



AGENDA

CABINET

MONDAY, 9 OCTOBER 2006

11.00 AM

**COUNCIL CHAMBER, COUNCIL OFFICES, ST PETERS HILL,
GRANTHAM**

Duncan Kerr, Chief Executive

CABINET MEMBERS:	Councillor Mrs. Linda Neal (Leader/ Portfolio: Strategic Partnerships & Community Safety), Councillor Ray Auger (Portfolio: Healthy Environment), Councillor Teri Bryant (Portfolio: Resources & Assets), Councillor Paul Carpenter (Deputy Leader & Portfolio: Access and Engagement), Councillor Mrs Frances Cartwright (Portfolio: Organisational Development & Housing) and Councillor John Smith (Portfolio: Economic Development)
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Cabinet Support Officer:	Jo Toomey 01476 406152 e-mail: j.toomey@southkesteven.gov.uk
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Members of the public are entitled to attend the meeting of the Cabinet at which key decisions will be taken on the issues listed on the following page. Key decisions are marked *.

1. CORPORATE PLAN AND THE COUNCIL'S VISION

Report by the Strategic Director.

(To follow)

REPORT TO CABINET

REPORT OF: STRATEGIC DIRECTOR

REPORT NO. SD6

DATE: 9TH OCTOBER 2006

TITLE:	DRAFT CORPORATE PLAN
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	16 th June 2006
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Policy framework proposal

COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:	Councillor Linda Neal , Leader of the Council	
CORPORATE PRIORITY:	All	
CRIME AND DISORDER IMPLICATIONS:	None	
FREEDOM OF INFORMATION ACT IMPLICATIONS:	This report is available via the local democracy link on the Council's website www.southkesteven.gov.uk	
INITIAL EQUALITY IMPACT ASSESSMENT	Carried out and appended to report? Yes/No/Not Applicable	Full impact assessment required? Yes/No
BACKGROUND PAPERS:	None other than published papers.	

1. INTRODUCTION

- 1.1 The aim of this report is to present the draft Corporate Plan for consideration by cabinet and to receive feedback and comment before the plan is finalised.
- 1.2 The report details the purpose of the Corporate Plan showing how it dovetails with other plans, such as Service Plans, outlines any legislative requirements for corporate planning, and highlights the steps taken to review and refresh the council's vision before inclusion within the Corporate Plan .

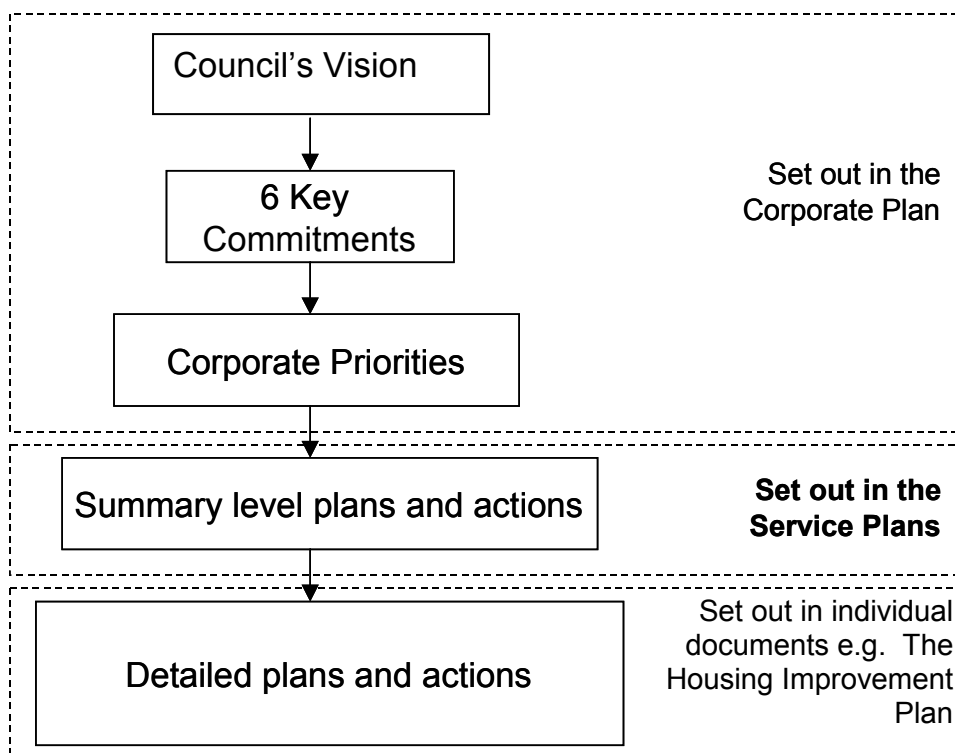
2. RECOMMENDATIONS

- 2.1 That the cabinet considers and approves the draft Corporate Plan for 2006 to 2009.
- 2.2 Agrees that any minor contextual amendments to the plan be delegated to the Chief Executive in consultation with the Leader prior to submission to the next meeting of full council for adoption.

3. DETAILS OF REPORT **Background**

- 3.1 The Corporate Plan sets out the Council's revised vision, ambitions and corporate priorities for the next 3 years. The Corporate Plan is attached in draft form at Appendix 1. All authorities in England and Wales are required by law to publish certain corporate planning and performance information annually, and make this available to the public. Until now at South Kesteven this has taken the form of a Best Value Performance Plan which in the past had to be produced in line with a prescriptive and detailed set of reporting requirements.
- 3.2 Legislation has recently been amended allowing Councils more freedom and flexibility to undertake their corporate planning and reporting more in line with their organisational need. Ideally a Corporate plan should be a high level document from which anyone visiting the organisation for the first time could glean the key facts about:-
 - the make up of the district;
 - the organisation and how we work;
 - what we have achieved as a council to date;
 - how we have set about agreeing our priorities;
 - what we plan to do to deliver our priorities
- 3.3 The finer details of how this plan will be delivered will be cascaded and incorporated into other plans and documents such as service plans, improvement plans and individual objectives set via the appraisal process. This process is known as the "Golden Thread " and will help ensure that we focus our attention and resources on the delivery of our priorities, delivering what the community has said is important to them thus ultimately making a difference to local people. How the plan relates to other planning documents is illustrated below.

The Corporate Plan's relationship with other documents



- 3.4 When formulating the Corporate Plan it must be ensured that the Council's higher-level ambitions and priorities have been determined in consultation with local people, members and staff, and that they are all properly engaged in this process.
- 3.5 In addition when developing its longer term objectives the Council needs to ensure that there is liaison with the Local Strategic Partnership (LSP) to produce a Community Plan. The Community Plan differs from the Corporate Plan in that it is owned by all partners
- 3.6 The council is currently working as part of the LSP to shape and deliver the Community Plan, and the Council's Corporate Plan will help deliver the partnership objectives. Our approach to Corporate Planning will therefore need to be flexible in order to ensure that it meets any emerging Community Planning commitments.

The Content of the Plan

- 3.7 Vision
- 3.8 The council has signalled its desire to continue to improve, to respond to residents and to be recognised as an excellent council in relation to the quality of services provided and the way the organisation is managed. To achieve this objective the council took the opportunity to revisit and refresh its overall future vision.
- 3.9 Previously, in 2004, the council agreed that the authority's vision would be "to ensure that the residents of South Kesteven are proud of their district and their Council".

This was supported by five core values which were:

Performing
Respecting
Informing
Developing
Enabling

3.10 Residents' surveys in both 2005 and 2006 indicated a high level of public support for this concept (93%). However, although the public seemed to support the concept, there was a lack of connection between residents feeling proud of where they live and feeling proud of their council. A recent residents' survey report showed that whilst 75% of residents feel proud of their community, only 48% said they are proud of the council.

3.11 In addition, in February 2006, the council commissioned a CPA refresh. This review noted that although the council had consulted and agreed on its vision, values, ambitions and priorities it highlighted that:-

"There is a confusion of messages regarding ambition and core values. In addition both staff and some partners and residents expressed some concern regarding the ambiguity of the term "Pride"."

3.12 In the light of this information from both residents and external inspectors, coupled with feedback from managers and frontline staff, it was agreed that a consultation process would be undertaken to refresh the vision and clearly articulate the organisation's vision for the future considering a variety of issues including:-

- the way the council is currently perceived by residents
- the kind of council we should like to be to deliver services effectively
- the likely developments in policies regarding local government
- the advances in technology for engaging and serving residents

3.13 Staff, managers and members were all fully involved in this envisioning process and it was considered that the concept of pride and the values that supported it should be replaced and that the council's vision should be redefined, which builds on work initiated and carried out by members during summer 2005.

3.14 The Vision:

"Shaping the future together to develop a place where people really matter and being recognised as a council that provides brilliant service"

This vision should also incorporate the following aspirations:-

A Council that is **open and honest**;

A Council that demonstrates **a passion for service**;

A Council that **gets things done** efficiently and effectively.

This redefined vision and aspirations are reflected within the Corporate Plan.

4. CLEAR DIRECTION

- 4.1 The Corporate Plan sets out what we intend to do between 2006 and 2009 to continue our improvement journey. That is to improve the way we run our business and raise the quality of services. It summarises our key objectives, priorities and actions necessary to deliver the council's corporate priorities over the next three years. The Plan also provides an essential reporting link between the council, government, our partners and the public, both visitors and local communities.
- 4.2 Officers and members require a high degree of clarity in the organisation's aims and objectives and thus the target audience for the Corporate Plan is predominantly internal. However, our partners, peers and local residents also need to understand our ambitions and future plans.
- 4.3 To try to facilitate a better understanding and a shared ownership of what the council is trying to achieve, the Corporate Plan has been written using non local government language wherever possible. The format and style has also been developed to encourage readability and ease of use with extensive use of images keeping the text informative but concise. This is in line with the recent working group which was established by the Resources Development and Scrutiny Panel to consider ways of engaging and involving more members in the service and financial planning arrangements of the organisation.
- 4.4 Importantly the draft plan has been developed in conjunction with a cross section of staff from all levels of the organisation. They have contributed and researched best practice elements to be included and helped to develop a flavour of "South Kesteven" within the plan. This is a demonstration of the Council's one team approach to service improvement and will help to gain ownership across the organisation of the objectives and actions contained within the plan.

5. A FOCUS ON PERFORMANCE

- 5.1 The plan also highlights a range of performance measures and targets which can be used to assess the Council's progress in meeting its aims and objectives. These are being developed to reflect the Council's agreed and recently refined corporate priorities.
- 5.2 Detailed information regarding priorities and targets is contained in a separate document which forms Part II of this suite of plans. These two documents, together with detailed actions and performance targets in Service Plans will comprise the focus of our business plan for the next three years.

6. CONSULTATION AND CUSTOMER IMPACT Consultation

- 6.1 The corporate planning framework the council has put in place has already ensured wide consultation in the formulation of priorities which are included within the corporate plan.

Customer Impact

- 6.2 The vision, ambitions, plans and targets outlined within the Corporate Plan will have a substantial impact on local people. Progress against these plans and targets will therefore be reported to the Management Team, Cabinet Members and the relevant DSP on a regular basis.

7. POLICY IMPLICATIONS

- 7.1 The ambitions and plans set out within the Corporate Plan have been developed in line with the Budget and Service Planning process that has already taken place. However, the content of the Corporate Plan will be developed over the year to ensure that the council continues to progress and to take on board the feedback of local residents and stakeholders and that it continues to respond to its changing environment.

8. FINANCIAL/RESOURCE IMPLICATIONS

- 8.1 Resources for the plans and actions proposed within the Corporate Plan have been approved or will be approved via the budget setting process. As the corporate planning process is dynamic, action plans may change during the course of the year and any requirements for additional resources would be considered through the appropriate body/committee.

9. COMMENTS OF SECTION 151 OFFICER

- 9.1 The Corporate Plan is the council's overarching strategy document, identifying the council's Short and Medium term plans, based on the council's approved vision and priorities. It is a key document to inform resource allocation decisions, as outlined in the council's Medium Term Financial Strategy (MTFS).
- 9.2 The Corporate Plan once approved will form part of the council's budgetary and policy framework. As a result, the Corporate Plan together with other corporate strategies and plans, such as the MTFS and the Asset Management Plan will drive resource allocation decisions in the future, to ensure the effective use of resources in line with council priorities.

10. COMMENTS OF MONITORING OFFICER

- 10.1 The requirements relating to the content of the best value performance plan were revoked by statutory instrument in 2003. There is no legal requirement for a document in this form, however, it is essential that such an overarching document is published to inform all of the matters contained in the report.

11. CONTACT OFFICER

- 11.1 Beverly Agass
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SOUTH KESTIVEN

Corporate Plan
2006/09



LISTENING

LEARNING

DELIVERING

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INTRODUCTION

A warm welcome from South Kesteven District Council

WELCOME TO THE SKDC CORPORATE PLAN 2006 – 2009.

This plan sets out what we are aiming to deliver and how we intend to turn our considerable but achievable ambitions into reality. The plan's importance is threefold:

- To show how the plan's aims and actions have the potential to make a significant difference to the lives of the people who live in South Kesteven – not to mention those whom come to work or relax here.
- To explain how we will effectively use in excess of £100 million of public money over the next three years.
- To provide an ideal platform for discussion and debate of the key issues affecting local people, as well as posting a realistic benchmark for assessing our future progress and performance.



LET'S WORK TOGETHER

Naturally, we expect the main audience of our corporate plan to be our own staff and members. However, we fervently hope that our residents, partners and peer authorities will also take the time to read this document as they play such a vital, essential role in the delivery of the plans we have set out.

Similarly, we will be looking to further develop and refine our future corporate plans – and more importantly our aims, objectives and targets. So your feedback on any aspect of this plan is not only helpful but is warmly requested.*

Yes, on our own we can achieve – but together we can achieve so much more and make a real difference to all aspects life in our district.

OUR DESIRE TO INCLUDE OUR PARTNERS AND LOCAL PEOPLE IN THE FUTURE DEVELOPMENT OF SOUTH KESTEVEN CANNOT BE OVERSTATED.



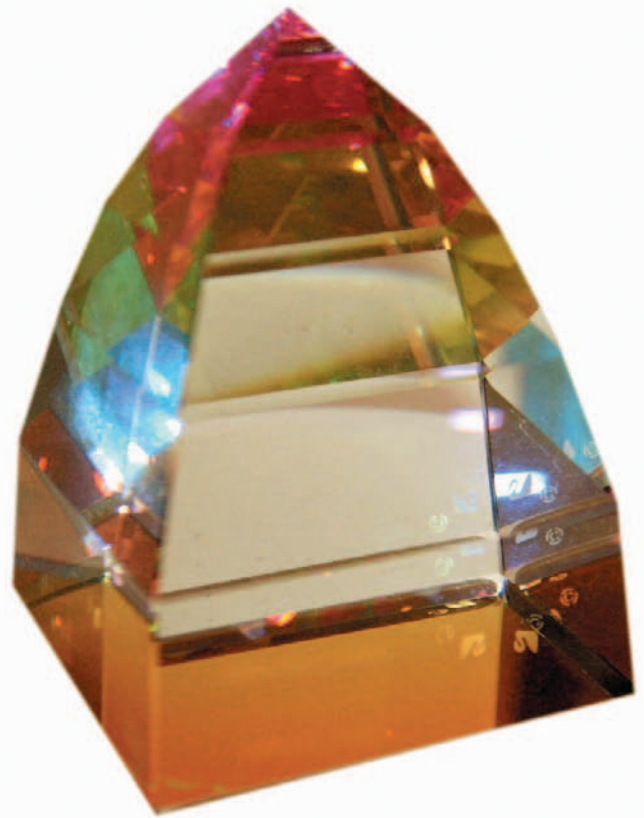
* See back page for contact details

OUR VISION

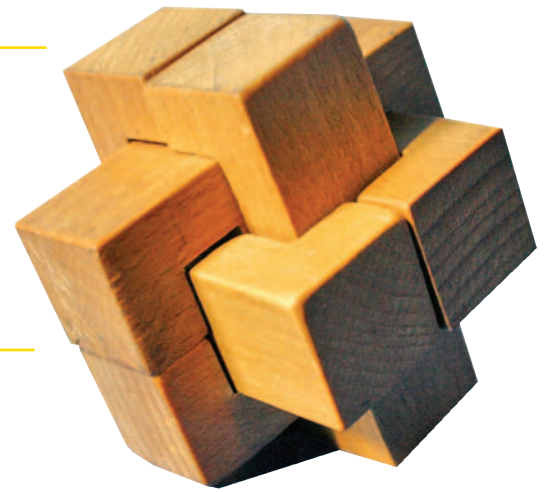
**WE HAVE A CRYSTAL CLEAR VISION
FOR THE FUTURE:**

**“SHAPING THE FUTURE
TOGETHER WITH OUR
PARTNERS AND RESIDENTS
TO DEVELOP A PLACE
WHERE PEOPLE REALLY
MATTER – AND BEING
RECOGNISED AS A
COUNCIL THAT PROVIDES
BRILLIANT SERVICE”**

This vision is deliberately outward looking, reflecting the high standard of our aspirations for the future. Our vision, which aims to clearly focus the attention of everyone at SKDC, will be delivered through our mission, ambitions, corporate priorities, delivery plans and actions.



OUR MISSION



OUR MISSION APPLIES THE VISION AND INCORPORATES IT INTO OUR WORKING PRACTICES FOCUSING ON WHAT WE WILL BE LIKE AS AN ORGANISATION IN THE FUTURE.

PUT SIMPLY, IT REFLECTS THE CULTURE OF THE ORGANISATION.

PUT EVEN MORE SIMPLY, IT REFLECTS 'THE WAY WE DO THINGS AROUND HERE.'

'The way we do things around here' will determine how we set about delivering our vision - and consequently how we will deliver and enable the services for which we are responsible.

So what do we want to be?

The best way to describe our aspirations is through these three characteristics which will be at the heart of all that we say and do:



WE WILL BE A COUNCIL THAT REMAINS OPEN AND HONEST AT ALL TIMES.



WE WILL BE A COUNCIL THAT SHOWS A PASSION FOR SERVICE.



WE WILL BE A COUNCIL THAT GETS THINGS DONE EFFICIENTLY AND EFFECTIVELY.

REALISING OUR VISION

IN 2005 COUNCIL MEMBERS UNDERTOOK AN EXERCISE TO DETERMINE JUST WHAT KIND OF ORGANISATION WE SHOULD BE. THEIR MESSAGE WAS CLEAR. OUR VISION IS TO BE AN ORGANISATION WHICH INSPIRES CONFIDENCE AMONGST BOTH OUR LOCAL PEOPLE AND OUR STAFF, AND ONE THAT WORKS IN THE MOST EFFECTIVE WAY IN ITS DELIVERY OF HIGH QUALITY SERVICES TO MEET THE NEEDS OF THE LOCAL COMMUNITY. AS A RESULT OF THIS EXERCISE WE HAVE IDENTIFIED FOUR KEY AREAS.

- TO DELIVER VALUE FOR MONEY.....

HOW

- BY ALWAYS LOOKING TO IMPROVE OUR LEVELS OF EFFICIENCY AND ALWAYS SEEKING SMARTER WAYS OF WORKING.



- TO FOCUS ON FRONT LINE SERVICES.....

HOW

- BY CONCENTRATING ON DOING WHAT MAKES THE MOST DIFFERENCE TO OUR LOCAL PEOPLE IN AN EFFECTIVE WAY.



- TO PROVIDE BRILLIANT CUSTOMER SERVICE.....

HOW

- BY SETTING OURSELVES HIGH STANDARDS OF QUALITY, PERFORMANCE AND CUSTOMER SATISFACTION, WHILST ENSURING EASY ACCESS TO SERVICES IS AVAILABLE FOR ALL.



- TO INVOLVE ALL THE PEOPLE OF THE DISTRICT.....

HOW

- BY LISTENING TO THEIR VIEWS AND INCLUDING THEM, THEIR COMMUNITIES AND OUR PARTNER ORGANISATIONS IN OUR DECISION-MAKING.



SKDC – OUR KEY AMBITIONS.

By their very definition, our vision and mission are aspirational. However, for local people the acid test is for us to transform these aspirations into tangible outcomes that they can see and experience. To assist in this important process, SKDC has six long-standing key ambitions.

These ambitions are vital because they provide a solid framework that ensures our future decisions and activity are properly balanced and meet the increasingly diverse needs of our local community.

THESE AMBITIONS ARE:

1 WORKING TO IMPROVE THE QUALITY OF LIFE IN THE DISTRICT.



2 TO PROTECT AND ENHANCE THE ENVIRONMENT, AND IN DOING SO MANAGE SUSTAINABLE DEVELOPMENT.



3 TO ENSURE EFFECTIVE ECONOMIC REGENERATION AND ENCOURAGE A HEALTHY, THRIVING ECONOMY.



4 WORKING TO ENSURE EFFECTIVE LOCAL INVOLVEMENT IN DECISION-MAKING, NEIGHBOURHOOD ENGAGEMENT AND DEMOCRATIC PARTICIPATION.



5 TO MAXIMISE THE EQUALITY OF OPPORTUNITY AND IMPROVE ACCESS TO OUR SERVICES.



6 TO HELP PROVIDE HOUSING WHICH MEETS LOCAL NEEDS.



FOCUSING ON PRIORITIES

A perfect example of how SKDC has listened to the people of the district has been in the compilation of our set of priorities. People were more than clear on what they considered the key issues in South Kesteven – and it is on these areas that we focus our resources.

Naturally, it follows that these areas are the most important as we seek to deliver our vision, mission and key ambitions. The seven priorities are listed below, please note that they are in no particular order. They are all of equal importance.

- **To enhance the quality of life by reducing anti-social behaviour.**
- **To promote access to services and deliver good customer service to all.**
- **To further improve recycling and minimise waste.**
- **To further improve the quality of communication with residents.**
- **To provide the catalyst for town centre regeneration.**
- **To make the best use of resources at our disposal.**
- **To enable the provision of quality affordable housing.**



WHERE WE ARE

LOCATED IN THE SOUTH-WEST CORNER OF LINCOLNSHIRE, INCORPORATING THE TOWNS OF GRANTHAM, STAMFORD, BOURNE AND THE DEEPINGS, 100 VILLAGES AND HAMLETS COVERING 364 SQUARE MILES OF COUNTRYSIDE.

THE ADMINISTRATIVE HEADQUARTERS ARE BASED IN GRANTHAM.





LIFE IN OUR DISTRICT

**POPULATION – 129,000
AS ESTIMATED BY THE
OFFICE FOR NATIONAL
STATISTICS IN 2006.**

98.4% of the population in 2001 were classified as “white.” The remaining 1.6% were from ethnic groups (Asian, African, Caribbean, Chinese). There is a recent trend towards an increase from certain European countries (such as Portugal) and the Baltic States.

THE NUMBERS GAME



UP OR DOWN?

4000

a population increase of 4,000
since the Census 2001.

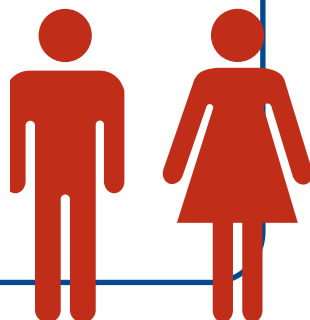
AVERAGE HOUSEHOLD

**2.4
PERSONS**

size – 2.4 persons.

MEN AND WOMEN

51% male
49% female.



51% 49%

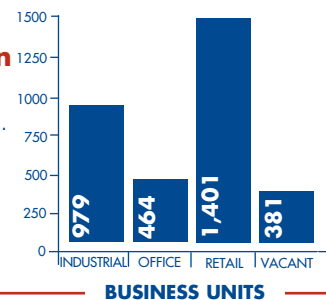
**THERE ARE 55,510
HOUSEHOLDS IN THE
DISTRICT. GRANTHAM
HAS 14,808; STAMFORD
HAS 8,769; BOURNE HAS
5,637 AND THE DEEPINGS
HAVE 5,446.**

**THE REMAINING 21,000
HOUSEHOLDS ARE
SPREAD THROUGHOUT
THE 364 SQUARE MILES
OF THE DISTRICT.**

(FIGURES AS OF NOVEMBER 2005).

AN ECONOMIC SNAPSHOT

April 2006 figures on the South Kesteven business community:



• UNEMPLOYMENT RATE

The latest district unemployment rate (March 2006) stands at 2.1% - the East Midlands has a rate of 3%.



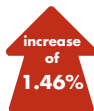
• EMPLOYMENT RATE

Our employment rate is 78.8% (2004) – the rate for the East Midlands is 75.6%.



• VAT REGISTERED BUSINESSES

At the start of 2005 we had 4,490 VAT registered businesses – an increase of 1.46% on the previous year (figures have risen every year over the past decade).



• PROPERTY PRICES

The average house price is £173,941 (Dec. 2005) – an increase of 3.2% year on year but still representing excellent value for money to would-be buyers of detached and semi-detached property.



• AVERAGE GROSS WEEKLY EARNINGS

£429.80 (2004) - £469.40 for the East Midlands. These figures are distorted by the high income of workers commuting out of South Kesteven. Generally speaking, the district is regarded as one of low pay with low skill levels.



FOUR MAJOR TOWNS - LONG ASSOCIATED WITH ENGINEERING – ALSO CONTINUE TO WITNESS EXPANSION AND DIVERSIFICATION IN MANUFACTURING, FOOD PROCESSING, COLD STORAGE, DISTRIBUTION, AGRICULTURE, NHS, LOCAL GOVERNMENT AND THE TOURISM AND SERVICE SECTORS.

A COMMUNITY SNAPSHOT

The mix of urban and close-knit rural communities set in impressive scenery makes South Kesteven an increasingly attractive and popular place in which to live and work – hence the speed of the district's growth.



South Kesteven tends to lose young people, particularly of college age as they move away for educational reasons and usually do not return. Where the district is successful in attracting people, it is the middle age groups (including families with young children).



Education – The district has excellent, high-achieving schools with five secondary schools achieving a 90% and over pass rate for five GCSE A* - C grades (2004).



Each of the main towns has its own library and leisure centre, whilst a mobile library serves the rural community. Grantham and Stamford have highly popular arts centres (with theatres).



COMMUNITY SAFETY

Statistically, South Kesteven is one of the safest areas in the country, also enjoying a generally low crime rate below the county average. In 2004-05, the crime rate for South Kesteven per 1,000 population was 79. The county figure was 88.

FACTS AND FIGURES

- **CRIMINAL DAMAGE ACCOUNTS FOR ONE IN FOUR CRIMES.**
- **VIOLENT CRIME ACCOUNTS FOR JUST FEWER THAN ONE IN FIVE CRIMES.**
- **VICTIMS OF CRIME MAINLY LIVE IN THE GRANTHAM AND TOWN CENTRE AREAS – THIS TIES IN STRONGLY WITH WHERE OFFENDERS LIVE TOO.**
- **OLDER PEOPLE ARE MORE FEARFUL OF CRIME, BUT FIGURES REVEAL THAT IT IS YOUNG PEOPLE WHO ARE MOST LIKELY TO SUFFER FROM CRIME.**

**DOMESTIC BURGLARY
CREATES MORE CONCERN
TO PEOPLE THAN ANY
OTHER CRIME, ALTHOUGH
FIGURES SHOW THAT IT
ONLY ACCOUNTS FOR
ONE IN 20 OF ALL
CRIMES.**

OUR TOWNS AND THEIR FUTURE



STAMFORD – The first conservation area to be designated in England and Wales (1967), since when the whole of the old town and St.Martins has been made an area of architectural/historic interest that is of national importance. There are over 600 Grade II buildings, of which 100 are of especial importance. A tourist's delight.

DEVELOPMENT PLANS

- **WORKING WITH OUR PARTNERS, THE STAMFORD GATEWAY PROJECT IS A PROPOSED TOWN CENTRE IMPROVEMENT SCHEME THAT WILL INCLUDE THE PEDESTRIANISATION AND REGENERATION OF SHEEP MARKET AND RED LION SQUARE.**

GRANTHAM – A market town of strategic importance due to a prime location, it houses various fine buildings and inns dating back centuries. Now a flourishing market and shopping town with a catchment area of 60,000, it is the administrative headquarters of the district.

DEVELOPMENT PLANS

- **TURNING GRANTHAM INTO A SUB-REGIONAL CENTRE.**
- **MAJOR REGENERATION OF THE GRANTHAM CANAL BASIN AREA PHASED OVER THE NEXT 10-15 YEARS.**
- **A PEDESTRIAN-FRIENDLY TRAFFIC MANAGEMENT SCHEME FOR THE TOWN CENTRE.**
- **ONGOING EXPANSION OF CURRENT INDUSTRIAL SITES.**
- **WORKING WITH HOUSING ASSOCIATIONS TO PROVIDE AFFORDABLE HOUSING.**

BOURNE – A market town where the main roads from Stamford, Sleaford, Spalding and the Deepings converge (Historically this drew farmers to the town). Modern industries include light engineering, food processing and printing.

DEVELOPMENT PLANS

- **THE BOURNE CORE RETAIL AREA IS THE PROPOSED EXPANSION AND DEVELOPMENT OF THE TOWN CENTRE AND THE SOUTHFIELDS BUSINESS PARK. THIS IS BEING DEVELOPED IN CONJUNCTION WITH THE BUILDING OF 2,000 PLANNED NEW HOMES ON THE ELSEA PARK ESTATE.**

THE DEEPINGS – An area in the south of the district, incorporating West Deeping, Market Deeping and Deeping St. James. It is ideally placed to the north of Peterborough, both for the development of its industrial area and as a commuter belt for the city (and therefore London).

DEVELOPMENT PLANS

- **THE NORTHFIELDS INDUSTRIAL ESTATE IS BEING DEVELOPED AND EXPANDED TO ATTRACT NEW BUSINESSES TO THE AREA AND HELP CURRENT ONES TO PROGRESS AND GROW.**



THE CHALLENGES BEFORE US

PRESSURE FOR NEW HOMES

Much of our district is open countryside and is inappropriate for development. This means that not only has the pressure for providing housing (especially affordable housing) increased because of our phenomenal growth average house price figure increased to £172,941, but so has the pressure to develop within our urban areas.

Note – Average house prices currently stand at £172,941 (Dec. 05)

MANAGING TRANSPORT EFFECTIVELY

The district is geographically well placed. It is approximately 100 miles from London, which is just an hour away by train from Grantham and within easy reach of Nottingham, Lincoln and Peterborough by road and rail. The district is skirted to the west by the main A1 traffic artery with main road connections to the other parts of Lincolnshire and the East Midlands. Whilst there are bus services between the major towns and the many rural villages, their frequency leaves people heavily reliant on cars for transport. In addition, East Midlands airport and Doncaster, Sheffield airport are just over an hour's drive away.



BEATING THE ECONOMIC COMPETITION

Despite thriving economies, Grantham and Bourne town centres face ever-increasing competition from other shopping centres. Our challenge is to introduce appropriate and impressive facilities to counter this competition, which will also meet the needs of local residents and businesses. We need to maintain places that are attractive to live, work and socialise in.

IMPROVING THE QUALITY OF LIFE

Certain communities are at a notable disadvantage in important aspects of their lives. These communities have higher levels of unemployment and crime and suffer more illness. Therefore, we need to play a key role in improving opportunities for them.

By working with selected partners we are:

- **PROMOTING HEALTHIER LIVING.**
- **MAKING IT EASIER FOR PEOPLE TO ACCESS A RANGE OF ENJOYABLE LEISURE ACTIVITIES.**
- **IMPROVING EDUCATION.**
- **IMPROVING WORK OPPORTUNITIES.**

COUNTERING ENVIRONMENTAL CHANGE

We have an important role to play in managing and reducing the effects of climate change. Waste management is also a critical challenge for us as we seek to:

- **CONTINUE TO REDUCE THE WASTE WE PRODUCE.**
- **DEVELOP MORE EFFECTIVE, ENVIRONMENTALLY FRIENDLY WAYS OF GETTING RID OF WASTE.**
- **PROMOTE THE MORE EFFICIENT USE OF ENERGY IN OUR HOMES, BUSINESSES AND TRANSPORTATION.**





SKDC HAS AN IMPRESSIVE TRACK RECORD OF IMPROVING THE SERVICES PROVIDED TO LOCAL PEOPLE OVER THE LAST THREE YEARS. HOWEVER, RESTING ON OUR LAURELS IS NOT AN OPTION AND IMPROVING THOSE SERVICES FURTHER REMAINS A PRIMARY AND OVERRIDING OBJECTIVE.

A COMMITMENT TO BETTER LOCAL SERVICES

TO FURTHER IMPROVE WE INTEND TO TAKE PERFORMANCE IMPROVEMENT TO THE NEXT LEVEL. THERE ARE FIVE KEY ELEMENTS TO HOW WE WILL ACHIEVE THESE NECESSARY IMPROVEMENTS:

1 DO WHATEVER IS REQUIRED TO SUSTAIN OUR IMPROVEMENT IN OUR SERVICES AND BE SEEN AS A 'BRILLIANT' COUNCIL BY RESIDENTS.



2 STRIVE FOR EXCELLENCE IN THE WAY WE DELIVER OUR SERVICES AND SET A BENCHMARK FOR OTHER AUTHORITIES TO AIM AT.



3 MAKE OUR RESOURCES AS EFFICIENT AND EFFECTIVE AS POSSIBLE, THUS ENABLING US TO PROVIDE THE BEST POSSIBLE SERVICES.



4 CONTINUE TO SEEK WAYS OF PROVIDING EVEN BETTER VALUE FOR MONEY.



5 INCREASE OUR RATE OF IMPROVEMENT, ESPECIALLY IN PRIORITY AREAS. CONTINUE TO IMPROVE IN ALL AREAS TO TAKE OUR PERFORMANCE INTO THE TOP 25% OF ALL UK AUTHORITIES WITHIN THE NEXT THREE YEARS.



AGREEING OUR PRIORITIES

WHEN SETTING OUT OUR PRIORITIES FOR THE FUTURE IT IS NECESSARY FOR US TO TAKE SHORT, MEDIUM AND LONG-TERM VIEWS. HENCE WHY OUR PRIORITIES ARE REVIEWED AND REFRESHED ANNUALLY IN THREE KEY STAGES.



STAGE ONE - WE LISTEN AND WE LEARN

In many ways this is the most important stage as it is crucial that we know what people think about our priorities and our performance. The annual stakeholder conference (usually held in October) allows members, partners and the public to debate the key issues for South Kesteven.

We learn how people feel we have tackled current priorities. We ask are we getting it right for our residents and local businesses?

We also undertake face-to-face market research where we learn what people think about their council; what their priorities are; and ultimately how happy are they with the services we provide. This helps us to shape and develop services and implement improvements – all designed to meet our people's priorities.

WE ALSO USE A WIDE RANGE OF RESEARCH AND CONSULTATION METHODS TO ENSURE WE ARE VIEWING THE BROADEST CANVAS POSSIBLE:

- SIX REGIONAL LOCAL FORUMS ARE HELD REGULARLY ACROSS THE DISTRICT.
- THE NEW-LOOK ONLINE CITIZENS JURY HAS ADDED AN INTERESTING NEW STRING TO OUR RESEARCH BOW.
- THE RESIDENTS' POSTAL SURVEY (1,000 LOCAL PEOPLE) GAUGES PUBLIC PERCEPTION OF COUNCIL PERFORMANCE, BOTH IN HOW SKDC PROVIDES SERVICES AND CONFIRMING THE ISSUES OF HIGHEST IMPORTANCE TO RESIDENTS.

STAGE TWO - WE PLAN AND WE PRIORITISE

Taking into account where we are and where we want to be, the next stage sees the planning of how services will be delivered. We debate these plans in public at development and scrutiny meetings. We consult with local people. We consult with our partners. We consult with our stakeholders.

Only then do we start to develop the council budget and service plans. It is these service plans that detail what we aim to achieve, how we will achieve it, who will achieve it and when it will be achieved by.

STAGE THREE - WE DELIVER

HAVING AGREED OUR BUDGET AND SERVICE PLANS, THE FOCUS TURNS TO TRANSFORMING OUR PLANS INTO REALITY AS EFFECTIVELY AS POSSIBLE. IN ESSENCE, THIS STAGE RUNS THROUGHOUT THE WHOLE YEAR, AS IT IS GOVERNED BOTH BY THE LISTENING AND LEARNING PROCESSES AND OUR PLANNING AND PRIORITISING ACTIVITIES.

We also check the quality of our service provision by regularly managing our performance. This sees us track and measure progress against a series of national performance indicators to check we are on course to achieve our aims and meet our targets

SKDC has developed a reputation over the years for being an authority that is responsive to change. The continuous review and, where required, amendment of our service plans is at the heart of this approach.





LISTENING TO OUR PEOPLE

During the spring of 2004 SKDC asked residents what they believed the priorities of the council should be. That feedback, together with targets set by central government and the council's own assessment of the future, combined to identify the key areas to be concentrated upon.

WHAT DID THEY TELL US?

**THREE CLEAR ISSUES
EMERGED FROM THE
FEEDBACK.**

THEY WANTED US:

- **TO TACKLE ANTI-SOCIAL BEHAVIOUR.**
- **TO KEEP OUR STREETS CLEAN.**
- **TO HELP PROVIDE AFFORDABLE HOUSING.**

THE ACTION WE TOOK

WE LOOKED AT ALL OUR SERVICES AND GRADED THEM AS:

PRIORITY A&B

THESE BECAME THE AREAS OF OUR PRIME FOCUS.

- **PRIORITY A** services are those where we have implemented a real 'step change' in delivery.
- **PRIORITY B** services are those where we are developing and improving incrementally.

PRIORITY M

THESE SERVICES CONTINUE TO BE MAINTAINED AT CURRENT PERFORMANCE LEVELS.

PRIORITY Z

THESE SERVICES WERE SCALED DOWN OR DISCONTINUED.

PRIORITY A SERVICES

IN ADDITION TO THE PRIORITIES OUR RESIDENTS TOLD US THEY WANTED, WE HAVE ADDED OTHER SERVICES WHICH ARE DIRECTLY RELATED TO THOSE PRIORITIES. SO OUR SEVEN PRIORITIES ARE:

- TACKLING ANTI-SOCIAL BEHAVIOUR.
- RECYCLING – WE HAVE BEEN SET TOUGH GOVERNMENT TARGETS.

- HELPING TO PROVIDE AFFORDABLE HOUSING.
- COMMUNICATIONS – THAT MEANS COMMUNICATING EFFECTIVELY WITH OUR PARTNERS AND RESIDENTS AND LISTENING TO ALL THEY HAVE TO SAY – A TWO-WAY PROCESS.
- TOWN CENTRE REGENERATION – WE ARE COMMITTED TO MAKING OUR TOWNS EVEN BETTER PLACES TO LIVE, WORK AND PLAY IN.
- ACCESS TO COUNCIL SERVICES – WE WANT TO MAKE ALL OUR SERVICES AS ACCESSIBLE AS POSSIBLE TO OUR RESIDENTS.
- EFFECTIVE USE OF RESOURCES – MAKING THE MOST OF OUR TIME, MONEY AND PEOPLE TO DELIVER THE BEST POSSIBLE SERVICE TO RESIDENTS.

The decision to class these areas as our priorities was confirmed by our successive residents' surveys, which showed that eight out of ten residents supported our current priority list.

Note: Keeping our streets clean has **now** been placed in the PRIORITY B category purely because of the work done and achievements made over the last two years. Consequently any further changes will be incremental, not requiring a 'step change' approach.

SO WHAT HAVE WE DONE TO...

TACKLE ANTI-SOCIAL BEHAVIOUR?



- Ensured our designated community safety team work in partnership with the local police, CCTV and local businesses.
- Successfully resolved 77% of the 459 anti-social behaviour reports received by the community safety team.

Our latest residents' survey showed a small fall in the percentage of people who felt that anti-social behaviour was a significant problem in their neighbourhood – confirmation of the good work done by the team.

ENCOURAGE RECYCLING?



- Provided comprehensive recycling facilities across the district.
- Collected recyclable and green waste from kerbsides in most areas.
- Kerbside collections have generated increased satisfaction levels in the residents' survey.
- The introduction of the green waste scheme has received widespread support with only 10% of residents believing that SKDC has not acted in their best interests by introducing this scheme.

These initiatives have seen an excellent increase - from 18% to 27% - in the amount of waste recycled in South Kesteven.



HELP PROVIDE AFFORDABLE HOUSING.



- Secured 112 new units of affordable rented accommodation in 2005/06.
- Negotiated and secured over 350 further units of affordable housing to be delivered in future years (as part of the planning applications made).

However, it is clear that it will take time for these improvements to be reflected in the perceptions of our residents as there has been a slight increase in the number of people who still consider the lack of affordable housing to be a problem.

KEEP STREETS CLEAN.



We have implemented a comprehensive improvement programme featuring:

- The employment of three urban rangers to patrol South Kesteven and issue fines to people seen dropping litter or allowing their dogs to foul in public places.
- The purchase of specialist equipment to remove grease and chewing gum from town centre paths.
- The issue of 300 fixed penalty notices in 2005/06.

These measures have produced an improvement in satisfaction levels in the latest residents' survey, especially the introduction of the urban rangers, which received widespread support.

HOW DID WE DO LAST YEAR?

THERE'S ALWAYS PLENTY HAPPENING AT SKDC. AND LOOKING BACK OVER THE LAST YEAR WE'RE PARTICULARLY PLEASED WITH SOME OF THE THINGS WE'VE ACHIEVED FOR OUR RESIDENTS – ESPECIALLY WE HAVE ONE OF THE LOWEST COUNCIL TAXES IN THE COUNTRY.

HIGHLIGHTS BY THE DOZEN

We believe that we have made remarkable progress since 2003. Here are a dozen highlights from 2005/06 that are a testament to that progress:



1 TACKLING THE HOUSING PROBLEM BY INCREASING THE PROVISION OF NEW AFFORDABLE HOMES TO 112.

PREVIOUS YEARS' RESULTS WERE 50, 35 AND 4 RESPECTIVELY.



2 SECURING EXTRA INVESTMENT FOR THE DISTRICT IN 2004/5 BY LEVERING-IN AN EXTRA 50P FOR EVERY £1 WE RAISE IN COUNCIL TAX AND WINNING £624,000 FOR IMPROVED PLANNING SERVICES.



3 PROVIDING VALUE FOR MONEY AND REPLACE WITH SETTING ONE OF THE LOWEST COUNCIL TAX RATES IN THE COUNTRY.



4 RESPONDING TO CRITICISM BY PRODUCING AN ACTION PLAN FOR STRATEGIC HOUSING WHICH REFLECTS HOW MUCH WE LEARNT FROM A POOR INSPECTION REPORT. PROSPECTS FOR THE RE-INSPECTION ARE VERY POSITIVE.



5 REDUCING THE NEED FOR LANDFILL SITES BY RECYCLING OR COMPOSTING OVER 27% OF WASTE COMPARED TO 18% IN THE PREVIOUS YEAR - AND THAT'S BEFORE OUR MICRO-CHIPPED WHEELIE BINS HIT THE STREETS.



6 LEADING THE ECONOMIC DEVELOPMENT OF OUR TOWN CENTRES BY DEVELOPING STRONG MANAGEMENT PARTNERSHIPS FOR ALL FOUR TOWNS, LEADING TO AN INCREASE IN RESIDENT SATISFACTION.



7 UNITING ALL TIERS OF GOVERNMENT THROUGH OUR LOCAL FORUMS, ALREADY ATTENDED BY OVER 500 LOCAL PEOPLE.



8 IMPROVING ACCESS TO COUNCIL SERVICES BY INTRODUCING ALLPAY AND COMMISSIONING A NEW CUSTOMER SERVICE CENTRE.



9 OPERATING A CRACKDOWN ON LITTERING BY NAMING AND SHAMING OVER 300 OFFENDERS AND DELIVERING MAJOR IMPROVEMENTS IN CLEANLINESS STANDARDS AS NOTED BY OUR RESIDENTS.



10 REDUCING THE FEAR OF CRIME BY WORKING IN PARTNERSHIP WITH VARIOUS GROUPS. THANKS TO THIS PARTNERSHIP, RESIDENTS REPORT A REDUCTION IN THEIR PERCEPTION OF CRIME.



11 ENGAGING RESIDENTS WITH DCA FUNDING (DEPARTMENT FOR CONSTITUTIONAL AFFAIRS) AND IN PARTNERSHIP WITH RUTLAND WE HAVE DEVELOPED A COMPREHENSIVE PROGRAMME OF VIRTUAL AND REAL CITIZENS JURIES



12 IMPROVING COMMUNICATIONS BY DOUBLING THE PROPORTION OF RESIDENTS WHO RECEIVE AND ARE SATISFIED WITH THE COUNCIL'S MAGAZINE.





HOW ARE WE DOING?

LIKE ALL COUNCILS WE ARE REQUIRED BY CENTRAL GOVERNMENT TO COLLECT DATA ON VARIOUS AREAS, SUCH AS WASTE, PLANNING, BENEFITS AND HOUSING AND REPORT ON THEM EACH YEAR.

THIS YEAR – LAST YEAR

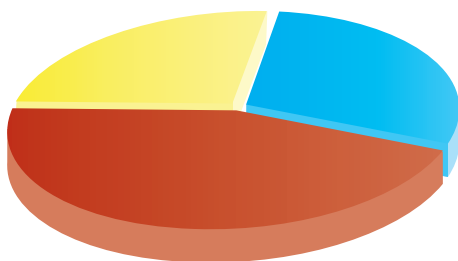
The obvious benefit for us is that we are able to analyse our performance and compare it against other authorities. In 2004/05 we were able to directly compare 41 separate indicators within our various services against other district councils.

The following chart shows how SKDC compares against those district councils on the ?? performance indicators.

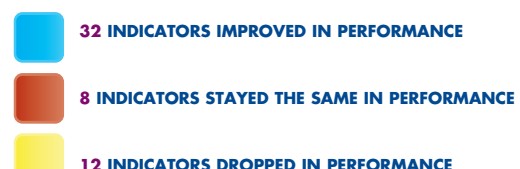
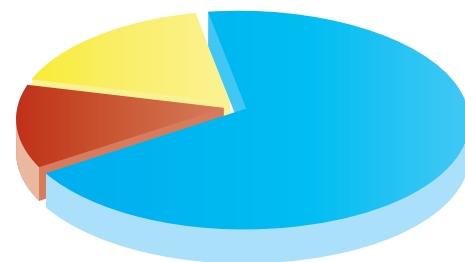
The following chart compares our performance for 2005/06 against the previous year – in the areas where actual direct comparisons can be made.

Of the four indicators that dropped in performance, falls were marginal and in 2004/05 all were still in the top quartile compared to all other district authorities.

WHERE WE WERE



HOW WE HAVE IMPROVED



PERFORMANCE INDICATORS

E-GOVERNMENT

PERCENTAGE OF ELECTRONIC INTERACTIONS RE-ENABLED

04/05: 71.0%
05/06: 99.5%

new mouse

INVOICES

PERCENTAGE OF INVOICES PAID ON TIME

04/05: 98.64%
05/06: 98.31%



SICKNESS

NUMBER OF DAYS LOST DUE TO SICKNESS ABSENCE

04/05: 8.82 DAYS
05/06: 8.1 DAYS



COLLECTION

PERCENTAGE OF COUNCIL TAX COLLECTED

04/05: 97.97%
05/06: 98.3%

PERCENTAGE OF BUSINESS RATES COLLECTED

04/05: 98.44%
05/06: 99.02%

PERCENTAGE OF RENT COLLECTED

04/05: 98.3%
05/06: 96.8%



ANTI-SOCIAL BEHAVIOUR

NUMBER OF REPORTS TO THE COUNCIL OF ANTI-SOCIAL BEHAVIOUR.

05/06: 459

PERCENTAGE OF THOSE REPORTS SUCCESSFULLY RESOLVED

05/06: 70%



VACANT DWELLINGS

NUMBER OF VACANT DWELLINGS RETURNED TO OCCUPATION

04/05: ??

05/06: 11





RECYCLING

PERCENTAGE OF HOUSEHOLD WASTE RECYCLED

04/05: 14.7%

05/06: 26.8%

TONNAGE OF HOUSEHOLD WASTE RECYCLED

05/06: 7548 TONNES



ACCESS

PERCENTAGE OF AUTHORITY BUILDINGS ACCESSIBLE TO DISABLED PEOPLE

04/05: 81.8%

05/06: 100%



BENEFITS

AVERAGE PROCESSING TIME FOR NEW CLAIMS

04/05: 42.21 DAYS

05/06: 33.3 DAYS

AVERAGE PROCESSING TIME FOR CHANGES IN CLAIMS

04/05: 5.62 DAYS

05/06: 16 DAYS



WASTE

NUMBER OF KGS OF HOUSEHOLD WASTE COLLECTED PER HEAD OF POPULATION

04/05: 384.4

05/06: 413.6

CHANGE IN HOUSEHOLD WASTE COLLECTED FROM PREVIOUS YEAR

05/06 - 5.24%



PLANNING



PERCENTAGE OF MAJOR APPLICATIONS DETERMINED IN 13 WEEKS

04/05: 63.16% 05/06: 69.23%,

PERCENTAGE OF OTHER APPLICATIONS DETERMINED IN 8 WEEKS

04/05: 74.88% 05/06: 77.99%

PERCENTAGE OF MINOR APPLICATIONS DETERMINED IN 8 WEEKS

04/05: 84.14% 05/06: 86.78%

STANDARD SEARCHES CARRIED OUT IN 10 WORKING DAYS

04/05: 99% 05/06: 99.42%

HOMELESSNESS

LENGTH OF STAY IN BED AND BREAKFAST ACCOMMODATION FOR PRIORITY HOMELESS

04/05: 2.33 WEEKS

05/06: 2.88 WEEKS

LENGTH OF STAY IN HOSTEL ACCOMMODATION FOR PRIORITY HOMELESS

04/05: 0 WEEKS

05/06: 0 WEEKS





FINANCES

**EACH YEAR THE COUNCIL
SETS AN AFFORDABLE
BUDGET TO ENABLE ITS
KEY PRIORITIES TO BE
DELIVERED TO ITS
RESIDENTS.**

THIS BUDGET BRINGS TOGETHER ALL THE KEY SPENDING PLANS FOR SERVICES AND IS FINANCED FROM A NUMBER OF SOURCES:



For 2006/07 the total budget amount to be met by grants and taxpayers for the council is £15,398,000. After taking into consideration all of the external funding support, the amount to be met by our SKDC taxpayers is £6,087,000. This equates to an amount per Band D property (excluding parish or town council expenses) of £105.66 which is the second lowest in Lincolnshire and in the lowest 30 in the country.

COUNCIL TAX

Less than 10% of the total Council Tax collected after bill goes to SKDC, with the remainder going to County Council, the police and a small amount to the parishes or towns.

In 2005/06 a typical Band D council tax bill was £1120.05 (before parish or town council expenses). This increased to £1175.76 for 2006/07. The council tax bills are made up of amounts for each of the following authorities:

OUR INCOME

We receive income from various sources. Once the total amount is known, our spending plans are calculated to deliver our priorities whilst ensuring any increase in Council Tax is kept at an acceptable level. A summary of the key sources of income is shown below:

NOTE: COINS STACKED DIFFERING HEIGHTS - GRAPH FROM FIGURES BELOW

	2005/06	2006/07	%		2005/06	2006/07
Lincolnshire				Council Tax	£5.7m	£6.1m
County Council	£899.82	£944.73	80%	Government Grant	£8.3m	£9.3m
Lincolnshire				Interest and		
Police	£119.43	£125.37	11%	Investment Income	£1.03m	£1.3m
SKDC	£100.80	£105.66	9%			
Total	£1120.05	£1175.76	100%			



TAKING THE VITAL “NEXT STEPS”

**SUCCESSFUL BUSINESSES
NEVER STOP LEARNING.
THEY NEVER REST ON
THEIR LAURELS.**

Successful businesses are those that constantly strive to improve their performance at all levels, always seeking to move on to the next level of achievement and performance.

NEXT STEPS



THE “**NEXT STEPS**” IMPROVEMENT PROGRAMME IS PART OF THAT APPROACH AT SKDC. THIS PROGRAMME WILL BRING TOGETHER ALL OUR PROJECTS AND ACTIVITIES AND WILL HELP DELIVER OUR VISION FOR THE FUTURE.

THESE INCLUDE:

- **STRENGTHENING OUR ORGANISATION IN HOW OUR PEOPLE PERFORM, OUR FINANCES ARE HANDLED AND OUR SERVICES ARE DELIVERED.**
- **CONSTANTLY SEEKING WAYS OF PROVIDING OUR SERVICES TO PEOPLE IN AN EVEN MORE EFFICIENT, EFFECTIVE, VALUE-FOR-MONEY MANNER.**
- **CONTINUING TO ASSESS AND IMPLEMENT, WHERE APPROPRIATE, NEW WORKING METHODS FOR OUR STAFF, MEMBERS AND PARTNERS.**

THE NEXT STEPS PROGRAMME

THE PROGRAMME WILL ALSO FOCUS ON DEVELOPING OPPORTUNITIES ACROSS THE ORGANISATION:

STAFF AND ORGANISATIONAL OPPORTUNITIES.

Example - Increase the skills of customer services staff to help deal with more complex queries over a wider range of issues.

PROCESS OPPORTUNITIES.

Example – Improve the consistency of handling telephone enquiries across the organisation.

COMMUNICATION OPPORTUNITIES.

Example – Increase the number of services that can be requested and paid for online.

WORKING IN PARTNERSHIP.

As we explained at the start of this plan, so much more will be achieved for the people of South Kesteven if we work closely with our various partners. A key partner for SKDC is the Local Strategic Partnership (LSP).

WHO IS IN THE LSP?

All the major public sector organisations within the district.

- Representatives from the business community.
- Elected representatives.
- The voluntary sector.
- Representatives from groups such as young people community forums and faith groups.

LOCAL AREA AGREEMENTS (LAAS)

These are special agreements made between a council and central government. LAAs help us to reduce bureaucracy in dealing with central government so we can really focus on the key national and local priorities in the district.

We share four priorities with central government, around which our agreement is based:

- Children and young people.
- Safer and stronger communities.
- Healthier communities and older people.
- Economic development and enterprise.

If all targets in these areas are achieved by 2010, we receive a performance reward grant for investment in future improvements.

PRODUCTIVE PARTNERSHIPS



A recurring theme of this document is the importance of the partnerships we have with other organisations. However, arguably the most important of all is our relationship with our residents who have told us about the issues that are most important to them – affordable housing, town centre regeneration, improving anti-social behaviour, better access to our services and the environment. We know that we cannot effectively deliver these and other services that the community requires if we do so single-handedly, hence why partnership working is at the heart of our approach.

We also belong to the South Kesteven Local Strategic Partnership, working alongside the police, health, Lincolnshire County Council and the voluntary, business and learning sectors. Here we join together to work towards one definitive aim – a better future for South Kesteven and its people.

Other productive partnerships include our work with the County Council where we continue to seek new and improved methods of delivering shared services, whilst our work with the Welland Partnership has been instrumental in developing a regional approach to service improvement.

HISTORICALLY, WE HAVE WORKED WITH VARIOUS PARTNERS TO HELP DELIVER OUR SERVICES. FOR EXAMPLE, OUR WORK WITH REGISTERED SOCIAL LANDLORDS (RSLs) HAS ASSISTED OUR HOUSING STRATEGY, WHILST CLOSE CO-OPERATION WITH THE POLICE HAS RESULTED IN IMPROVED LEVELS OF COMMUNITY SAFETY AND CRIME PREVENTION.



THE PRIORITIES IN FOCUS

SEVEN PRIORITIES SIT AT THE HEART OF SDKC'S AGENDA AND THAT NATURALLY MEANS THAT THERE IS MUCH WORK TO BE DONE, NOT ONLY AT THE PRESENT TIME BUT ALSO IN THE SHORT, MEDIUM AND LONG-TERM.

A comprehensive analysis of this activity can be found in *****. However, here is just a sample of what we are doing – and what we plan to do over the lifetime of this Corporate Plan.

As mentioned earlier in this document, all seven priorities share equal importance and therefore what follows is in no particular order.

USE OF RESOURCES

- In 2006 we successfully completed the annual accounts of the Authority within the Government's timetable and produced, for the first time, a summary of accounts document which provides financial information in a user friendly way.
- By 2008 We will further improve and maximise value for money in service provision and work with partners to deliver the best for the local community. We will ensure we continue to improve by operational review and performance management and meet our corporate efficiency target of one million.
- By 2009 we aim to have in place a fully embedded process for demonstrating value for money and efficiency in all aspects of service delivery.

RECYCLING

- In 2006 we began the roll-out of the twin bin scheme with alternate week collections.
- By 2008 we aim to have 20,000 homes participating in our composting scheme.
- By 2009 we aim to increase our total recycling rate to 50% and apply for beacon status.

2

ANTI-SOCIAL BEHAVIOUR

- In 2006 we created a new, full-time position of Business Crime Project Co-ordinator aimed at significantly reducing business crime in Grantham.
- By 2008 we aim to establish a night bus service to help disperse people from clubs and bars.
- By 2009 we aim to have 100% membership of pubs and clubs across the district in the Pubwatch scheme.

3

TOWN CENTRE REGENERATION

- In 2006 we developed an updated Grantham masterplan working with Grantham Future and completed the Northfields development in Market Deeping.
- By 2008 we aim to have selected a preferred developer for and started construction on the Bourne Retail Area and completed the Stamford Gateway Project with key partners.
- By 2009 we aim to have an improved public realm in Grantham, Stamford and Bourne, generating more visitors, improved employment opportunities and a stronger retail offer to shoppers. Also to attract three new businesses to the Northfields development in Market Deeping.

4

ACCESS TO SERVICES

- In 2006 we opened a new Customer Service Centre aimed at providing a 'one stop shop' for residents.
- By 2008 we aim to increase the range of services available by working with the County Council to identify and provide shared services.
- By 2009 we aim to increase access to our services beyond the four existing offices and make all SKDC services available at all area offices.

5

HELPING TO PROVIDE AFFORDABLE HOUSING

- In 2006 we plan to provide 130 new affordable housing units 180 next year and 200 the year after a total of 510 over the next 3 years
- Between now and 2008 we will target our grants to improve energy efficiency in homes - especially those of vulnerable people. We anticipate awarding grants to approximately 100 households over this period
- In 2006 we will be spending some £320,000 on disabled facilities grants rising to £450,000 in 2007 & 2008 (subject to Government funding)
- Working with private landlords we plan to bring some 18 empty homes back into use between 2006 and 2008
- In conjunction with our partners help prevent 60 cases of homelessness in 2006 and 80 in 2007

6

COMMUNICATIONS

- In 2006 we have strengthened the Communications team, produced five issues of the internal magazine and relaunched the external magazine.
- By 2008 we aim to hold annual networking events with the local media to discuss their ever-changing requirements and improve further our media service levels.
- By 2009 we aim to make all information material accessible and understandable, and available in a range of formats and languages as requested – and (if applicable) carry the Crystal mark logo as a standard.
- In 2006-7 we will also review our strategy to check that we are providing the right information about what are doing and how well we are doing it. In this way, people will be able to judge our effectiveness and also form opinions about the value-for-money their council tax delivers and the quality of services they receive.

7

APPENDIX

OUR COUNCILLORS

Our councillors represent the views in their wards. They are active in the community, always seeking to ensure that the decisions the council takes reflect local priorities.

SKDC has 58 councillors representing 34 wards.

Our constitution sets out how we operate, how our decisions are made and the procedures we follow to ensure that those decisions are transparent and accountable to local people.

WHO MAKES THE DECISIONS?

THE FULL COUNCIL

A body with the responsibility for strategic policy and decision-making. This includes setting the council tax and budgets. The full council is made up of all 58 members.

THE CABINET

Undertakes most of the day-to-day decisions of the council. Made up of the leader of the council and five other councillors with individual portfolio responsibilities: strategic partnerships & community safety, organisational development & housing, economic development, healthy

environment, access & engagement and resources & assets.

DEVELOPMENT AND SCRUTINY PANELS

Review the work and decisions of the cabinet and all areas of the council's work. Carry out specific projects and investigations and also consider any matter or service provided by an outside organisation which affects residents.

THE DEVELOPMENT CONTROL COMMITTEE

Makes decisions on planning applications and enforcement items and advises on planning policy. Comprises 21 councillors.

THE STANDARDS COMMITTEE

Promotes and maintains high standards of conduct by members of the district council and parish councils. Comprises five councillors, two independent members of the public and one parish council representative.

THE LICENSING COMMITTEES

Deals with licensing and regulation of taxis, riding establishments, where alcohol is served public entertainment venues, street trading and so on.

ALTERNATIVE FORMATS AND LANGUAGES

SOUTH KESTEVEN HAS A RICH AND DIVERSE CULTURE - A COMMUNITY MADE UP OF PEOPLE FROM DIFFERENT CULTURES, WITH DIFFERING BACKGROUNDS, BELIEFS OR EXPERIENCES. THIS DIVERSITY IS ONE OF THE THINGS THAT MAKE SOUTH KESTEVEN SUCH A GREAT PLACE IN WHICH TO LIVE AND WORK.

TO ENSURE ALL RESIDENTS OF SOUTH KESTEVEN HAVE ACCESS TO OUR INFORMATION MATERIAL.

OUR INFORMATION IS AVAILABLE IN THE VARIOUS LANGUAGES AND FORMATS INCLUDING LARGE PRINT, BRAILLE AND ON COMPUTER DISK.

To request a document in a specific language or format, you can ring us or email us:
tel: 01476 40 61 27
email: communications@southkesteven.gov.uk



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