

East Lindsey - a place where everybody has a chance to thrive

Looking to the future 2020 - 2030

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1. Introduction from The Leader & Chief Executive

Welcome to East Lindsey District Council's strategic plan that provides our framework for our ambitions over the next 10 years.

We want to be a Council that is looking to the future in a fast changing local, international and global environment. We know that it is highly likely that we will need to adapt and flex in order to achieve our aims, but we think it is important to set out clearly where we want to get to.

Our intention is to be a District Council that does everything it can to ensure that all our communities are provided with every opportunity to thrive.

We are fully aware that we cannot do this on our own – we need our public sector partners, the private sector and all our residents to play a part...but we will do our best to play a leading and positive role on behalf of East Lindsey.

This includes lobbying nationally on behalf of our area, engaging fully in the opportunities available to us through the Greater Lincolnshire economic partnership, investing in our own district where we think it will create interest and investment from others, and quickly progressing the modernisation of the Council's processes and accessibility.

We think this outward looking attitude will help us to promote the district, and bring in external investment – be it from the private sector or from Government. This will help the district to prosper, as well as bring income to the Council so that we can deliver more and better services despite the end of traditional government funding.

We have listened to your views, and have been impressed by your aspirations for the district. You clearly see the benefits of investing in the 'bigger picture'. You want us to support businesses to help improve our economy and create better paid jobs, encourage more opportunities for our young people to stay or come back to the area, you are concerned about the future of our market and coastal towns as shopping habits change, and you want to ensure that all the places in the district look great for both residents and businesses. However, you also want to see us doing the basics well – recognising that many of our core services contribute to that 'bigger picture', as well as meeting your personal needs.

We think you will see that many of your thoughts and ideas are reflected in the aims we have set out in this document.

We look forward to working with all our partners and communities and seeing our district continuing to thrive.



Cllr Craig Leyland
Council Leader



Rob Barlow
Chief Executive



2.0 Strategic Aims

Help enable a supply of homes that meet needs and aspirations

Why this is a priority

East Lindsey does not have the range of housing products to meet need and aspiration both in terms of home ownership and the rented sector. Whilst the area does not have the evidence to show that there is the need for a significant amount of additional housing, we do need to do more to facilitate the development of the right kind of housing and tackle unmet housing demand.

Fuel poverty, poor quality rented housing and housing that does not meet the needs of residents can be a major factor in health outcomes, and in some areas, levels of deprivation.

What do we want to achieve?

We want to develop and help to deliver an ambitious Housing Strategy that will enable and facilitate the delivery of a range of mixed tenure homes across the district including through collaboration with other partners.

A supply of well designed, safe and suitable homes in the right place whether it be for families, older people or those with more individual needs; in order to contribute to overall community wellbeing and personal sense of place.

Deliver high quality housing services which are targeted to help our most vulnerable residents and ensure that the Council is there to support and help when it is needed through an improved support pathway that is easy for people to use and focus on preventing people from becoming homeless.

What will you see in the next 10 years?

- Delivery of homes by the Council Development Company
- All public rented sector homes to meet decent homes standards
- Empty properties brought back into use
- Improved standards of rented and privately owned homes
- Housing that is meeting the needs of the ageing population

What will you see in the next 3 years?

- The third year of a five year Housing Strategy that is being successfully delivered with improved housing quality and availability
- Rough sleeping significantly reduced
- Delivery of homes by the Council Development Company



Support our town centres to remain vital and viable as shopping habits change

Why this is a priority

We have seen the decline in town centre spend and a corresponding reduction in footfall of around 20% over the last ten years. This, in part, is due to the increased prevalence of on-line shopping. The issue is not limited to retail; service providers such as banks, travel agents and insurance providers have also contracted from town centres. Issues of high rents and business rates are also sighted as part of the reason for previous high street occupiers withdrawing. In order to respond to these changes town centres need to adapt, and therefore priority needs to be given to facilitating and supporting initiatives to bring about change to sustain their viability and attractiveness.

What do we want to achieve?

Town centres have over time adapted to wider changes in society, evolution of working practices and technological advances. Positive and proactive place leadership through community supported initiatives is a key part of ensuring buy-in to changing places. We therefore want to identify and empower those who have an interest in their town to collaboratively take forward initiatives that help to reposition, reinvent, rebrand and restructure each town centre within the district.

We also know that town centres can contribute to meeting social needs, not just through residential provision but also through health and wellness activities, education facilities and providing opportunity for increased

physical activity and social interaction promoting healthy lifestyles; so we will ensure that there is integration with our other strategic aims.

What will you see in the next 10 years?

- The levelling up of town centres across the district to better support the population and business communities they serve
- A regional and national reputation for the district's towns being places people want to be and where a full range of businesses can thrive

What will you see in the next 3 years?

- Reduced number of void properties and marginal occupiers in town centres across the district
- Greater clarity of purpose and identity for each town within the district strengthening the overall offer and proposition
- Destination Strategy developed and being implemented promoting the district's places
- Full use made of technological advances in keeping places clean and tidy
- Improvement realised through the Market Town Improvement Fund, and evaluation completed



Adapt to meet the challenge of a changing natural environment

Why this is a priority

Climate change is an increasing challenge for us all. The need to reduce carbon emissions in order to slow the rate at which the world is warming is a priority, but at the same time, we need to adapt to a changing climate.

The natural environment has emerged as one of the key priorities from this process because in the short term the impacts of climate change will be seen most clearly in natural systems which are vital in supporting our places and people to adapt.

What do we want to achieve?

The Council should look to reducing its own carbon emissions, but also help to play a role in working with other organisations and the wider community to do everything we can to contribute at a local level.

We want to play a significant role in helping to better manage the waste we collect, and increase the amount that can be recycled or used to generate energy; but with a longer term focus on playing a role in reducing the amount of waste coming into the system in the first place.

To prioritise resources to enable us to adapt to a changing climate, both as an organisation and on behalf of the district; in order that the district continues to develop and grow economically despite the challenge of being a coastal district.

To be a strong partner in protecting our natural environment for residents and visitors.

What will you see in the next 10 years?

- That East Lindsey has maximised the benefits of our natural environment to help adapt to climate change, and contribute to carbon reduction
- A waste service that's main role is reducing waste, not collecting waste
- An evident increase in biodiversity within the district
- An agreed long term plan for flood protection and mitigation in place

What will you see in the next 3 years?

- Our Carbon Reduction Strategy in place and being delivered with our partners
- ELDC's carbon emissions reduced
- A reduction in total waste collected, and non-target recycle at England levels
- An improvement in the management of nationally important nature sites in our control
- Increased levels of preparedness for responding to flood and severe weather incidents



Maximise healthy and active lives

Why this is a priority

We know there are a range of health needs and inequalities across the East Lindsey district. There are many factors that can contribute to poor health ranging from high levels of inactivity through to poor housing, low levels of income and lack of qualifications. It is an issue for all age ranges and all places. We have some of the highest levels of obesity and preventable health conditions, and poor mental health can be a barrier to finding ways to improve lifestyles.

What do we want to achieve?

We want to work with our partners to improve the health of East Lindsey residents, particularly through our role in preventing people from developing poor health in the first place, or helping people to live better if they are not fully fit. We want to encourage healthy lifestyles and provide support where it is needed.

Continued good health means people will contribute more to the economy, be active in their communities and reduce the need for social and health care services.

What will you see in the next 10 years?

- Both the level of physical activity, and health inequalities, are at least at the England average for all age ranges with an evident improvement in engagement in the labour market and community activity
- A national reputation for the district's positive actions and attitudes to supporting an ageing population
- A Centre of Excellence for Future Living delivered from our district but with an international reach

What will you see in the next 3 years?

- An East Lindsey Health & Wellbeing Strategy being delivered aimed at reducing health inequalities
- We will start to see an increase in levels of activity that contribute to good health across all parts of the East Lindsey community
- Achievement of World Health Organisation 'Age Friendly' accreditation – creating opportunities for people to live and age well; focusing on homes, communities, work and health
- We will be delivering an enhanced Wellbeing Service – contributing to preventative measures
- Developed targeted action in the neighbourhoods with the most need
- A new community leisure facility in Mablethorpe



Create an environment that helps businesses to survive and grow

Why this is a priority

The district has a low proportion of qualified workers compared to the average, exacerbated by high rates of disengagement from the labour market, often health related. There remains a significant challenge in helping businesses to attract, develop and retain the skilled staff they need to innovate successfully and develop new commercial opportunities. East Lindsey's economy performs strongly in the Greater Lincolnshire Local Enterprise Partnership (LEP) priority sectors of Agri-food, Visitor Economy and Manufacturing.

What do we want to achieve?

We want to work with businesses and partners to increase skill levels which will help drive up average wage levels and increase participation in the labour market.

Providing confidence to businesses that East Lindsey is an area of economic growth into the future is vitally important and requires a strategic approach to a range of issues.

Help businesses to access all the support that is available to them, especially in the current changing environment that could result in both challenges and opportunities - in the short term this could be about our exit from the European Union and changes to legislation; in the medium term it could be the impact of a changing climate and green technologies.

What will you see in the next 10 years?

- Significantly increased choice of Further Education provision provided within the district
- Developer certainty achieved through an agreed long term plan for flood protection and mitigation
- An increased pool of higher skilled workers in East Lindsey to fill vacancies
- A rich variety of services and facilities in our towns helping to retain local expenditure. Each town is exploiting their strengths through clear branding
- The Visitor Economy continues to grow through increased diversification to meet demand

What will you see in the next 3 years?

- Increased access to Higher and Further Education opportunities in the district including a new HE facility in Horncastle
- Investment into market towns to increase local high street expenditure from residents and visitors
- An increased supply of serviced employment land and new commercial investment have been supported, and employment opportunities starting to increase
- Enhanced facilities continuing to drive up visitor numbers
- Promotion of the district increased and more coordinated



Improve equality of opportunity across the district and in target areas

Why is this a priority?

We know that some neighbourhoods in East Lindsey are some of the most deprived in the country, and we have increasingly detailed evidence to identify why some people are not able to reach their full potential.

Experience shows that there will often be multiple issues that contribute to deprivation, and a holistic approach is needed to tackle low incomes, poor health, poor housing and low educational achievement. However, a local, very targeted approach will start to help identify where to break into the circle of deprivation and help to identify solutions that meet often very specific needs.

What do we want to achieve??

We would like all our residents to be given the opportunity to achieve the most that they can; be that accessing employment, improving their skills and qualifications, having access to good quality accommodation and increasing income...all contributors to leading a healthier, active and independent life. We want to help those furthest away from achieving this by working with our partners to target positive action, and over time, noticeably improve social mobility.

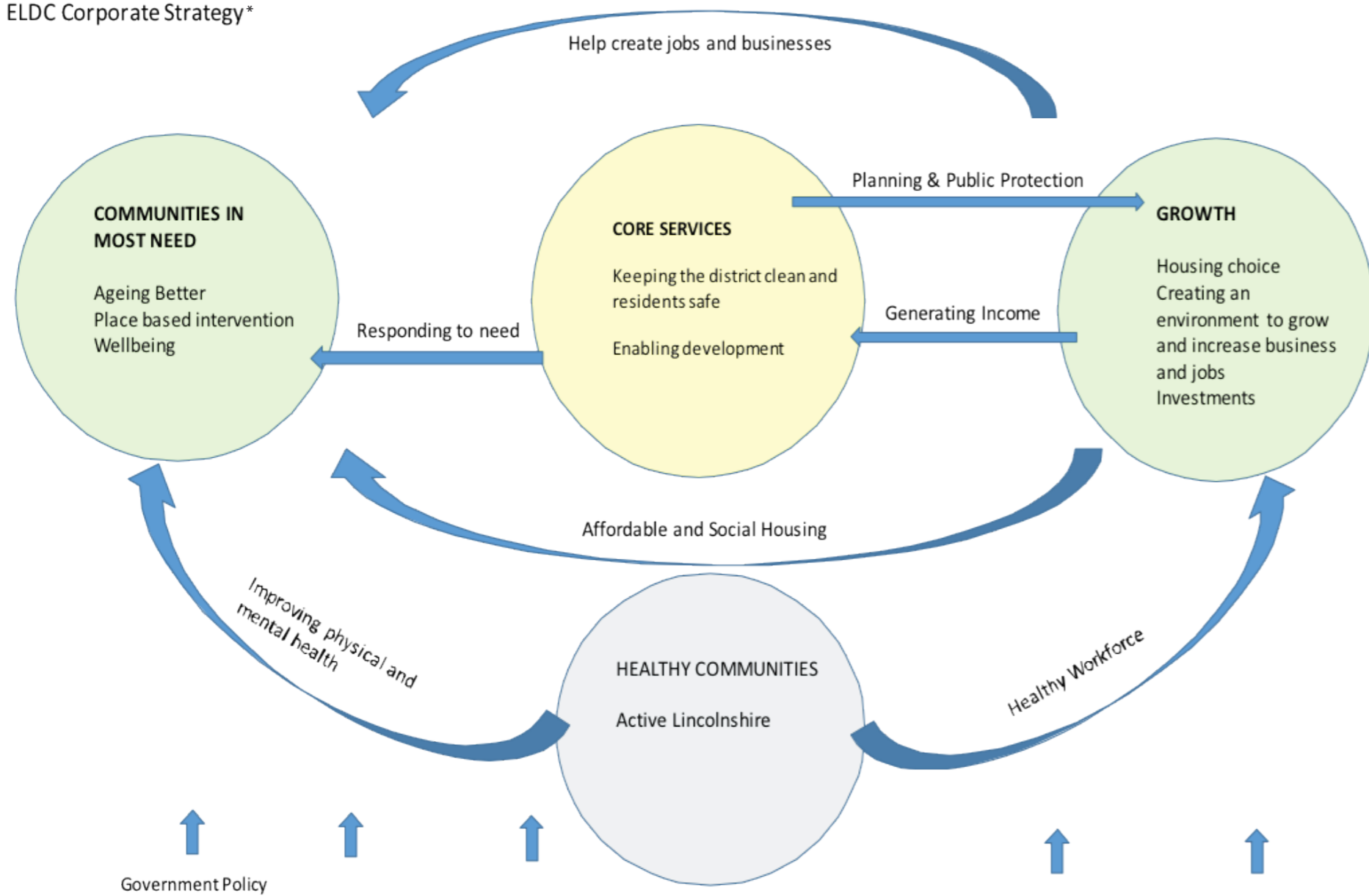
What will you see in 10 years?

- Fewer deprived areas in East Lindsey (measured through the Index of Multiple Deprivation) and none in the 1% most deprived neighbourhoods in England
- The number of people who are in work in areas that were the most deprived increased to the district average
- More successful local businesses providing jobs, and increased levels of connectivity to learning and job opportunities - contributing to a sustained improvement in target neighbourhoods (that is, the whole area improved so people haven't felt the need to move out, and new families have moved in)

What will you see in 3 years?

- Pilot interventions have resulted in successful outcomes that are having positive impacts on people's lives and the good practice starting to be integrated into partners' services
- Good quality joint working with the communities in target areas due to our ability to show 'what works'
- A district wide strategy to tackle the challenges in deprived neighbourhoods agreed
- New opportunities created in Skegness and Mablethorpe as an outcome of the Towns' Fund

ELDC Corporate Strategy*



Be creative in generating income to the Council so that we can afford to continue delivering high quality services that make use of the latest technologies and focus on the needs and aspirations of residents

Why is this a priority?

There is continued pressure on funding to local government, at the same time as the demand is increasing from those we deliver services to.

What do we want to achieve??

We want to move the Council as far as we can towards being independent of government funding by investing in income generating projects and activities in order to protect and grow our core services*.

We want to make full use of the latest technologies to both increase the efficiency of service provision so we can deliver more, as well as take full advantage of the opportunities for using technology to meet the needs of people in a large rural district.

What we will see in 10 years

- A Council that is close to self-sufficiency and continuing to deliver services that meet the needs of residents

What we will see in 3 years

- The Council owned company generating income on behalf of the Council and East Lindsey residents
- Benefits realised from implementation of new case management system and Office 365
- Agile working implemented across the Council facilitated with technology and modern efficient offices

3. About East Lindsey District Council

The Council delivers services across a very large, and mainly rural district. There is no single main town, but a variety of market and coastal towns, and many villages; which means services can be widely spread.

The area is fully parished, with 163 Town and Parish Councils and Parish meetings – with many that are very active at a local level.

We have 55 Councillors, covering 37 Wards; and 300 staff.

Some of our services are delivered by partner organisations – our back office services are delivered by a shared, council owned company called Public Sector Partnership Services; and our Leisure and Cultural services by the Magna Vitae Trust. We also deliver on behalf of other Authorities – the county-wide Wellbeing Service and the local Housing Support Service is contracted to us by the County Council.

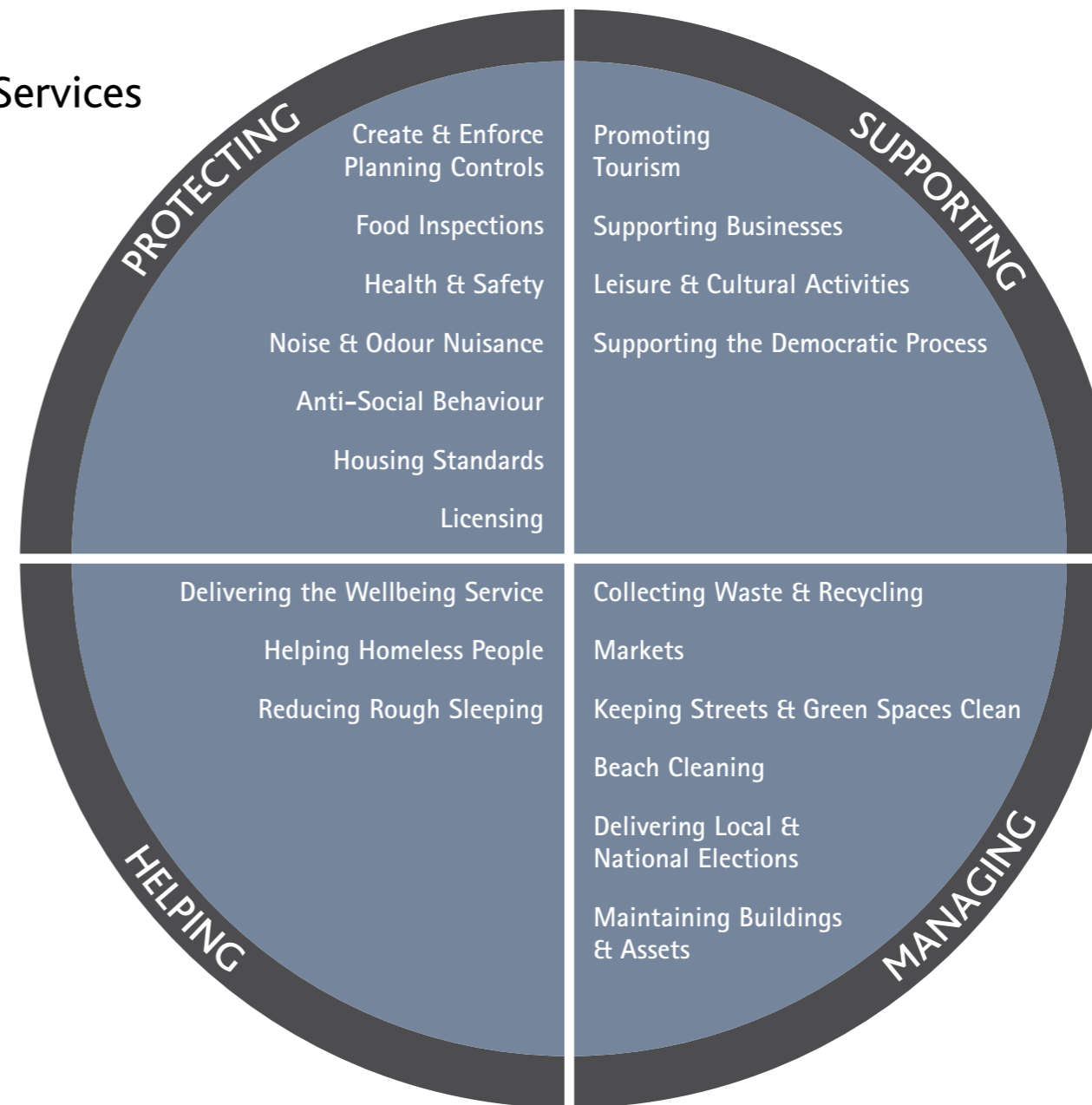
Our Purpose

The primary role of the Council is to protect and support the district's people and places where there is a duty and a need to do so.

It achieves this by delivering a wide range of services that it is legally required to provide (statutory); and services that the Council decides are important to the district (discretionary) because they directly help vulnerable residents, contribute to health and wellbeing, or enable an environment to help people and businesses to contribute to achieving a prosperous and vibrant district.

There are some services that only the District Council delivers, but many of the Council's aims and objectives can only be delivered by working with other organisations, public authorities and the community as a whole. With reducing resources this partnership approach is increasingly important.

Our Services



4. About East Lindsey

The district of East Lindsey is one of the largest districts in England. At 700 square miles, it is sparsely populated, with a range of market towns, seaside towns and dozens of villages. A large part of the district is in an Area of Outstanding Natural Beauty, and we have the majority of the Lincolnshire coastline; both of which are attractive to residents and visitors, drawing many people to the district.

East Lindsey is one of seven districts in the County of Lincolnshire. To the north is the more urban area of Grimsby and part of Immingham, to the West is the city of Lincoln, and to the South the town of Boston...to the East is the sea!



Key Facts and Figures

The number of residents	140,700
Make up of residents	30% of residents are 65 and over, and this is expected to rise
The life expectancy of our residents	Life expectancy is 77.8 years for men and 82 years for women - both lower than the national averages, and around 1 in 4 of the population are reported to have a limiting long term illness or disability
The number of businesses	5,440
The type of businesses	East Lindsey businesses are well represented in the important sectors of visitor economy, agri-food and manufacturing
The visitor economy	Since 2009 the value of the visitor economy in our area has increased from £438m to £699m, with the number of visitor days also increasing year on year
Variety of places	East Lindsey is ranked 30th most deprived district out of 317 in England The main towns in East Lindsey consistently outperform the national average when measuring empty shop rates, showing a level of resilience not always seen elsewhere



Looking to the future
2020 - 2030

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