our People’, ‘Our Place’ and ‘Our Council’, we will set out our strategic aims, objectives and desired outcomes for the next four years, clearly demonstrating how we intend to address these challenges.

Finally, we will outline how progress against the delivery of our Corporate Plan will be monitored. This is not only important for our staff and elected members to monitor progress, but demonstrates our commitment to transparency and accountability to the people of West Lindsey.

As a Council, we are excited by the vision we have created for West Lindsey and the opportunity to build on the progress of the last four years.

We hope you share our vision as we move forward; together.



Cllr Trevor Young, Leader of the Council

## Our District: Challenges and Opportunities

Each year the Council produces a State of the District report which provides detailed statistical analysis across a range of topics, including demography, health and wellbeing, employment and skills, the local economy, housing and climate change. This report provides valuable insight into the issues and challenges faced by the district, enabling the council to target its priorities accordingly.

West Lindsey is one of the largest districts in England and one of the most rural in the county of Lincolnshire. One of seven districts in the county, West Lindsey covers 1,125km<sup>2</sup> (or 447 square miles), with the administrative centre of Gainsborough on the River Trent to the west and the smaller towns of Caistor and Market Rasen to the east. West Lindsey is currently made up of 20 wards with a total of 97 parishes spread across the district.

The aftermath of a global pandemic, the war in Ukraine, global instability, high inflation, the rising cost of living and climate change are the biggest issues facing people and decision-makers across the world today.

At a local level, the council must balance unprecedented demand for its services against rising costs and overstretched finances; seeking to meet demand and deliver high quality services whilst balancing the budget and offering value for money.

The main challenges for the district can be summarised as follows...

1. Population
2. Health and Wellbeing
3. Climate Change and the Sustainable Environment
4. Deprivation
5. Employment and Skills
6. The Local Economy



Ian Knowles, Chief Executive

A background image of an elderly couple standing in front of a brick building. The man is on the left, wearing glasses and a striped tie. The woman is on the right, wearing a light-colored top. The image is overlaid with a dark blue semi-transparent layer.

# 1. Population

The 2021 Census revealed that the population of West Lindsey is at its highest ever recorded having grown from 89,300 in 2011 to 95,200 in 2021. This is an increase of 6.7% which is a slightly bigger population increase than the national average (6.3%).

The district's population is ageing and continues to age at a faster rate than the population nationally and this is reflected in the high levels of economic inactivity across West Lindsey (15%). Such high levels of population growth impacts on infrastructure, amenities and housing and creates high demand for services. Economic inactivity has an impact on the local economy, making growth more difficult to achieve.

## **Key Opportunity:**

Sustain and meet the needs of our local communities and diversify the population in order to increase the economic base and encourage economic growth.

## 2. Health and Wellbeing

The health and wellbeing of our people is central to a thriving district. West Lindsey residents generally benefit from good levels of physical and mental health, with levels of adult obesity lower than the national average, and good mental health outcomes overall. However, sharp disparities exist across the district.

People living in the least deprived neighbourhoods can expect a good life expectancy on a par with, or in some cases higher than the national average (79 years for men and 82 years for women). For those living in the district's most deprived neighbourhoods, life expectancy drops 6 years lower for women and 7.7 years lower for men, highlighting the cumulative effects of deprivation on people's health.

Childhood obesity is a particular problem, with levels higher than the national average and continuing to rise. A total of 12.5% of the district's five-year olds were classed as obese in 2022, up 10% from the previous year.

Obesity levels amongst the district's children rise to 18.8% by the time a child reaches 11. Evidence shows that overweight and obese children are more likely to become obese adults meaning that the district's adult obesity levels are likely to rise over the next decade.

Whilst physical activity amongst adults is on a par with the national average with 60.4% of adults participating in at least 150 minutes of physical activity per week, the picture worsens for children with just 47.9% participating in the recommended levels of activity each week. Across the district, 10% of homes are in excess cold, double the national average, which poses additional risks to health and wellbeing.

### Key Opportunity:

The Council has a key prevention, early intervention and influencing role to play in improving the health and wellbeing of our people. We will work in partnership with key stakeholders to deliver a programme of co-ordinated activity that results in improved health and wellbeing outcomes across the district.

# 3. Climate Change and the Sustainable Environment

Climate change is one of the biggest challenges currently facing society, with world leaders broadly agreed on the need for urgent action to reverse the worst effects of rising global temperatures.

West Lindsey is defined by its unique natural environment with wide open spaces and rich farmland which is enjoyed by residents and visitors alike. The Lincolnshire Wolds, containing an Area of Outstanding Natural Beauty, runs through the district which we strive to preserve for current and future generations. Environmental concerns such as global warming, pollution, flooding, the depletion of natural resources and the risk to bio-diversity are among the most urgent issues facing the district today.

No single organisation can hope to solve these challenges alone, but as a local authority, we are using our role as place leaders to promote and influence actions that will have a positive impact on our climate through our Environment, Sustainability and Climate Change Strategy.

## Key Opportunity:

Improving the quality of our built environment whilst preserving our precious natural environment and protecting bio-diversity. The Council will lead by example in promoting environmental sustainability and ensuring we are taking all appropriate action to reduce our carbon emissions to net zero by 2050.

# 4. Deprivation

There are great differences in the characteristics and level of need across the district. Some neighbourhoods experience the highest levels of deprivation in the country while other neighbourhoods are amongst the least deprived.

Levels of both fuel poverty and child poverty are rising with 27.4% of households experiencing child poverty now compared to 25.5% in 2019, which is higher than the average for Lincolnshire as a whole.

Social mobility and sustainable growth are declining, with West Lindsey ranking in the bottom quartile nationally for both of these measures. Such a range in deprivation impacts the needs and aspirations of local people and the delivery of services and reflects the impact of the rising cost of living.

## Key Opportunity:

The Council should take a whole systems approach to reducing inequality and deprivation that places health and wellbeing at the core of any intervention programmes in order to deliver inclusive and sustainable growth. Government programmes such as the Levelling Up Fund, from which West Lindsey was awarded over £10m in 2021, and the UK Shared Prosperity Fund means that we can take advantage of external funding to reduce inequality and drive growth.

# 5. Employment and Skills

Following the coronavirus pandemic, employment levels across the district had recovered by 5.8% to 73.6% in 2022, although this remains below the national average of 78.4%.

Unemployment has also fallen, particularly youth unemployment which has fallen by 61% since the lifting of lockdown restrictions. During the same period, economic inactivity has risen to 14,700 people, reflecting the national picture of people remaining out of work as a result of the long-term health impacts of coronavirus.

Of those who are classed as economically inactive in West Lindsey, 27% are retired which is significantly higher than the national average of 13.8%. Educational attainment remains a particular issue for West Lindsey which falls below the national average at all levels. In 2021, just over 64% of people in the district held at least a level 2 qualification (equivalent to 5 GCSEs), down from 76.2% in 2020.

## **Key Opportunity:**

To use our grant allocations from the Levelling Up Fund and the UK Shared Prosperity Fund to enhance existing programmes of work targeted towards job creation, economic growth and improving the skills base. As a key member of forums such as the Employment and Skills Partnership, the Council has an opportunity to use its influence to ensure joint working across all agencies is being used effectively to improve employment, education and skills.

# 6. The Local Economy

The Coronavirus pandemic, which forced large parts of the economy to shut down overnight and for long periods of time has had a significant impact on the local economy.

The economic downturn has been further impacted by the war in Ukraine which has resulted in unprecedented energy prices and steep increases in the cost of food. High inflation and increasing interest rates are likely to continue throughout 2023 with a UK recession predicted to last until 2024.

Social isolation, a low skills base, an ageing workforce and low economic productivity levels are particular issues for West Lindsey which have been thrown into sharp relief as a result of national and global economic factors since 2020.

The impact on West Lindsey residents, businesses and the Council will be significant. The challenge for the Council is the continued delivery of high quality, value for money services in a time of increased demand and financial uncertainty while our role as place shapers is to encourage growth and productivity in the local economy.

## **Key Opportunity:**

For the Council to use its strategic influence to enable residents to reach their potential in the labour market; to create a supportive environment in which businesses can thrive and to develop the infrastructure needed to support growth.

## Our Vision and Mission

Understanding our district's issues and challenges is central to providing a sense of purpose for all that the council intends to do over the next four years and beyond.

Our vision is familiar and strong and remains just as relevant today as it did when we originally adopted it four years ago. We know what success for our people, our place and our council looks like and our vision is key to achieving this.

Our vision remains central to everything we do and recognises that our district has great strengths, but also that the Council has a role in intervening where certain challenges exist to ensure our people, businesses and communities are enabled to reach their full potential.

***“West Lindsey is a great place to be where people, businesses and communities can thrive and reach their full potential.”***

We are proud of our ambitious vision, which sends a strong and clear message about our priorities for ensuring West Lindsey is a great place to be. We know that achieving our vision requires dedication and focus on the part of our officers and elected members and we are committed to delivering this through a number of missions.

## The Council will deliver the Corporate Plan by:

Reducing health inequalities, promoting healthy lifestyles and improving wellbeing across the district.

Creating strong, resilient communities and promoting positive life choices for disadvantaged residents.

Facilitating the creation of a highly skilled workforce that meets the current and future needs of the local economy.

Putting our customers at the centre of everything we do.

Ensuring that economic regeneration is sustainable and benefits all of our communities.

Facilitating quality, choice and diversity in the housing market, assisting in meeting housing need and demand, and delivering high quality housing related services that support growth.

Creating a stronger, cleaner and greener district in which to live work and socialise.

Remaining financially sustainable and maintaining our position as a well-governed and well-managed Council.

Being a progressive Council that gets things done.

In delivering our vision and core missions, we will demonstrate a collective and consistent approach to the work that we do. We will ensure residents, partners and other key stakeholders are aware of how we conduct business and our ethical framework with which to deliver our vision.

To underpin this, we have developed a well-established set of values which sets out the behaviours and attitudes we expect from all council staff and elected members. We are proud to uphold these values across our organisation but we are committed to holding staff and councillors to account if these values are not upheld.



### Our core 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.

In order to deliver our vision and core missions, we will focus on three key themes of: Our People, Our Place and Our Council.

These are interdependent, allowing for alignment across the themes and ensuring no theme operates in isolation. Each theme contains a number of aims (the overall purpose), objectives (the steps we will take to deliver a desired outcome) and outcomes (the end result of an intervention).

Some outcomes will fit under more than one theme. Health and wellbeing activity, for example, will span both People and Place. In recognition of our commitment to carbon net zero, a 'green thread' runs through our objectives under each theme.

As new issues emerge and as new funding opportunities become available, new projects and programmes of work will emerge during the lifespan of the Corporate Plan. Whilst our vision for West Lindsey focuses primarily on the next four years, we are also looking ahead to the longer term, ensuring our vision remains fit for future generations.

The health and wellbeing of our people is fundamental to a thriving district. Our residents have varied and sometimes complex needs and the Council has a key role working with partner organisations and communities in an enabling capacity to address key issues and have a positive impact on people's lives.

We recognise that positive change in this area is incremental and that the outcomes identified under this theme will be achieved in the medium to long-term.

We have identified three strategic aims under this theme:

**1. Health and Wellbeing:** To reduce health inequalities, promote healthy lifestyles and improve wellbeing across the district.

Objectives	Key Outcomes
Ensure housing solutions provide choice and support independence.	<ul style="list-style-type: none"> <li>• Appropriate housing solutions are in place to meet need and demand.</li> <li>• People are enabled to live independently at home.</li> <li>• A local Health and Wellbeing Strategy that embeds the role of housing in improved health outcomes.</li> </ul>
Increase opportunities for participating in sport, leisure and cultural activities across the district.	<ul style="list-style-type: none"> <li>• Increased levels of physical activity across all age groups.</li> <li>• A reduction in obesity levels across all age groups.</li> <li>• A co-ordinated cultural events and activity programme that increases participation and meets the needs of our people across the district.</li> </ul>
Deliver services and health improvements that enable the re-establishment of lives after crisis.	<ul style="list-style-type: none"> <li>• A reduction in the gap in health inequalities between the most deprived and least deprived neighbourhoods.</li> <li>• Improved mental and physical health outcomes (including dental-health) across all age groups.</li> <li>• The right partnerships are in place to understand and meet the holistic needs of our people.</li> </ul>

**2. Communities and Vulnerable Groups:** To enable strong, resilient communities and promote positive life choices for West Lindsey residents.

Objectives	Key Outcomes
Improve communities and transform places.	<ul style="list-style-type: none"> <li>Improved standards of housing, community spaces and community facilities.</li> <li>Increased accessibility of high-speed broadband across the districts</li> <li>Increased engagement in local communities and a strong sense of community pride.</li> </ul>
Support our voluntary and community sector to thrive and be sustainable.	<ul style="list-style-type: none"> <li>Increase and sustain the number of volunteering opportunities and community led activity.</li> <li>Achieve growth in the local social economy through targeted support to the community and voluntary sector.</li> <li>Appropriate support is available to help our community and voluntary sector grow and develop.</li> </ul>
Reduce inequalities across the district and support identified communities at risk.	<ul style="list-style-type: none"> <li>A reduction in levels of deprivation in the most deprived neighbourhoods.</li> <li>A reduction in levels of child poverty and fuel poverty across the district.</li> <li>Appropriate solutions are in place to meet the needs of our identified communities at risk.</li> </ul>

**3. Employment and Skills:** To facilitate the creation of a highly skilled workforce that meets the current and future needs of the local economy.

Objectives	Key Outcomes
Work with key stakeholders to ensure appropriate skills training and provision is in place.	<ul style="list-style-type: none"> <li>Delivery of careers advice and skills and training programmes that meet recognised standards and are tailored towards key sectors.</li> <li>Increase and sustain the number of young people in education or training.</li> <li>Increased opportunities for young people in education to experience the workplace.</li> </ul>
Improve access to training and increase employment prospects for West Lindsey residents.	<ul style="list-style-type: none"> <li>An increase in the number of economically active people in the district.</li> <li>Employment levels that are on a par with the national average or higher.</li> <li>Low levels of youth unemployment.</li> </ul>
Provide support in meeting the skills needs of local employers.	<ul style="list-style-type: none"> <li>A reduction in the skills gap across key sectors.</li> <li>Barriers that prevent people gaining employment are removed.</li> <li>Employers are actively engaged with employment and skills programmes.</li> </ul>

As a predominantly rural district, it is vital that we seek to safeguard what is important to current and future residents of West Lindsey. Central to this is ensuring economic growth and regeneration, creating employment opportunities and meeting the need and demand for homes. Greater Lincolnshire is at the heart of the UK's £234 billion agri-food sector, with 11% of England's food production concentrated in the area. The creation of an Agricultural Growth Zone along the A15 corridor within West Lindsey will secure significant additional investment to help farmers adopt new technologies and to attract the next generation into the industry.

With the Red Arrows due to relocate from their base at RAF Scampton, the Council remains committed to supporting the local community and formally submitted an expression of interest in acquiring the site in April 2022. This will contribute to improving economic and social outcomes across West Lindsey and the wider area.

In 2022 West Burton, just over West Lindsey's border in Nottinghamshire, was announced as the site for the world's first prototype energy fusion plant which, once operational, will produce limitless clean energy. This multi-billion pound, long-term investment will create thousands of jobs and create opportunities for a skills ecosystem that will bring significant opportunities for the local economy in West Lindsey. As a Council, we have a key enabling role which will help us to maximise all of these opportunities for the benefit of both our people and our place.

We have identified three strategic aims under this theme:

**1. Economic Growth and Regeneration:** To ensure that economic growth and regeneration is sustainable and benefits all our communities.

Objectives	Key Outcomes
Create a thriving and dynamic economic environment in which businesses can reach their full potential.	<ul style="list-style-type: none"> <li>An increase in the economic performance of our market towns and an increase in rural productivity levels.</li> <li>A circular local economy that reduces waste in line with our commitments to sustainability.</li> <li>Sustained growth in our existing and emerging priority sectors.</li> </ul>
Diversify the economic base and support the creation of more highly skilled jobs.	<ul style="list-style-type: none"> <li>An increase in the number of new jobs, including the creation of jobs that support environmental sustainability.</li> <li>An increase in the number of businesses located in the district.</li> <li>Appropriate support is available to help our businesses grow and develop.</li> </ul>
Maintain a sustainable Local Plan for Central Lincolnshire.	<ul style="list-style-type: none"> <li>Deliver homes and jobs to meet identified need and drive sustainable economic growth.</li> <li>Central Lincolnshire is a Net Zero area resilient to the effects of climate change, through careful planning and design of the built and natural environment.</li> <li>Regeneration that maximises benefits for our most deprived areas and communities promoting access to services, healthy lifestyles and reducing social exclusion.</li> </ul>

- 2. Quality Housing:** To facilitate quality, choice and diversity in the housing market, assist in meeting housing need and demand, and to deliver high quality housing related services that support growth.

Objectives	Key Outcomes
Maintain housing growth to meet need and demand, using private sector solutions where appropriate.	<ul style="list-style-type: none"> <li>Improved quality and choice across the housing market.</li> <li>Housing that is affordable relative to people's income.</li> <li>Neighbourhood Plans that are developed and delivered in line with local needs and aspirations.</li> </ul>
Improve housing standards and take appropriate enforcement action where necessary.	<ul style="list-style-type: none"> <li>An increase in the levels of tenancy sustainment.</li> <li>Improved housing standards and a reduction in the number of criminal landlords.</li> <li>An effective enforcement service that meets need and demand.</li> </ul>
A long-term plan for housing investment that maximises opportunities for affordable housing.	<ul style="list-style-type: none"> <li>A comprehensive understanding of current and future housing need through improved partnership working.</li> <li>Delivery of additional affordable homes through Section 106 spend.</li> <li>Increased investment through Section 106 to maximise external funding opportunities.</li> </ul>

- 3. Clean, Green and Safe Communities:** To create a safer, cleaner and greener district in which to live, work and socialise.

Objectives	Key Outcomes
Connecting our local communities and increasing the quality and provision of green space.	<ul style="list-style-type: none"> <li>Increased rural connectivity via key walking and cycling routes.</li> <li>An increase in green space provision so that everyone has access to good quality green space within five minutes of their home.</li> <li>Established nature recovery networks which promote and conserve biodiversity &amp; geodiversity.</li> </ul>
Use the Council's statutory functions to reduce anti-social behaviour and increase people's feelings of safety in their local communities.	<ul style="list-style-type: none"> <li>A sustained increase in people's perception of safety in their local community.</li> <li>A reduction in incidents of anti-social behaviour.</li> <li>A high standard of quality and compliance across all regulated areas.</li> </ul>
Ensure the Council is meeting its new duties and obligations under the Environment Act, 2021.	<ul style="list-style-type: none"> <li>A reduction in the amount of household waste and an increase in the quantity and quality of recycling.</li> <li>A reduction in environmental related crime such as fly-tipping and littering.</li> <li>Enhanced air quality achieved through a reduction in air pollution.</li> </ul>

West Lindsey is a proudly ambitious local authority. That's why we have committed, through our Corporate Plan, to being a well-managed, well-governed Council that delivers high quality and customer focused services. These commitments will place us in the best possible position to deliver our strategic objectives for our people and our place.

Central to achieving the objectives under this theme is financial sustainability and conducting our operations in an environmentally sustainable manner. We are committed to enabling our staff and Councillors to fulfil their roles to the highest standards, as well as working with external partners and key stakeholders to progress our objectives.

We have identified three strategic aims under this theme:

**1. Finance and Governance:** To remain financially sustainable and maintain our position as a well-governed and well-managed Council.

Objectives	Key Outcomes
Services that deliver value for money to local taxpayers.	<ul style="list-style-type: none"> <li>• A sustainable Medium-Term Financial Plan that is aligned to corporate objectives.</li> <li>• A value for money framework that is embedded across the organisation.</li> <li>• Improved financial performance and financial decision-making.</li> </ul>
Delivery of a sound assurance framework.	<ul style="list-style-type: none"> <li>• Completion of an internal and external review of governance and risk management.</li> <li>• Elected members are equipped with the appropriate skills to enable effective decision-making.</li> <li>• Local democracy operates in an effective and ethical manner.</li> </ul>
Climate responsibility is on a par with fiscal responsibility when making key decisions.	<ul style="list-style-type: none"> <li>• Staff and members are equipped with the knowledge and skills to deliver our commitment to becoming carbon net zero by 2050.</li> <li>• A 'green thread' of environment and sustainability considerations is embedded in key processes such as business planning and policy development.</li> <li>• A robust, targeted environment and sustainability action plan that delivers on our commitments to tackle climate change.</li> </ul>

## 2. Our Customers: To put our customers at the centre of everything we do.

Objectives	Key Outcomes
Deliver high quality, customer-centric services that offer an excellent customer experience.	<ul style="list-style-type: none"> <li>• Maintain high levels of customer satisfaction across all services.</li> <li>• A 'tell it once' approach that provides an efficient, joined up service across the Council and with our partners.</li> <li>• The right resources in place to support vulnerable customers and those with complex needs.</li> </ul>
Modern, sustainable services that offer equality of access to all.	<ul style="list-style-type: none"> <li>• Multi-channel access to services that meet the needs of all our customers.</li> <li>• Customers are supported to self-serve where possible.</li> <li>• Reduce the cost of demand through innovation and effective re-design of Council services.</li> </ul>
The ability to understand and meet current and future need and demand based on evidence and insight.	<ul style="list-style-type: none"> <li>• A 'whole systems' approach to data and intelligence that enables strategic understanding of current and future need and demand.</li> <li>• Capacity and capability to generate data insights at the local level to aid understanding of current and future needs.</li> <li>• An evidence-led approach to decision making that is embedded in key processes such as business planning and policy development.</li> </ul>

## 3. Our Staff and Members: To be a progressive Council that gets things done.

Objectives	Key Outcomes
High performing services that demonstrate a culture of continuous learning and improvement.	<ul style="list-style-type: none"> <li>• A robust performance management framework that is aligned to the outcomes of the Corporate Plan.</li> <li>• High performing teams that consistently meet agreed targets.</li> <li>• Teams are supported to improve performance through continuous learning and improvement.</li> </ul>
Maintain an effective, highly skilled workforce and ensure members are equipped to fulfil their role and duties.	<ul style="list-style-type: none"> <li>• The 'West Lindsey Way' is developed and embedded through a high-quality corporate training and development offer that equips our staff with appropriate skills and knowledge in core areas of Council business.</li> <li>• Talent is recognised, nurtured and developed through delivery of a Future Leaders' Programme that enables workforce resilience and succession planning.</li> <li>• Members are equipped with appropriate IT solutions and can access a high-quality rolling programme of training and development.</li> </ul>

Our Corporate Plan is our strategic vision for the future of West Lindsey. It sets high level objectives that are the anchor point of everything we do as a Council.

The Plan is a central thread running through all of our policies and strategies; our business planning; our financial decision-making, our programmes and projects; and our business as usual activity. Every member of staff has a part to play in its successful delivery and will be able to recognise their own contribution to the core themes. The Corporate Plan is designed to meet the needs of the whole district and our elected members place the core aims, objectives and outcomes at the heart of their decision-making.

The Corporate Plan is designed as a working document and the starting point of our golden thread. We are committed to open and transparent monitoring of progress against the delivery of the objectives we have set and we will track progress in the following ways:

### **1. The State of the District Report:**

This annual report, published on the Council's website, is the council's key evidence base. It allows us to monitor the effectiveness of Corporate Plan interventions designed to address issues and challenges. The report also enables us to identify any emerging issues and to plan appropriate interventions at the earliest opportunity.

### **2. The Executive Business Plan:**

An annual document that sets out the actions we will take to deliver our Corporate Plan objectives over a rolling three year period. While the Corporate Plan sets out what we want to achieve, the Executive Business Plan states how we plan to achieve it. This document is reported at the council's annual budget setting meeting alongside the Medium Term Financial Plan.

### **3. The Medium-Term Financial Plan:**

Each year, the council is required to produce a medium-term financial plan (MTFP) for approval by elected members. This sets out the council's spending plans in support of delivering the Corporate Plan objectives; presenting a balanced budget and striving for value for money and financial sustainability.

### **4. Business Planning:**

Every year, each team across the council produces a business plan. This serves two purposes. Firstly, to clearly set out proposed business activity in support of delivering the Corporate Plan, informed by policy developments and encompassing short, medium and long-term proposals. This element is used to inform the Executive Business Plan. Secondly, business plans have an operational purpose, setting out business as usual activity and the resources required to deliver this. This element informs the day to day running of council services and informs staff appraisals. The Senior Management Team is accountable for business plans which are monitored through various aspects of the council's governance framework.

### **5. Performance Management:**

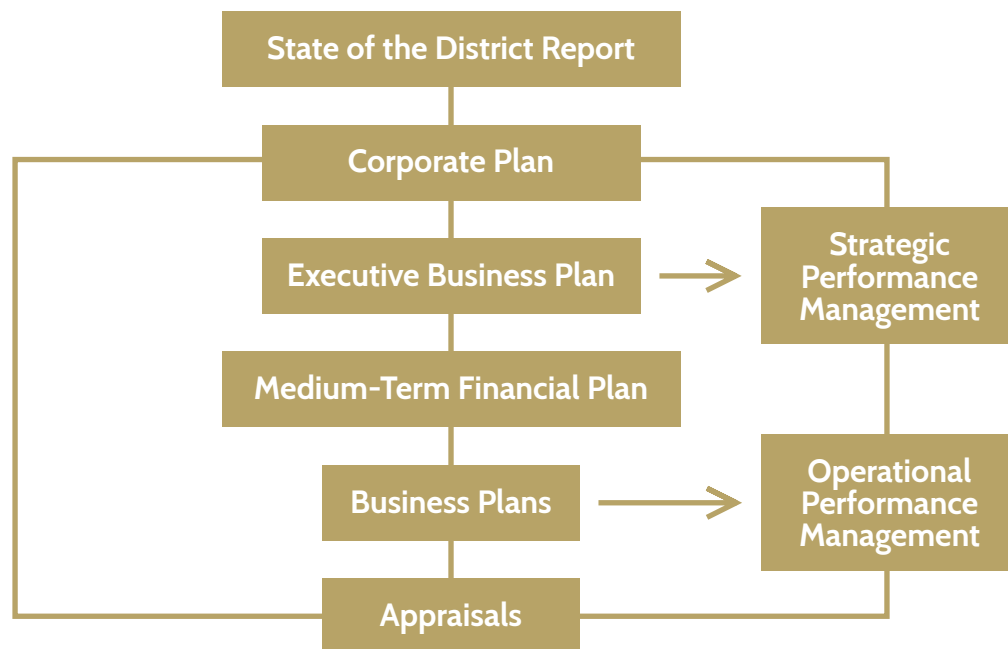
Each quarter the council monitors progress against a number of key performance indicators. Our performance management framework, known as Progress and Delivery sets ambitious targets for delivering our Corporate Plan and is designed to deliver continuous learning and improvement. Performance is managed quarterly through the council's key policy committees.

## The Golden Thread

The following diagram shows how the Corporate Plan influences everything we do as a council. It is our “golden thread” ensuring that our key objectives are at the heart of all our business activity.

For council staff, the golden thread shows how individual work objectives contribute to the delivery of the Corporate Plan. West Lindsey is proud of its ‘One Council’ ethos and we want every member of staff to see the work they do reflected in one or more of the Corporate Plan themes.

Delivering a large and complex programme like Levelling Up; ensuring our streets are clean; supporting people with benefit applications or carrying out our regulatory functions - all our staff are valued equally and we are all committed to ensuring the successful delivery of our vision for West Lindsey as we move forward; together.



**Get In Touch:**

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