

South Holland District Council Corporate Plan 2019-23



Introduction

Welcome to South Holland District Council's Corporate Plan 2019 - 2023

Our Strategic vision is:

South Holland: 'A Place of Prosperity, Wellbeing and Opportunity for All'

- ▶ South Holland District Council's Corporate Plan 2019 - 2023 is the Council's vision for the district and its priorities for this period.
- ▶ Our Corporate Plan sets out how we will work with our partners and the community to ensure that South Holland continues to be a place that people choose to live, work, visit and enjoy.
- ▶ It is informed by what we know about the area and identifies how we will achieve our long-term vision, what our key priorities are and how we will deliver our services.

Our Priorities



Our Ambition & Narrative

South Holland: A Place of Prosperity, Wellbeing and Opportunity for All

- ▶ We are a council firmly rooted in our rural community. Elected members work closely alongside officers, to deliver cost-effective core services that are valued by the community, such as weekly waste collections and access to quality housing for all, in a district that is safe and where both people and businesses can reach their full potential.
- ▶ One of our main focuses is around providing good-quality housing that everyone in our community can call their home. We do this by working with private developers to unlock land for a mix of housing or through our own housing stock, giving residents access to well-maintained, affordable properties that meet their needs. We will deliver homes in a managed way through our Local Plan which, when adopted, will be our blueprint up to 2036.
- ▶ We deliver cost-effective core services by reducing costs or raising money by being more commercially-minded in how we work. We also work closely with other organisations to deliver services, bring them together, or apply for national and regional funding to help with local projects - for example, helping secure £12m of funding to improve transport infrastructure to support housing and employment growth.
- ▶ We have a reputation for managing our money well - something we are really proud of - it means we can reinvest in our services: for example, our extended garden waste collection scheme and improved ways to pay bills or contact us online. Being good with our money also means we can help keep Council Tax as low as possible.
- ▶ To deliver services to our communities we have staff who are motivated and ambitious. As many of them live in the district, they are proud and passionate about the positive impact their work has. An example of this is how our staff support and safeguard our most vulnerable residents. By working with our partners, we can focus on those most vulnerable and refer the most extreme cases to the right agencies for extra help and support.
- ▶ One of our aims is to be more of a business partner to businesses, either those based in the district or those looking to relocate into the district. Whether it is guiding them through the planning process or help getting access to grants, we look at ways of connecting businesses together to create a vibrant district economy that benefits everyone. We have a key role in helping to enhance and modernise skills across the district to ensure that our residents benefit from improved wages. As an employer, we are committed to skills improvement and work experience by offering apprenticeships, a graduate scheme, and work experience placements for school and university students.
- ▶ Our aspirations for the future are clear: we want to meet the continuing needs of our residents, young and old, by providing good-quality homes in a district which attracts businesses who, with our help, can provide long-term employment opportunities for all - now and in the future. We also aspire to generate more money by taking a more commercial approach to the way we work - meaning that we will be less reliant on Government funding in the future. We do this so that we can continue to deliver the discretionary services that support our community to improve their health and wellbeing. Many other councils are cutting these as they can no longer afford them.



Gary Porter
Gary Porter
 Leader



Anna Graves
Anna Graves
 Chief Executive

Our District

Our District

- ▶ Surrounded by wide open countryside, the district of South Holland encompasses the flat fenlands of South East Lincolnshire, characterised by big skies and fertile land that was reclaimed from the sea over many centuries.
- ▶ Once renowned for its tulip industry, it is now recognised nationally as the hub of the UK agriculture, food manufacturing and logistics sectors. South Holland is a welcoming place of thriving local communities offering great schools, a quality of life well above the national average and broad ranges of high quality family and starter homes. It is a district with a unique history and an exciting future.
- ▶ Our traditional market towns and villages retain the historic character that is unique to Lincolnshire. Our proud heritage, stretching back to Roman times, is displayed for all to see, from historic windmills to our modern day flower industry, with the fens and drains in between. The main towns and population centres of Spalding, Crowland, Holbeach, Donington, Long Sutton and Sutton Bridge all feature strong community identities and activities, matched by thriving business and industry.
- ▶ The population is expanding healthily there are now 92,500 residents in the area with estimates that the population will reach 105,400 by 2041.
- ▶ The continued success of major industries such as agriculture, horticulture, food processing, packaging and distribution, together with related commercial support services, is testament to the skills base, education and support for entrepreneurs. This success is reflected in an increasing demand for high quality housing, commercial developments and business support facilities. South Holland District Council is at the forefront of innovative schemes to develop high quality affordable homes for purchase, shared ownership and rent.



Priority Your Home

“We will...”

Be a landlord of choice for our council housing tenants

Work to prevent and mitigate homelessness, including continuing to work with partners across Lincolnshire to deliver countywide solutions to rough sleeping

Enable effective planning and delivery of housing solutions to meet local needs and aspirations to ensure that our residents have access to a range of housing options in the district

Deliver new homes for our residents and provide a dividend to Council through our Welland Homes housing company

Use our Community interest Company South Holland Homes to protect community assets such as Moulton Park.

Maintain our commitment to Council Housing by building new council homes to replace those that have been lost

Work to support elderly people to live independently and in their own home, including working with partners to support the delivery of a new ‘extra care’ housing development in the district

Ensure that our residents are enabled to live in high quality housing no matter the tenure



Priority Your Place

“We will...”

Lead, enable and embed the provision of a range of improved local community, cultural and art facilities that support the enhanced wellbeing of South Holland’s communities

Lead the provision of contracted leisure facilities and explore options for future delivery to enhance the wellbeing of South Holland’s communities

Work together with partners, businesses and local communities to re-establish the Pride in South Holland programme to improve the quality of public spaces to be cleaner, greener and safer

Work with our partners such as Lincolnshire Community Safety Partnership and Parish Councils to reduce and prevent crime and anti-social behaviour, and protect the community and environment

Support Spalding and Holbeach to be attractive places that people want to visit, live and work while supporting all other towns and villages in the district to meet the needs of their communities

Create further outdoor spaces and new woodlands to enhance the natural environment and to encourage our communities to have active lifestyles

Deliver substantial and continued growth as proposed through our Local Plan, in conjunction with our key partners

Work with our key partners to ensure that the infrastructure required to support our community to grow and flourish, including key roads, rail, broadband and telecommunications, are planned for and delivered

Continue to engage with all Internal drainage boards in South Holland to ensure that the district is prevented from flooding and its importance to national food production is maintained

Support Parishes to deliver capital works and improvements through the new community reserve loan scheme



Priority Your Health & Wellbeing

“We will...”

Ensure that our public protection services continue to enable our communities to remain healthy and safe through our regulatory activities, including food safety, environmental protection and licensing

Target leisure facilities to provide a programme of activities to tackle obesity and inactivity in South Holland

Lead and support activities, partnerships and recommend interventions to help address key local health and wellbeing issues such as mental health, housing health and care and increasing physical activity

Support the delivery and development of Early Help collaborative working with partners and use shared resources earlier to prevent vulnerable people reaching to crisis point

Proactively influence the Lincolnshire CCG Neighbourhood Team to ensure the best health outcomes for South Holland

Ensure our residents are given advice to help maximise their income and manage their debts



Priority Your Opportunity

“We will...”

Proactively work with partners to identify and optimise funding opportunities that will draw resources into the district to support our plans for substantial and continued growth

Work in partnership across the public and private sector to retain and build on the key business sector strengths within South Holland, whilst also working proactively to attract new inward investment that will bring further prosperity to our district

Work in partnership with key partners in the education sector, including Spalding College, to ensure that both businesses and residents have access to the necessary skills to support economic growth and prosperity

Continue to deliver a clear “Open for Business” approach across all Council services that promotes and supports business growth

Continue to deliver a full range of services and initiatives that support our businesses, including our Grants4Growth programme

Stimulate further growth, productivity and prosperity in the food sector through the delivery of a Food Enterprise Zone in Holbeach



Priority **Our Council**

“We will...”

Ensure that our services are digitally enabled and efficient to meet the expectations of our changing communities whilst not excluding those who are not yet digitally enabled

Ensure that our staff have the skills needed to drive the organisation forward and meeting the changing expectations of our residents

Ensure that national policies relating to modern slavery and the safeguarding of vulnerable children and adults are embedded effectively throughout all aspects of our services

Continue to ensure that our regulatory and statutory services remain fully compliant with all current and emerging legislation

Continue to strengthen our commercial approach which will secure our financial position by identifying income generation opportunities and efficiencies through trading and sharing

Maximise the returns generated by the Council’s commercial and operational assets

Help shape, influence and respond to emerging national policy to ensure that we maximise the opportunity for South Holland

Ensure the delivery of social value, cost effectiveness and high quality service provision through a robust approach to procurement and contracts management

Keep residents, businesses, and partners informed about council services and latest opportunities through clear and effective communications



Partnership Working

- ▶ South Holland District Council works in partnership with a number of different councils to deliver services, and the procurement of these services can be through either route depending on best fit.
- ▶ We have a strategic partnership with Breckland Council, our partner of choice, with whom we share our strategic management capacity. These officers oversee a number of shared services and corporate functions such as performance, risk and audit, contract management and procurement, client HR, IT and digital requirements. The senior team represent our council on our Lincolnshire partnerships with Health, Police and businesses.
- ▶ We work with East Lindsey District Council through our jointly owned company Public Sector Partnership Services Ltd (PSPS). This provides our councils with back office transactional services such as Finance, IT, Customer Service, Revenues and Benefits and operational HR.





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