

# **REPORT TO COUNCIL**

**REPORT OF:** Chief Executive

**REPORT NO.** CEX234

**DATE:** 27<sup>TH</sup> May 2004

<b>TITLE:</b>	Conclusions of the Consultation Programme and the approval of the Council's Corporate Planning Arrangements.
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	November 2003
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Yes
<b>COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	All
<b>CORPORATE PRIORITY:</b>	All
<b>CRIME AND DISORDER IMPLICATIONS:</b>	Yes
<b>FREEDOM OF INFORMATION ACT IMPLICATIONS:</b>	None
<b>BACKGROUND PAPERS:</b>	None

## **Background**

This report has been presented to, and considered by, all three PDCs with their views, along with the observations of the Change Management Monitoring Group being reported to the Cabinet on the 10<sup>th</sup> May 2004.

Two of the three PDCs approved the recommendations as written in this report. The Cabinet also supports these recommendations. The Resources and Organisation PDC proposed an amendment to the recommendations, which would have replaced the designated category A, and B priorities with the following:

“That the Council thanks all residents who engaged in the consultation process. The Council also recognises that the available resources curtail the ability of the Council to undertake all of the improvements that are needed. Having carefully considered our capacity, it is proposed that the following are recommended to the Council for approval as Category A, or Category B, priorities:

- Recycling
- Street Scene
- Development of the town-centres in Stamford, Bourne and the Deepings and the development of Grantham as a Sub-regional centre.
- Anti-Social Behaviour
- Affordable Housing
- Access to, and engagement with, Council services by all residents “

The Council’s Change Management Action Plan Monitoring group met on the 7<sup>th</sup> May, and in view of the progress made, and the priorities contained in this report recommended that this plan be revised. An amended plan is therefore included as Appendix E.

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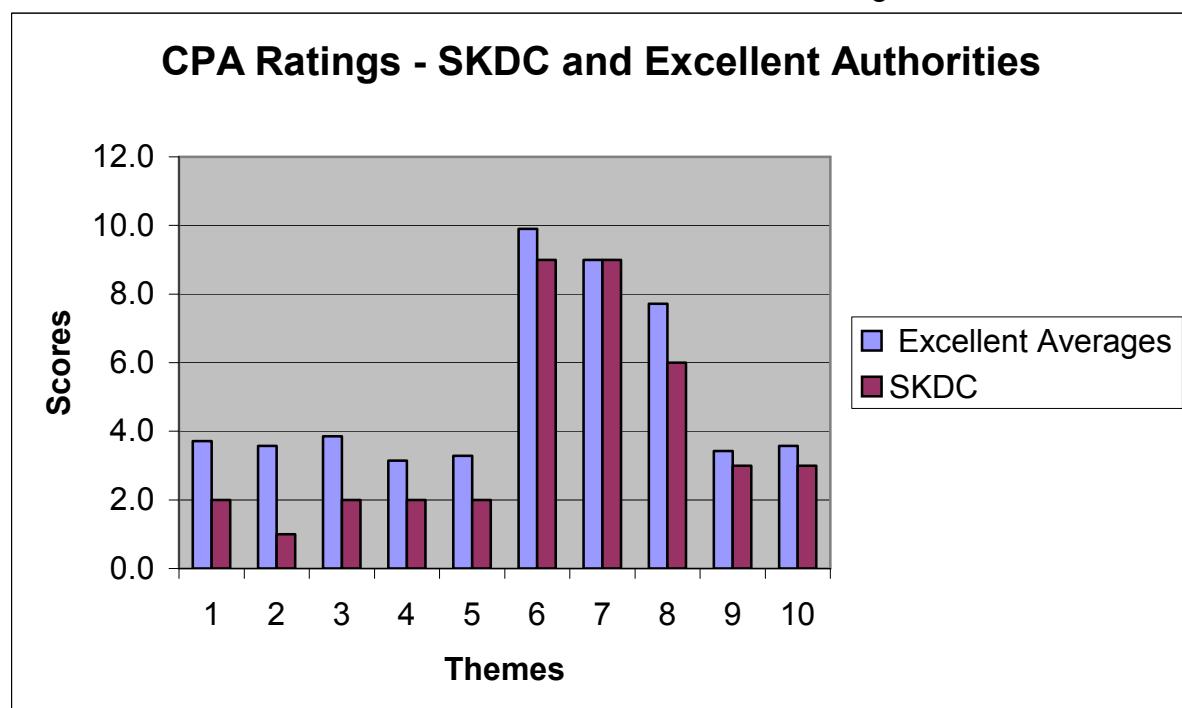
Appendix A	Results from postal survey
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### Progress to-date

A proposed amendment to the Council's Corporate Planning Arrangements was presented to Council in November of last year and approved as a consultative draft. Over the winter a detailed and comprehensive consultation exercise has been undertaken focusing primarily on the Council's priorities.

The importance of clarifying priorities was clear from the Council's CPA report, which stated "Prioritisation is weak with few identifiable strengths. The Council acknowledges that it is not good at identifying priorities and what is less important. This means that everything is a priority, and so the Council cannot focus on the key issues for local people. There is thus no sound basis for allocating resources or deciding priorities between services." (Paras 37 and 38).

The extent to which Council's failure in this area affected the whole CPA score can be seen by comparing the Council's score with that of the average for the seven District Councils that achieved an "excellent" CPA rating:



As can be seen the scores for the first three themes which address the question “What is the Council trying to achieve?” are very low, especially for theme 2 which is prioritisation. This contrasts markedly with the scores for achievement, themes 6,7, and 8. Indeed the Council’s score for Achievement of Improvement (theme 7) was not surpassed by any of the excellent authorities and our score for quality of service was only bettered by two of the seven excellent District Councils.

If, as proposed, the CPA process releases additional freedoms and flexibilities to high performing Councils, South Kesteven will be failing its residents and visitors if it does not improve on its scores for the first three questions (ambition, prioritisation and focus).

## Section 1

### What Categories of Priorities are proposed?

- 1.1 The purpose in having priorities is to clarify the measures necessary to deliver the Council's vision, and in the light of this to seek to move resources from non-priority areas into these priority services.
- 1.2 The Council provides a wide range of diverse services to meet statutory obligations and customer demand. A simplistic categorisation of services between the classes of priorities and non-priorities may not reflect the complexity of factors bearing on each of these services. In particular there is a need to distinguish and clarify legal obligations and to separate services requiring step or "transformational" change from areas where incremental or transactional change will deliver the improvement required.
- 1.3 In recognition of this the following categorisation of priorities is proposed:

Category	Performance sought	Managerial process
A	Step-change in performance	Transformational leadership
B	Gradual improvement	Transactional management
Y	Adherence to statutory or operational minimums	Efficiency reviews
Z	Disinvestment to free-up resources	Managed retrenchment

- 1.4 This report is the first stage in the allocation of services to these priorities. Assuming approval at a Council meeting in May, the timetable for the remaining stages would be as follows:

Task	Timetable
Determine performance targets for category A Priorities and the remaining priorities within category B.	July 2004
Assess all existing services against this classification and allocate services between the four categories.	July to September 2004
Assess and set service standards for category B and Y services.	September to October 2004
Determine speed of implementation for services falling into category Z.	October to November 2004

## Section 2

### The tests to ensure that our priorities are appropriate and robust

2.1 In order to ensure that our priorities emanate from a comprehensive consultation process and are well founded, it is proposed to apply the following “tests” to the issues that are being considered as potential priorities.

**Test One** What is the justification for considering it to be a priority at all?

2.2 Under this test the following would be considered as legitimate sources of priorities:

- A Local priorities evidenced from the consultation exercise
- B Clear national priority supported by targets
- C Future issues which although not evidenced as a need now, are likely to have an impact within the next 5 years which is significant enough to justify action now.

**Test Two** Taking all the consultation mechanisms into account is the **weight of expressed opinion** sufficient to justify it becoming a corporate priority for the whole District?

**Test Three** Is there **sufficient objective data** to enable the Council to be confident that it can achieve **sustainable improvements in outcomes for a cost effective investment**.

## **Section 3**

### **Results from the Consultation Exercises**

#### **3.1 The General Needs Postal Survey**

3.1.1 This survey was a postal survey using a national prescribed form. It was completed in the autumn of 2003 by 2,519 families from a mailing of 3,955 surveys (a response rate of 64%). The data has yet to be fine-tuned by weighting to ensure it is representational of the population of South Kesteven.

3.1.2 In terms of identifying areas for improvement, the most useful question on this survey was question 2, which asked respondents to select from a list of services, those that most need improving.

3.1.3 Respondents were asked to choose up to five responses from a pre-determined list. The options available as responses to this question are not identical either with the District's responsibilities, or with the priorities proposed by the Council. The results from this question are given in Appendix A:

3.1.4 Assessing these results in terms of the Council's proposed priority classifications would suggest that, based on the percentage of respondents choosing each option, there is a considerable gulf of 9.2 percentage points between the top six for which the Council has a specific responsibility (crime, clean streets, activities for teenagers, public transport, affordable housing and shopping) and the remainder.

3.1.5 Translating these top six priorities into the Council's proposals are problematic for two aspects: Activities for teenagers (the fifth choice) and public transport (the sixth choice). On the former it is clear that this does not solely relate to sports facilities since this option was available and selected by only half as many respondents. Given the high rating for crime it could be that providing positive activities for teenagers was seen as providing part of the solution to anti-social behaviour issues. This interpretation accords with other data elsewhere in the survey form (Q.23):

3.1.6 Responses to Question 23: "Anti-social behaviour: Thinking about the Local area, how much of a problem is":

<b>Option</b>	<b>% of respondents choosing "very big", or "fairly big" problem</b>
Vandalism, graffiti and deliberate damage	49.3
Teenagers hanging around on the streets	47.4
People being drunk or rowdy	46.2
People using or dealing drugs	45.9

Rubbish or litter lying around	45.2
Abandoned or burnt out cars	28.4
People sleeping rough	15.9
Noisy neighbours	11.9
Racially-motivated attacks	6.3

3.1.7 Question 1 in the survey enables us to correlate these results regarding priorities for improvements with statements made regarding the importance of certain factors in making the District a “Good place to live”.

3.1.8 The answers to this question confirm the overwhelming importance of anti-social behaviour, which is nearly twice as often cited as the third, fourth and fifth priorities of housing, street scene or town centre development.

3.1.9 Taking the two results together by adding the scores for what is important to what needs improving can deliver a more rounded picture of overall priorities. When this is done the following ranking emerges:

	<b>Survey</b>	<b>Q1</b>	<b>Q2</b>	<b>Total</b>	<b>SKDC Priority</b>
1	Crime	59.3	39.5	98.8	Anti-Social Behaviour
2	Health services	54.6	23.6	78.2	
3	Clean streets	33.9	33.4	67.3	Street Scene
4	Traffic	27.4	38.6	66.0	
5	Affordable housing	36.0	26.2	62.2	Affordable housing
6	Roads	18.9	36.8	55.7	
7	Shopping	29.4	25.2	54.6	Town Centre Development
8	Activities for Teenagers	18.4	30.9	49.3	Anti-Social Behaviour?
9	Public transport	20.5	26.5	47.0	Vulnerable persons?
10	Jobs	20.4	13.8	34.2	Business Development
11	Education	27.5	6.5	34.0	
12	Parks	18.9	9.0	27.9	
13	Wages v cost of living	11.6	16.0	27.6	Business Development
14	Sport facilities	11.4	15.5	26.9	
15	Activities for young child	10.3	14.4	24.7	
16	Cultural facilities	8.7	11.5	20.2	
17	Access to Nature	15.5	3.3	18.8	
18	Pollution	12.0	6.2	18.2	Recycling?
19	Community Activities	6.7	5.7	12.4	Community Dev
20	Race Relations	1.0	1.3	2.3	Diversity

## Conclusions from the General Postal Survey

3.1.11 No matter how the question is structured, it seems that crime emerges as the major priority. When asked about the specific problems it seems that the behaviour of teenagers is a significant factor in contributing to anti-social behaviour and it appears that the prioritisation attached to facilities for teenagers accords with this interpretation.

3.1.12 Clean streets strongly emerge as the second priority for the District Council, and a service wholly within our remit. This is correlated by data elsewhere in the survey, which reports a strong perception that service standards for street sweeping have declined in recent years.

3.1.13 The clear third priority is the provision of affordable housing, although, as with crime, the rating for its importance is ahead of its rating for improvement, indicating that residents may not perceive a need for a dramatic improvement.

3.1.14 Town Centre developments also feature prominently in the group of priorities scoring equally in importance and improvement.

3.1.15 Business Development and Public transport feature lower down on the list.

3.1.16 This consultation exercise gave very little support for community development or diversity. The impact on recycling is more difficult to determine since respondents may not have identified recycling with pollution. There was no option for recycling or waste management.

### **3.2 Public Meetings**

3.2.1 A total of seven public meetings were held in the District.

3.2.2 The results from all the public meetings are enclosed as Appendix B, the consolidated and weighted results from these meetings produced the following ranking of the proposed priorities:

<b>Rank</b>	<b>Issue</b>	<b>Score</b>
1	Anti-Social Behaviour	10.93
2	Street Scene	10.11
3	Vulnerable Persons	9.86
4	Affordable Housing	9.59
5	Business Development	8.73
6	Town Centre Development	8.64
7	Communications	8.35
8	Recycling	7.87
9	Tourism	7.4
10	Community Development	6.28
11	Access	6.22
12	Diversity	5.55
13	Grantham Sub-region	5.43

3.2.3 During the course of these meetings some other priorities were proposed and voted on, these are discussed below:

A. Planning and Conservation

3.2.4 This was proposed at three of the seven public meetings (Stamford, Marston and Grantham). It received a high rating at Colsterworth (second) and Grantham (third) although, surprisingly, a much lower rating in Stamford (eighth). From the comments made it is proposed that this is not further considered as an option for category A, step-change but that it is considered as a potential for inclusion on the category B (incremental improvement) schedule when this is finalised at a later date.

B. Public Toilets

3.2.5 This was proposed and voted on at two meetings, Stamford and Grantham. In Stamford it became the highest rated priority, whilst at Grantham it was rated in ninth place. From the tenure of the discussion it became evident that the result in Stamford had been influenced by the current issues of the refurbishment of the toilets on Red Lion Square.

3.2.6 Again there does not appear to be sufficient representation to justify consideration as a Priority A category at this time, however the priority of this topic could be re-assessed next year when the refurbishment works have been completed.

C. Housing Management

3.2.7 Enforcement of the Council's tenancy conditions and our allocations policies were voted on at a couple of meetings, where they did not receive a high priority even though it was evident that from an individual perspective some attendees had very strong feelings. As these were principally related to anti-social behaviour it is considered that these can be dealt with under the priority for that topic.

D. Leisure Facilities and Facilities for Teenagers

3.2.8 Leisure centres were proposed and considered at the Deepings and Stamford meetings. At the Deepings it came sixth whilst at Stamford it came second. Given the very considerable investment in leisure already made by the District it is difficult to envisage how the Council could achieve a step-change in leisure centres. Facilities for young people were proposed at Colsterworth and the Deepings. In the later case it came second. Given the data from the postal survey it is proposed that the provision of activities for young people can be considered as part of the Council's approach to combating anti-social behaviour.

## E. Public Transport

3.2.9 This issue was raised and considered at the public meetings in Deepings, Grantham and Colsterworth. It came first at the Deepings, but only tenth at Grantham and Colsterworth. Although the District is not the transport authority, in the current budget the Council is investing over half a million pounds to provide travel vouchers for the elderly and disabled, who receive up to £28 per year. Thus an elderly couple living over five miles from a town centre, in a band D dwelling could be reimbursed £56, which is nearly two-thirds of the band D Council tax of £90. Given this level of investment, combined with the Council's support for dial-a-ride and rural buses, it is difficult to envisage how the authority can obtain the resources that would be necessary to deliver a step change in performance.

## 3.3 Postal and Electronic Consultation

3.3.1 Electronic consultation was made available by a number of routes. The primary means was the Council's own web site: skdc.com where a complete electronic mock-up of the "route-map" booklet was created complete with on-line voting. This was advertised by direct mail-shots to local schools, in all press releases and by a hot-link from the four Council supported community portals.

3.3.2 The full results from the returns give the following rank order of priorities are detailed in Appendix B.

## 3.4 Consultation with Staff

3.4.1 Recognising that our staff are in an advantageous position to perceive directly the impact of our services, and that many of them are also able to make direct comparisons with service of other authorities or organisations they have worked for, the consultation exercise was extended to capture the views of both designated senior managers and a sample of front-line staff. A commitment was given to the remaining staff that they would be included in a separate consultation process to implement the chosen priorities.

3.4.2 The consolidated results from the senior managers gave the following ranking of priorities (each of the 40 designated senior managers who participated in the exercise had the opportunity to "vote" for up to five priorities):

Rank	Issues	No of Votes
1=	Anti-Social Behaviour	33
1=	Town Centre Development	33
2	Affordable Housing	28

3	Recycling	22
4	Grantham as a Sub-regional centre	18
5=	Street Scene	17
5=	Vulnerable People	17
6	Access to Services	15
7	Business Development	14
8	Communications	10
9	Tourism	9
10	Community Development	8
11	Diversity	6

3.4.3 The consolidated results from a representative sample of front-line staff gave the following ranking of priorities:

Rank	Issues	No of Votes
1	Street Scene	44
2	Vulnerable People	43
3	Anti-Social Behaviour	37
4	Grantham as a Sub-regional centre	34
5	Affordable Housing	33
6	Recycling	27
7	Town Centre Development	23
8	Business Development	17
9	Tourism	15
10	Access to Services	7
11	Communications	7
12	Community Development	4
13	Diversity	0

### 3.5 Consultation with Identified Hard to Reach Groups

#### A. Families and young people

3.5.1 By monitoring attendees at the public meetings it was ascertained that both families and young people were under-represented.

3.5.2 To overcome this we designed an exercise that could be conducted in a place where young people and families would be present, namely an indoor shopping centre in Grantham during a Saturday morning. Good press publicity was sought and achieved and an innovative method used to ask respondents to “vote” for their priorities by spending up to five dummy £1m notes in thirteen boxes depicting the Council priorities.

3.5.3 The result of this particular exercise accord very closely with the other consultation exercises and are given in Appendix B.

#### B. Children from local secondary schools

3.5.4 All schools within the District were sent a copy of the “route-map” consultation booklet and encouraged to enter the Council’s web site and respond on-line. The consultation exercise was also informed by the opinions expressed by pupil representatives from the following seven secondary schools in South Kesteven: St Hugh’s High School, Grantham Church School, KGGS, Grantham College, The King’s School, Queen Eleanor and Stamford High School, who participated in the Council’s Citizenship Day in October 2003. During this event they were asked to rank their priorities for improving the District using the Council’s strategic aims as a guide. Following considerable debate and voting on ideas, the following proposals, all identified by the children themselves, emerged as priorities:

Economic	The development of indoor shopping centres
Learning	Improved rights for students
Health	More advice centres for young people
Housing	More affordable accommodation
Transport	Night time buses with supervisors
Environment	Improved Street cleaning and more litter wardens
Community safety	Better street lighting and CCT coverage by CCTV Cameras.

3.5.5 Although undertaken on a slightly difference basis, it can be seen that this consultation exercise also supports the key themes of town centre development, affordable housing, street scene and reducing anti-social behaviour.

#### **C. Representatives from ethnic communities and other hard to reach groups**

3.5.6 Although representing less than one percent of the population, the Council recognises that residents from ethnic communities are a hard to reach group who may have different priorities. Currently there is no representative forum or consultative group for all communities across the District, although the establishment of such a group is being considered under the Council’s work on race equality. Input into this strategy was achieved by a technique known as “snowballing” which depends upon using personal networks within ethnic communities. The major drawback with this technique is that the results were received through the web and postal returns in a form that did not distinguish them. This was deliberately done as it was considered that a form which required residents to state their ethnic identity may itself be a barrier to participation by members of ethnic communities.

3.5.7 One of the largest ethnic communities in the District is the Chinese community who have, with the assistance of the District Council, formed

an association. This association has agreed to consider and respond to the proposed priorities and their views are:

Priority	Score	%
Diversity	41	27%
Anti-social behaviour	36	24%
Support vulnerable persons	13	9%
Street Scene	13	9%
Town Centre Development	12	8%
Affordable housing	11	7%
Sub Regional Centre – Grantham	11	7%
Tourism	9	6%
Business Development	2	1%
Recycling	1	1%
Community Development Plans	1	1%
Communications and Consultation	2	1%
Council access	0	0%

3.5.8 A consultation was also carried-out with representatives from a group representing Gays and Lesbian in the South Kesteven area. Their top five priorities were:

1. Anti-social behaviour
2. Town Centre Development
3. Value for money strategies
4. Street Scene
5. Community development

### **3.6 Consultation with Strategic partners**

3.6.1 This was handled through the Local Strategic Partnership who were consulted over both the initial choice of priorities (many of which emanated directly from the Community Plan) and the results of the consultation exercises.

3.6.2 The LSP indicated that they concurred with the analysis that indicated the following issues could be Category A priorities:

Anti-Social Behaviour  
 Recycling  
 Street Scene  
 Access  
 Town centre Development

3.6.3 The LSP was however concerned that Grantham as a sub-regional partnership and business development may not be issues selected as category A priorities.

3.6.4 The priority of Grantham demonstrated a real dichotomy within the district based solely on geographic location. Within the town itself it was considered the very highest priority, however outside of the town, and in particular amongst the communities of the South it was afforded a very low priority. As the largest settlement in the District, and indeed the second largest settlement in Lincolnshire it is apparent that a considerable portion of the District's future economic success is dependent upon the health and vitality of Grantham. However it is clear that many residents do not currently share this view. One way of reconciling the obvious expressed desire for the development of all the town centres within South Kesteven with the need to recognise that as a sub-regional centre, Grantham has priorities over and above its town centre issues, would be to amend the town centre priority to read "The development of the town-centres of Stamford, Bourne and the Deepings, and the development of Grantham as a sub-regional centre".

## Section 4 – Application of the tests (on a sequential basis)

This section applies the four tests set out in section two.

### 4.1 Test One What is the justification for considering it to be a priority at all?

#### *Clear evidence of local importance*

4.1.1 Summarising all the evidence available from the various forms of consultation exercise, and using the CPA five fold rankings, produces the following consolidated picture of local priorities:

Issue	Local Evidence	Explanation
Community Development	*	Community activities ranked very low on general survey and community development has never ranked in the top five of any consultation stream. Highest rankings in the rural areas.
Affordable Housing	*****	Ranked in the postal survey as the third most important aspect of making the District a good place to live. Usually in, or just outside, the top five in all consultations; second in the responses by post and internet; third amongst the families and young people hard to reach group.
Recycling	**	Not addressed well in postal survey, seldom in the top five of the consultation streams. Highest place in the postal and internet survey and by senior managers within the Council.
Street Scene	*****	Ranked in the top five in all consultation streams even in rural areas. In some areas (such as Stamford public meeting) the highest priority from those proposed.
Business Development	***	Neither jobs nor cost of living made the top five in the general survey, although in our consultation exercises it was always close to the top five and is fifth on the consolidated response from the public meetings.
Town centre Development	****	Shopping was ranked quite highly in the postal survey, and the public consultations were also supportive, placing it sixth overall with some hard to reach groups (notably children and young people) giving it a high priority.

Grantham as a sub-regional	**	This issue was clearly influenced by the geography of the District. It was the highest priority at the public meeting in Grantham but a very low priority elsewhere.
Tourism	*	Tourism never made the top five in any of the consultations, even where communities such as Stamford had a high reliance on tourist income.
Anti-Social Behaviour	*****	First priority in the national survey, first in the consolidated response at the public meetings and never out of the top five in any consultation stream.
Vulnerable Persons	****	“Health” services feature prominently in the national survey but this may not be relevant to our services. The consolidated response from the public meetings placed this third.
Access	**	Never in the top five, highest placed by senior managers at 6th
Diversity	**	Race relations was placed bottom in the postal survey, however it was first amongst the ethnic hard to reach group.
Communications	**	Not covered by the postal survey, seventh on the consolidated list from the public meetings.

***Clear evidence that it is a national priority of government***

4.1.2 As described in section two, the second source for potential priorities are issues, which are national priorities of central government. The table below assesses the impact of these using the same assessment scale as deployed in the above table.

<b>Issue</b>	<b>Evidence of National Priority</b>	<b>Justification</b>
Community Development	*	No targets set and no national guidance.
Affordable Housing	****	CPA attention to balanced housing markets and requirements to prepare housing strategies. However government funding emphasises investment in the quality rather than the quantity of Local Authority stock and the revised structure plan indicates a reduced housing allocation for the District.
Recycling	*****	Specific, stretching targets emanating from European Union directives.
Street Scene	***	CPA attention to public space.
Business Development	**	Clearly a priority but it is not clear that the government perceives District Councils as the leading agency, preferring to place funding through alternative routes.
Town centre Development	**	Government initiatives, and funding to regenerate market towns.
Grantham as a sub-regional	*	Although identified by EMDA as an under-performing regional centre, little evidence that this is a national priority.
Tourism	**	Development of Destination Management Partnerships and funding through alternative agencies has tended to marginalise the contribution of District Councils.
Anti-Social Behaviour	****	New legislation and statutory duties, further legislation and pilots under-way. Defined performance indicators.
Vulnerable Persons	*	Government appears to see County Councils as Social Services and Transport authorities having the major role.
Access	****	Stretching targets set for e-government
Diversity	***	Recent legislation and extensive guidance with performance being monitored through PIs.
Communications and Consultation	***	Recognition in the white paper that this was an area of poor performance for local government reinforced by the CPA findings for SKDC and new performance indicators for public engagement.

***Future issues, which although not evidenced, as a need now, will become so within the next 5 years if not addressed.***

4.1.3 These issues are the final source of priorities. Again for ease of comprehension they have been assessed using the same scale:

Issue	Evidence	Justification
Community Development	*	Probably a desirable rather than an essential
Affordable Housing	***	Recent trends in house prices, lack of affordable provision and decline in housing allocations, however it is difficult to ascertain whether these effects are cyclical or permanent.
Recycling	*****	Likelihood of further national targets.
Street Scene	***	May start to adversely impact on attractiveness and vitality of town centres
Business Development	***	Profile of local economy shows under-representation of high value jobs.
Town centre Development	****	Being outside European funding areas has disadvantaged town centres in South Kesteven.
Grantham as a sub-regional	***	Grantham may lose its status as the second conurbation in Lincolnshire
Tourism	*	Difficult to assess the importance of the District's contribution
Anti-Social Behaviour	****	Ultimately high levels of crime and fear of crime can adversely impact on the economic health and vitality of a community.
Vulnerable Persons	***	Growth in number of frail elderly may place additional burdens on current services.
Access	*****	Future needs and expectations of young people are likely to be significantly different from current users of Council services.
Diversity	***	Increasing requirement to demonstrate equity in practice and consequential likelihood of legal challenge if this is not met. Likely that an increasing diverse population will require greater attention to these issues.
Communications	***	Required to encourage involvement from young people

4.2 **Test Two Taking all the consultation mechanisms into account is the weight of expressed opinion sufficient to justify it becoming a corporate priority for the whole District?**

4.2.1 Summarising the information provided above results in the following:

Issue	Local	National	Future	Category Justified:
Anti-Social Behaviour	*****	****	****	13* A
Recycling	**	*****	*****	12* A
Affordable Housing	*****	****	***	12* A
Access	**	****	*****	11* A
Street Scene	*****	***	***	11* A
Town centre Development	****	**	****	10* A
Communications	**	***	****	9* B
Business Development	***	**	***	8* B
Vulnerable Persons	****	*	***	8* B
Diversity	**	***	***	9* B
Grantham as a sub-regional	**	*	***	6* Y orZ
Tourism	*	**	*	4* Y orZ
Community Development	*	*	*	3* Y orZ

4.2.2 It is therefore proposed to discount Community Development, Grantham as a Sub regional centre and Tourism from further consideration as priorities, as they do not meet this test.

4.3 **Test Three: Is there sufficient objective data to enable the Council to be confident that it can achieve sustainable improvements in outcomes for a cost effective investment?**

4.3.1. Affordable Housing

**Category Proposed = A**

***Is there sufficient objective evidence to validate the proposed priority?***

Accurate and contemporary data on the gap between housing prices and affordability is difficult to obtain on a District basis. Furthermore there are

significant variations in housing prices within the District of South Kesteven. Increases in national house prices have been cyclical and following a sharp increase over the past three years there is naturally public concern at affordability. Data from the Countryside Agency indicates that the District has an affordability mortgage index of 2.3 (this index compares house prices with average earnings). This is lower and therefore worse than other neighbouring authorities in Lincolnshire, such as South Holland (2.7) and North Kesteven (2.6), but higher and therefore better, than many in the Welland including Rutland (1.4), Melton (2.1) and Harborough (1.9). The stock of Council owned dwellings is amongst the highest in the East Midlands (outside the major cities) and the stock is in good condition. The number of households accepted for re-housing as a result of mortgage arrears has fallen from over thirty in 1999/2000 to five in the past two years. Future supply of affordable homes is heavily dependent upon the use of planning gain and thus constrained by the housing allocations for the District as a whole. Whilst there is no doubt that in the future the Council will wish to see an incremental increase in the supply of affordable homes it is doubtful whether a step change in the supply is deliverable from the resources likely to be available to the Council.

### ***Conclusion***

No, in the light of the discussion above it is proposed that affordable housing be considered as a category B priority for incremental rather than step-change improvement.

***Outcome*** - Consider for category B priority

#### 4.3.2 Recycling

##### ***Category Proposed = A***

##### ***Is there sufficient objective evidence to validate the proposed priority?***

Historically the Council's performance on recycling has placed it in the lowest quartile. This year, if the Council achieves its targets of 12% it may climb out of the bottom quartile, although this is difficult to predict because of the measures being taken by all authorities to meet the Government's targets. To achieve this improvement in performance has required a very considerable investment in financial and managerial resources. Achieving the future targets of 18% in 2005/6 and 25% in 2007/8 will require a further substantial investment and this validates the categorisation of this issue as a first class priority. Although this investment is substantial it is realistic given the achievements of other Councils and provided the financial climate enables the Council to raise the finance necessary to provide these additional services.

### **Conclusion**

Yes the evidence is sufficient to validate the proposed priority

**Outcome** - Priority A confirmed.

#### 4.3.3 Street Scene

**Category Proposed = A**

***Is there sufficient objective evidence to validate the proposed priority?***

In 2000/01 the postal survey reported that 68.6% of the public was satisfied with the cleanliness of street. The average of English Districts that year was 67%, the upper quartile 72% and the lower quartile 62%. In the 2003 postal survey satisfaction in SKDC had fallen to 52%, which is likely to place us in the bottom quartile for District Councils.

As the Council is in direct control of the provision of this service there is no reason to doubt that substantially improved performance can be achieved by a reasonable investment of additional resources

**Conclusion** - Yes the evidence is sufficient to validate the proposed priority

**Outcome** - Priority A confirmed.

#### 4.3.4 Town Centre Development

**Category Proposed = A**

***Is there sufficient objective evidence to validate the proposed priority?***

The data as Appendix C shows a comparative analysis of town-centre activity. From this analysis it would appear that there is some objective data to support this priority. In regard to Grantham this has already been identified as a sub-regional centre that is not fulfilling its potential.

**Conclusion** - Yes the evidence is sufficient to validate the proposed priority

**Outcome** - Priority A confirmed.

#### 4.3.5 Anti-social Behaviour

##### **Category Proposed = A**

##### ***Is there sufficient objective evidence to validate the proposed priority?***

There are three national indicators for anti-social behaviour, burglaries, violent crimes and vehicle crimes

By comparison with all other Districts, none of our indicators are in the best or worst quartiles. However this group contains many urban authorities. By comparison with the fourteen members of our family group, who are much more comparable in terms of geography and population, we have the worst performance for burglaries and vehicle crime and are in the worst quartile for violent crime as well.

In terms of trends the number of burglaries rose between 2000/1 and 2001/2 from 14.0 to 16.3, but has fallen since then to 13.73 for 2002/3. Conversely the number of violent crimes has increased by over 100% from 6.7 in 2000/1 to 14.04 in 2002/3. The number of vehicle crimes has also steadily increased from 10.5 in 2000/1 to 13.12 to 2002/3.

Clearly the Police have responsibilities for Crime, but equally the District Council now has specific statutory responsibilities for tackling anti-social behaviour and considering the impact of their decisions on the level of crime. Given the very high priority given to this issue in all public consultations, it would seem that the Council would be entirely within its rights to use its well-being powers, however this is not necessary because of the existing statutory provision.

The Council's statutory powers and responsibilities under the Crime and Disorder Act 1998 are significant and include the Council as a main partner with the Police and other local agencies in a local Crime & Disorder Reduction Partnership. The Council has already taken an active role in the Partnership, an example being, obtaining the first Anti Social Behaviour Order in Lincolnshire. In the capacity of a main partner the Council has been involved in the development of a crime reduction strategy together with related strategies for the reduction of drug misuse.

Furthermore the Council has a duty under section 17 of the Act to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all it reasonably can, to prevent crime in its area.

The Council has introduced Special Expense Areas to avoid double taxation for Parish functions, and needs to consider the implications of double funding anti-social behaviour work through the Council tax and Police precept. One way of avoiding this could be to focus our energies on anti-social behaviour through:

- A. Our role as a landlord, and in particular the enforcement of tenancy conditions regarding anti-social behaviour. The costs of this work would be a charge to the Housing Revenue Account. We are currently exploring the potential for the introduction of a service charge for tenants in certain estates badly affected by anti-social behaviour in order to fund the employment to neighbourhood wardens or similar services to combat anti-social behaviour problems.
- B. Our role as partners of the Police enabling us to bid for, and direct, Home Office and other funding to ensure it is targeted for greatest effect in combating anti-social behaviour.
- C. Our role as a provider of CCTV, and in particular to ascertain the potential for funding an extension to this scheme through income received from the selling of monitoring services to private sector organisations.
- D. Our role as a provider of leisure activities, can enable us to work with Lincolnshire County Council youth services to provide and deliver diversionary activities to young people at risk of offending.

### ***Conclusion***

There is clear evidence of a higher rate of crime in South Kesteven than in comparable District Councils elsewhere in the country and the recent trends are mainly negative, particularly for violent crime.

***Outcome - Priority A confirmed.***

#### 4.3.6 Access

##### ***Category Proposed = A***

##### ***Is there sufficient objective evidence to validate the proposed priority?***

The most relevant comparable data is the Council's performance on electronic access to services, which at 9% places it in the worst quartile of Councils in the country. A recent external audit report highlighted that this performance placed us bottom in the County and in the Welland. The national target requires 100% compliance by December 2005.

Data on the establishment of contact centres is harder to obtain, however from our own knowledge of development as in neighbouring Councils it is clear that the authority is not at the forefront of innovation in this regard. From a review of the progress made by other authorities it is reasonable to assume that a step-change can be achieved for a realistic investment.

**Conclusion** Yes the evidence is sufficient to validate the proposed priority

**Outcome** - Priority A confirmed.

#### 4.3.7 Business Development

**Category Proposed = B**

***Is there sufficient objective evidence to validate the proposed priority?***

The Council's Economic Development strategy produced in partnership with the Welland authorities highlights the important of business development to the local community.

**Conclusion** Yes the evidence is sufficient to validate the proposed priority

**Outcome** - Priority B confirmed.

#### 4.3.8 Vulnerable Persons

**Category Proposed = B**

***Is there sufficient objective evidence to validate the proposed priority?***

The latest census reveals that the proportion of the population of South Kesteven that is elderly, or very elderly, is the lowest for any District Council in Lincolnshire excluding the City of Lincoln. For comparison less than a fifth of SKDC residents are elderly compared to over a quarter in neighbouring South Holland. The District Council has a very comprehensive care service servicing over 4,500 households, making it one of the largest services in the East Midlands. The Supporting People client team has also recently accredited the service. Information from the census data on vulnerability accords with the data on age by confirming that the proportion of residents with long-term illness, or receiving care, is considerably below the average for England and Wales:

Health Statistics				
Status (all people aged 16-74)	SKDC	England & Wales Average	England & Wales Rank/376	Regional Rank/40
Limiting long term illness	15.9%	18.2%	255	30

General health "not good"	7.2%	9.2%	282	32
People providing unpaid care	9.1%	10.0%	305	38
Providing unpaid care 50 or more hours /wk	1.7%	2.1%	253	30

Given the level of commitment already made by the District the costs of achieving a step-change of performance is likely to be beyond the resources available to the Council. Furthermore as a result of supporting people the role of the District Council has changed significantly from that of commissioner to that of provider.

### ***Conclusion***

Yes, the data on needs, when coupled with the extent of the service already provided does not justify a category A, transformational service. The impact of supporting people, under which the Council's role is transferred from that of commissioner to that of provider of care services, also limits the ability of the Council to achieve step change improvements in these areas. Taking this into account, the prioritisation should be a category B for incremental improvement.

***Outcome*** - Priority B confirmed.

#### 4.3.9 Diversity

##### ***Category Proposed = B***

##### ***Is there sufficient objective evidence to validate the proposed priority?***

The ethnic population of South Kesteven is very low at 1.4%, as are the number of reported racial incidents. However it has to be recognised that the problem faced by ethnic communities may be masked because of the lack of any representational structure. Research into other rural areas such as Norfolk has often found this to be the case. In recent years Lincolnshire as a whole, and particularly the Fens area has seen a rise in the proportion of residents particularly from Portugal and the new EU countries. With the expansion of the European Union this trend may continue in the future. It is also interesting that the only ethnic minority group consulted on this issue made it their highest priority.

Looking more generally at equality issues the Council is only at Level One on the five-point equality standard. The CPA report concluded, “the Council’s approach to the equalities agenda is not strong” (para 66) and “The Council does not have a mechanism in place to seek the views, opinions and concerns of ethnic minority people. This is important as this sector of population is growing and the Council needs to consider how it should be providing services and support and to maintain good community relations” (Para 39). On this performance it will be harder for the Council to demonstrate that it has developed the standards and monitoring arrangements that could be necessary to defend claims of institutional or indirect discrimination.

Progress on these issues does not necessitate a high level of resourcing.

### ***Conclusion***

On a risk assessment basis it would therefore seem prudent to invest in incremental improvements in equalities performance in order to position the Council to evidence high standards of equalities in the event of any future challenges.

***Outcome*** - Priority B confirmed.

#### 4.3.10 Communications and Consultation

##### ***Category Proposed = B***

##### ***Is there sufficient objective evidence to validate the proposed priority?***

The most useful objective data is the CPA inspection, which has now been accepted by the Council. This concluded that “The Council’s limited consultation and engagement with all sectors of the community is a significant weakness” (para 45) and that “The Council has not had an effective, systematic approach to consultation and engagements with all sectors of the community” (para 39)

Whilst consultation and communications do have resource implications, it is likely that incremental progress can be made for a realistic investment. The costs of a step-change in performance would require an investment in communications and consultation, which may be difficult to justify.

***Conclusion*** Yes the evidence is sufficient to validate at least at category B and potentially at category A. It is recommended that it becomes a category B priority but that progress be monitored and reviewed.

***Outcome*** - Priority B confirmed.

4.3.11 Revised proposed priorities following application of test 3:

<b>Issue</b>	<b>Category Proposed:</b>
Anti-Social Behaviour	A
Recycling	A
Street Scene	A
Access	A
Town centre Development	A
Affordable Housing	B
Business Development	B
Vulnerable Persons	B
Communications	B
Diversity	B
Grantham as a sub-regional	Y or Z
Tourism	Y or Z
Community Development	Y or Z

## **Section 5**

### **Consideration of proposed vision, aim and core values**

### **(which have not been subject to the consultation process)**

#### **5.1 Vision**

- 5.1.1 In the report to Council on the 29th November, the Council's current vision "To make the District of South Kesteven an attractive place where people wish to live, work and visit", was reviewed.
- 5.1.2 It was considered whether the term "attractive place" was too narrowly defined and placed undue emphasis on those services, which have a direct impact on the visual appearance of the District, and may, therefore under-value the more invisible service such as care services and benefits.
- 5.1.3 The report considered whether a more embracing and challenging result could be achieved by using the concept of pride. It was argued that Pride in an area is the central lynchpin of local democracy and its absence is often the most poignant criticism ("There is no pride in the community"), which makes it a challenging vision. The concept of pride can also have a positive influence on the delivery of all services. In particular "invisible services" such as benefits and care services can be delivered in a way that either promotes personal and community pride or in a way that demeans the recipient.
- 5.1.4 During the consultation meetings the proposal to amend the Council's vision to the following was explained:

**"To ensure that the residents of South Kesteven are proud of their district and their Council"**

- 5.1.5 The formulation of the Council's vision was considered to be too ambiguous a concept to lend itself to prolonged discussion at a public meeting, however the feed-back to the proposed change appeared to be positive

#### **5.2 Aims**

- 5.2.1 In the November report it was asserted that clear alignment between aims and Cabinet portfolios would make a significant contribution to demonstrating public accountability and co-ordination. It was proposed this is secured by providing a strong linkage between each of the seven ambitions with a Cabinet portfolio:

Portfolio	Aim
<b>Leaders</b>	<b>To ensure that the Communities of South Kesteven are led by a Council committed to quality-</b> Working in partnership to provide excellence in service delivery and careful management of resources from a well-motivated workforce.
<b>Cultural</b>	<b>To ensure that the communities of South Kesteven have access to a broad range of cultural programmes and activities.</b>
<b>Housing</b>	<b>To ensure that the Communities of South Kesteven have good quality housing -</b> With all residents having a decent home at an affordable price.
<b>Environment</b>	<b>To ensure that the Communities of South Kesteven have an attractive environment-</b> That is clean, healthy and free from pollution.
<b>Economic</b>	<b>To ensure that the Communities of South Kesteven have a vibrant economy-</b> That is sustainable and developing to meet the current and future needs of residents.
<b>Community Affairs</b>	<b>To ensure that all Communities in South Kesteven flourish -</b> By preventing crime and developing good transport systems.
<b>Technology</b>	<b>To ensure that the Communities of South Kesteven make the best use of technology-</b> So that it is accessible to both current and future generations.

### 5.3 Core Values

5.3.1 The November report also proposed five core values using the word “Pride” as an acronym for ease of remembrance.

**P**erforming...by resourcing and delivering the Council’s priorities  
**R**especting...all residents and recognising their particular needs  
**I**nforming...residents and enabling them to become involved in the Council  
**D**eveloping...all our communities  
**E**nabling...staff to unlock their full potential

5.3.2 Again the Core Values and Aims have not been subject to extensive external consultation but have been discussed with staff and managers who were supportive of these proposals.

## **5.4 A Diagram of the Corporate Planning Arrangements**

- 5.4.1 The November report also included a linear diagram of the proposed arrangements to clarify the purpose of the vision, aims and priorities and depict the responsibilities of members and officers in their implementation.
- 5.4.2 Following debate and discussion with senior managers, this diagram has been extensively revised, so that it is now shown as a cyclical process, including staff and customers. The amended diagram is enclosed as Appendix D.

## **5.5 Change Management Action Plan**

- 5.5.1 In the light of the proposals in this report, the Change Management Action Plan, approved by Council in January has been revised following consultation with the monitoring group. The plan is enclosed as appendix E and contains the following themes:

Prioritisation and Focus  
Capacity and Resources  
Developing Managers and Members  
Performance Management VFM  
Staff Motivation and Culture

The new plan:

1. Separate out the strategic issues that need to be included within this plan, from the operational matters that support these strategic objectives.
2. Recognise the work competed by the Council in meeting the targets contained within the plan for themes such as scrutiny, priorities and communications.
3. Incorporate findings included within the External Audit report that will have strategic implications for the authority.

## Section 6 Recommendations

**6.1 That the Council adopts the following framework for determining priorities:**

Category	Performance sought	Managerial process
A	Step-change in performance	Transformational leadership
B	Gradual improvement	Transactional management
Y	Adherence to statutory or operational minimums	Efficiency reviews
Z	Disinvestment to free-up resources	Managed retrenchment

**6.2 That the Council thanks all residents who engaged in the consultation exercise, and having considered the results from this process, along with the other factors influencing the Council over the next ten years, determines that the following issues shall become Category A priorities:**

- A. Anti-Social Behaviour
- B. Recycling
- C. Street Scene
- D. Access
- E. Development of the town-centres in Stamford, Bourne and the Deepings and the development of Grantham as a Sub-regional centre.

**6.3 The Council agrees that the following services shall be further considered as potential Category B priorities:**

Affordable Housing  
Business Development  
Vulnerable Persons  
Communications and Consultation  
Diversity  
Planning and Conservation

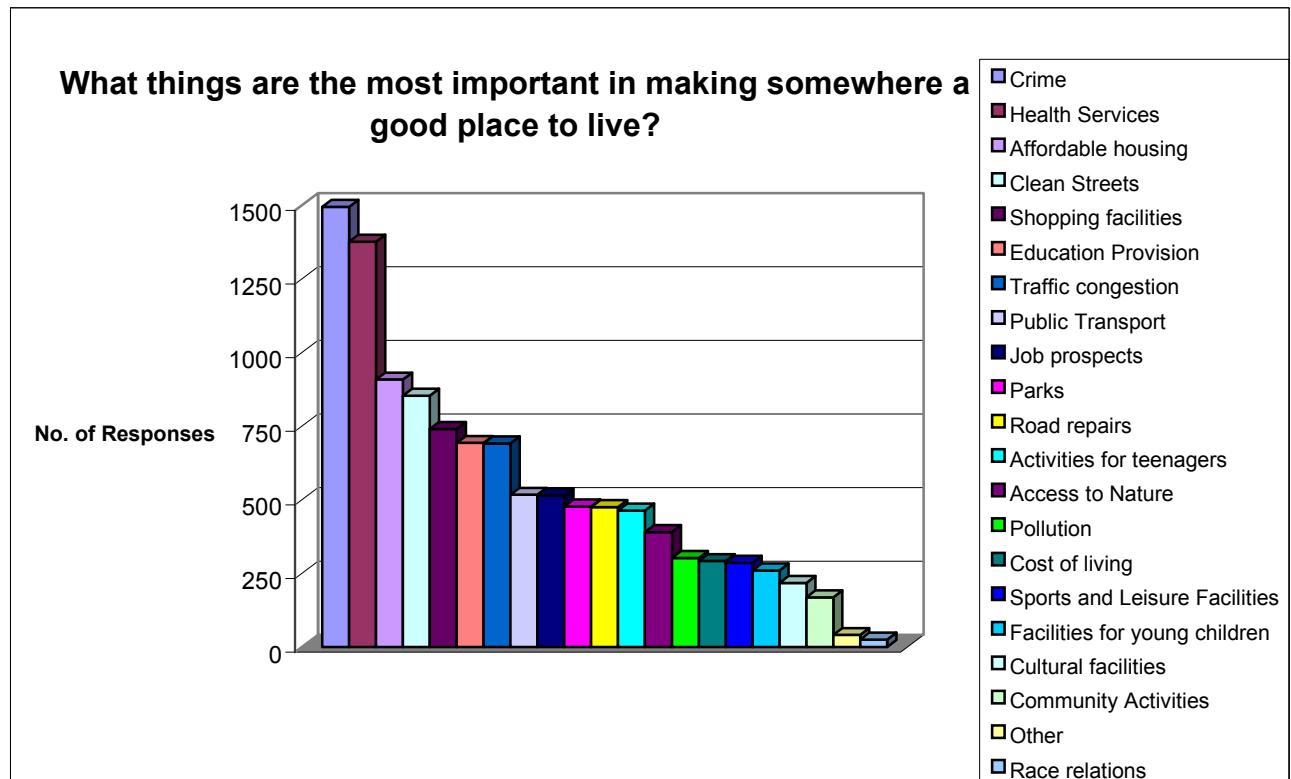
**6.4 That the Council approves the following timetable for the assessment of all services against the priorities of the Council:**

Task	Timetable
<b>Finalise services in Category B and set performance targets for A and B priorities.</b>	<b>July 2004</b>
<b>Assess all existing services against this classification and allocate services between the four categories.</b>	<b>July to September 2004</b>
<b>Assess and set service standards for category Y services.</b>	<b>September to October 2004</b>
<b>Determine speed of implementation for services falling into category Z.</b>	<b>October to November 2004</b>

- 6.5 That the Council approves the new Vision, Aims and Core Values as presented to Council in November and set-out in Section 5 of this report to be effective from the date of this meeting.**
- 6.6 That the Council approves the revised Change Management Action Plan as setout in Appendix E.**
- 6.7 That progress on the achieving the Council's priorities is reported annually to the full Council.**

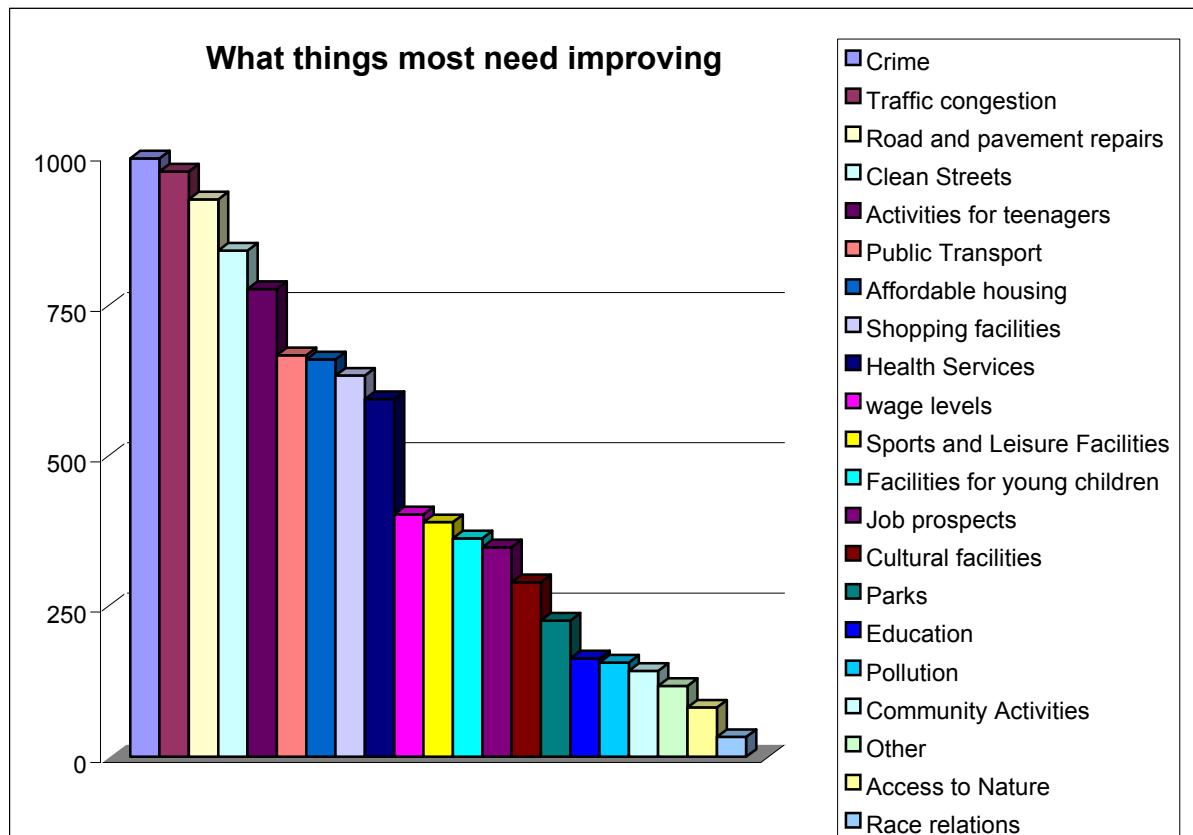
## APPENDIX A – RESULTS FROM POSTAL SURVEY

### General Survey – Question 1 Results



Crime	1494	59.3%	Activities for teenagers	463	18.4%
Health Services	1376	54.6%	Access to Nature	390	15.5%
Affordable housing	908	36.0%	Pollution	302	12.0%
Clean Streets	853	33.9%	Cost of living	292	11.6%
Shopping facilities	740	29.4%	Sports and Leisure Facilities	286	11.4%
Education Provision	693	27.5%	Facilities for young children	260	10.3%
Traffic congestion	691	27.4%	Cultural facilities	218	8.7%
Public Transport	517	20.5%	Community Activities	169	6.7%
Job prospects	515	20.4%	Other	41	1.6%
Parks	477	18.9%	Race relations	25	1.0%
Road repairs	475	18.9%			

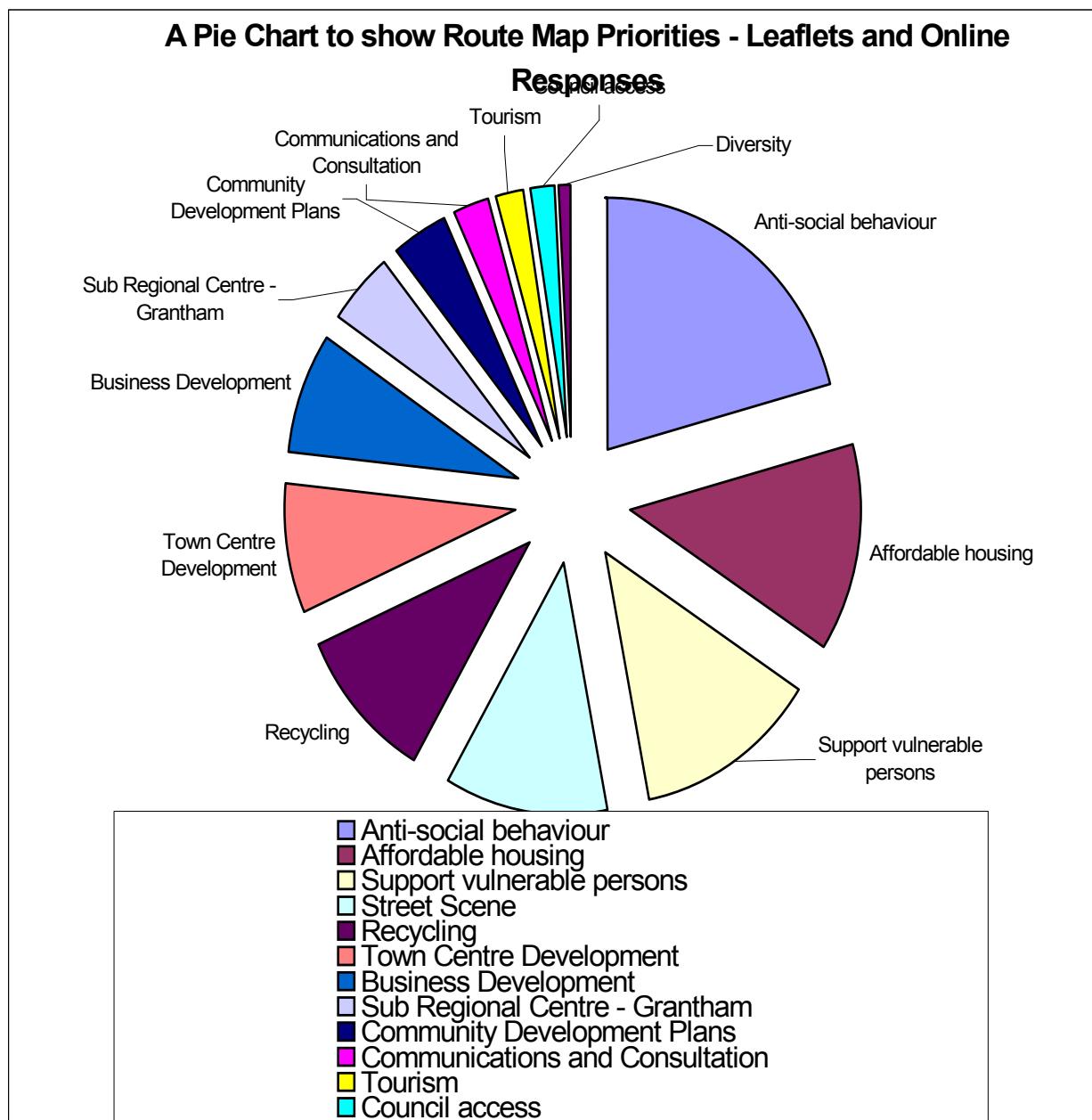
## General Survey – Question 2 Results



Crime	995	39.5%	Facilities for young children	363	14.4%
Traffic congestion	973	38.6%	Job prospects	348	13.8%
Road and pavement repairs	927	36.8%	Cultural facilities	290	11.5%
Clean Streets	842	33.4%	Parks	226	9.0%
Activities for teenagers	778	30.9%	Education	164	6.5%
Public Transport	668	26.5%	Pollution	157	6.2%
Affordable housing	661	26.2%	Community Activities	143	5.7%
Shopping facilities	634	25.2%	Other	118	4.7%
Health Services	595	23.6%	Access to Nature	82	3.3%
wage levels	403	16.0%	Race relations	33	1.3%
Sports and Leisure Facilities	390	15.5%			

## APPENDIX B- RESULTS FROM PUBLIC MEETINGS

### Route Map Survey and Public Meetings – Results summary



<b>Priority</b>	Score	%
Anti-social behaviour	1316	21%
Affordable housing	833	13%
Support vulnerable persons	804	13%
Street Scene	716	11%
Recycling	617	10%
Town Centre Development	533	8%
Business Development	487	8%
Sub Regional Centre - Grantham	286	5%
Community Development Plans	249	4%
Communications and Consultation	165	3%
Tourism	123	2%
Council access	103	2%
Diversity	46	1%

## **Route Map Survey and Public Meetings – Results summary**

SKDC Priority Area	Route Map Survey and Public Meetings – Results summary								Numbers of cards	Weighted score	Rank
	Bourne	Stamford	Colsterw'th	Marston	Grantham	Folkingham	Deepings	Total			
Anti-Social Behaviour	186.88	251.00	114.03	76.02	159.04	96.96	89.04	972.97	89	10.93	1st
Street Scene	160.99	236.90	98.01	63.98	162.08	76.00	92.00	889.96	88	10.11	2nd
Vulnerable Persons	172.89	209.00	91.98	59.01	133.98	94.00	87.00	847.86	86	9.86	3rd
Affordable Housing	170.05	212.13	90.00	63.98	141.00	73.99	93.04	844.19	88	9.59	4th
Business Development	141.90	211.00	78.03	70.98	139.95	42.00	66.99	750.85	86	8.73	5th
Town Centres	132.96	218.90	78.03	51.03	148.95	58.00	38.01	725.88	84	8.64	6th
Communications	143.99	197.10	99.00	61.02	112.95	71.04	66.00	751.10	90	8.35	7th
Recycling	121.92	177.03	88.02	45.01	104.00	70.00	63.00	668.98	85	7.87	8th
Tourism	109.98	215.00	63.99	42.98	111.00	56.00	52.01	650.96	88	7.40	9th
Community Development	81.00	117.00	74.00	56.98	96.96	57.96	43.98	527.88	84	6.28	10th
Access	106.08	157.04	54.99	39.97	97.50	49.04	55.00	559.62	90	6.22	11th
Diversity	78.03	108.99	51.03	22.98	98.94	49.04	68.00	477.01	86	5.55	12th
Grantham Sub-region	55.95	65.07	70.02	55.02	172.96	48.00	22.00	489.02	90	5.43	13th

## Route Map Survey and Public Meetings Results (All Local Priorities shown in italics) - Bourne

<b>Bourne Public Meeting 65 Attendees</b>	<b>Score</b>
Anti-Social Behaviour	11.68
Vulnerable Persons	10.17
Street Scene	9.47
Business Development	9.46
Affordable Housing	8.95
Communication	8.47
Town Centres	8.31
Recycling	7.62
Access	6.24
Tourism	6.11
Community Development	5.40
Diversity	4.59
Grantham Sub-region	3.73
<b>No local priorities identified</b>	

<b>Postal and Internet Responses</b>	<b>Score</b>
Anti-social behaviour	182
Affordable housing	118
Support vulnerable persons	114
Street Scene	99
Town Centre Development	92
Recycling	71
Business Development	52
Community Development Plans	27
Communications and Consultation	25
Council access	12
Tourism	11
Diversity	4
Sub Regional Centre - Grantham	3
<b>Total</b>	<b>810</b>

## Route Map Survey and Public Meetings Results - Deepings

<b>Deepings 16 Attendees</b>	<b>Score</b>
<i>Public Transport</i>	12.125
<i>Engaging Young People + facilities</i>	11.86
Affordable Housing	11.63
Street Scene	11.50
Anti-Social Behaviour	11.13
<i>Deepings Leisure Centre</i>	10.00
Vulnerable Persons	10.875
Business Development	9.57
<i>Multi Purpose Centre</i>	8.75
Diversity	8.50
Communications	8.25
Recycling	7.875
Tourism	7.43
Community Development	7.33
Access	6.875
Town Centres	5.43
Grantham Sub-Region	2.75

<b>Postal and Internet Responses</b>	<b>Score</b>
Anti-social behaviour	124
Support vulnerable persons	98
Affordable housing	61
Recycling	53
Street Scene	52
Business Development	44
Community Development Plans	26
Town Centre Development	16
Council access	13
Communications and Consultation	10
Tourism	9
Diversity	1
Sub Regional Centre - Grantham	0
<b>Total</b>	<b>507</b>

## Route Map Survey and Public Meetings Results - Grantham

<b>Grantham 55 attendees</b>	<b>Score</b>
Grantham Sub Region	10.81
Street Scene	10.13
<i>Sustainable Planning</i>	10.05
Anti-Social Behaviour	9.94
Town Centres	9.93
Vulnerable Persons	9.57
Affordable Housing	9.40
Business Development	9.33
Public Toilets	9.00
<i>Public Transport</i>	8.38
Parks & Open Spaces	7.75
Communications	7.53
Tourism	7.40
<i>Residents Parking</i>	7.18
Recycling	6.50
Access	6.50
<i>Affordable Meeting Room</i>	6.50
Community Development	6.06
Diversity	5.82
<i>Cultural Arts Centre</i>	5.79
<i>A low council tax</i>	4.20

<b>Postal and Internet Responses</b>	<b>Score</b>
Anti-social behaviour	353
Support vulnerable persons	204
Affordable housing	200
Street Scene	184
Sub Regional Centre - Grantham	168
Business Development	168
Town Centre Development	163
Recycling	150
Community Development Plans	40
Council access	24
Diversity	17
Tourism	16
Communications and Consultation	11
<b>Total</b>	<b>1698</b>

### **Route Map Survey and Public Meetings Results - Rural North**

<b>Hougham/Marston 20 attendees</b>	<b>Score</b>
<i>Engaging Rural communities</i>	13.00
<i>Planning Control</i>	11.71
Anti-Social Behaviour	10.86
Engaging Young People	10.50
Communication	10.17
Business Development	10.14
<i>SKDC Housing Management</i>	10.14
Public Transport	10.00
Street Scene	9.14
Affordable Housing	9.14
Vulnerable Persons	8.43
Community Development	8.14
Town Centres	7.29
Grantham Sub-Region	7.86
Recycling	6.43
Tourism	6.14
Access	5.71
Diversity	3.83

<b>Postal and Internet Responses</b>	<b>Score</b>
Anti-social behaviour	245
Affordable housing	153
Support vulnerable persons	147
Recycling	109
Street Scene	105
Business Development	96
Town Centre Development	93
Sub Regional Centre - Grantham	64
Community Development Plans	63
Communications and Consultation	38
Council access	28
Tourism	17
Diversity	0
<b>Total</b>	<b>1158</b>

### **Route Map Survey and Public Meetings Results - Rural Central and South**

<b>Folkingham 15 attendees</b>	<b>Score</b>
Anti-Social Behaviour	12.12
Vulnerable Persons	11.75
Affordable Housing	10.57
Street Scene	9.50
Communications	8.88
Recycling	8.75
Community Development	8.28
Tourism	8.00
Town Centres	7.25
Diversity	6.13
Access	6.13
Grantham Sub-region	6.00
Business Development	5.25

<b>Colsterworth 22 attendees</b>	<b>Score</b>
Anti-Social Behaviour	12.67
<i>Planning</i>	11.44
Communication	11.00
Street Scene	10.89
<i>Leisure for young people</i>	10.89
Vulnerable Persons	10.22
Affordable Housing	10.00
Recycling	9.78
Community Development	9.25
<i>Public Transport</i>	8.83
Business Development	8.67
Town Centres	8.67
<i>SKDC Housing Management</i>	8.33
<i>SKDC Legal Services</i>	8.11
Grantham Sub-region	7.78
Tourism	7.11
Access	6.11
Diversity	5.67

<b>Postal and Internet Responses</b>	<b>Score</b>
Recycling	54
Anti-social behaviour	73
Affordable housing	68
Support vulnerable persons	47
Street Scene	43
Business Development	39
Town Centre Development	39
Sub Regional Centre - Grantham	37
Community Development Plans	23
Tourism	15
Council access	11
Communications and Consultation	2
Diversity	0
Total	451

## Route Map Survey and Public Meetings Results - Stamford

<b>Stamford 80 attendees</b>	<b>Score</b>
<i>Public Toilets</i>	11.30
<i>Leisure</i>	10.50
<i>Traffic/Parking</i>	10.38
Street Scene	10.30
Anti-Social Behaviour	10.04
Town Centres	9.95
Vulnerable Persons	9.50
<i>Planning and Conservation</i>	9.42
<i>Civic Amenity Site</i>	9.33
Affordable Housing	9.22
Tourism	8.60
Business Development	8.44
Recycling	8.43
Communication	7.30
Access	6.04
Diversity	5.19
Community Development	4.68
Grantham Sub-region	2.41

<b>Postal and Internet Responses</b>	<b>Score</b>
Anti-social behaviour	268
Street Scene	198
Affordable housing	181
Support vulnerable persons	142
Recycling	138
Town Centre Development	105
Business Development	61
Tourism	52
Community Development Plans	43
Communications and Consultation	40
Council access	6
Diversity	4
Sub Regional Centre - Grantham	0
Total	1238

## Route Map Consultation in the Isaac Newton Shopping Centre Results

<b>Antisocial Behaviour</b>	160
<b>Street Scene</b>	127
<b>Affordable Housing</b>	97
<b>Town Centre Development</b>	81
<b>Vulnerable People</b>	75
<b>Recycling</b>	66
<b>Grantham Sub Regional Centre</b>	36
<b>Tourism</b>	33
<b>Diversity</b>	22
<b>Business Development</b>	21
<b>Community Development</b>	18
<b>Access to Services</b>	16
<b>Communications</b>	7
<b>Total Votes</b>	759

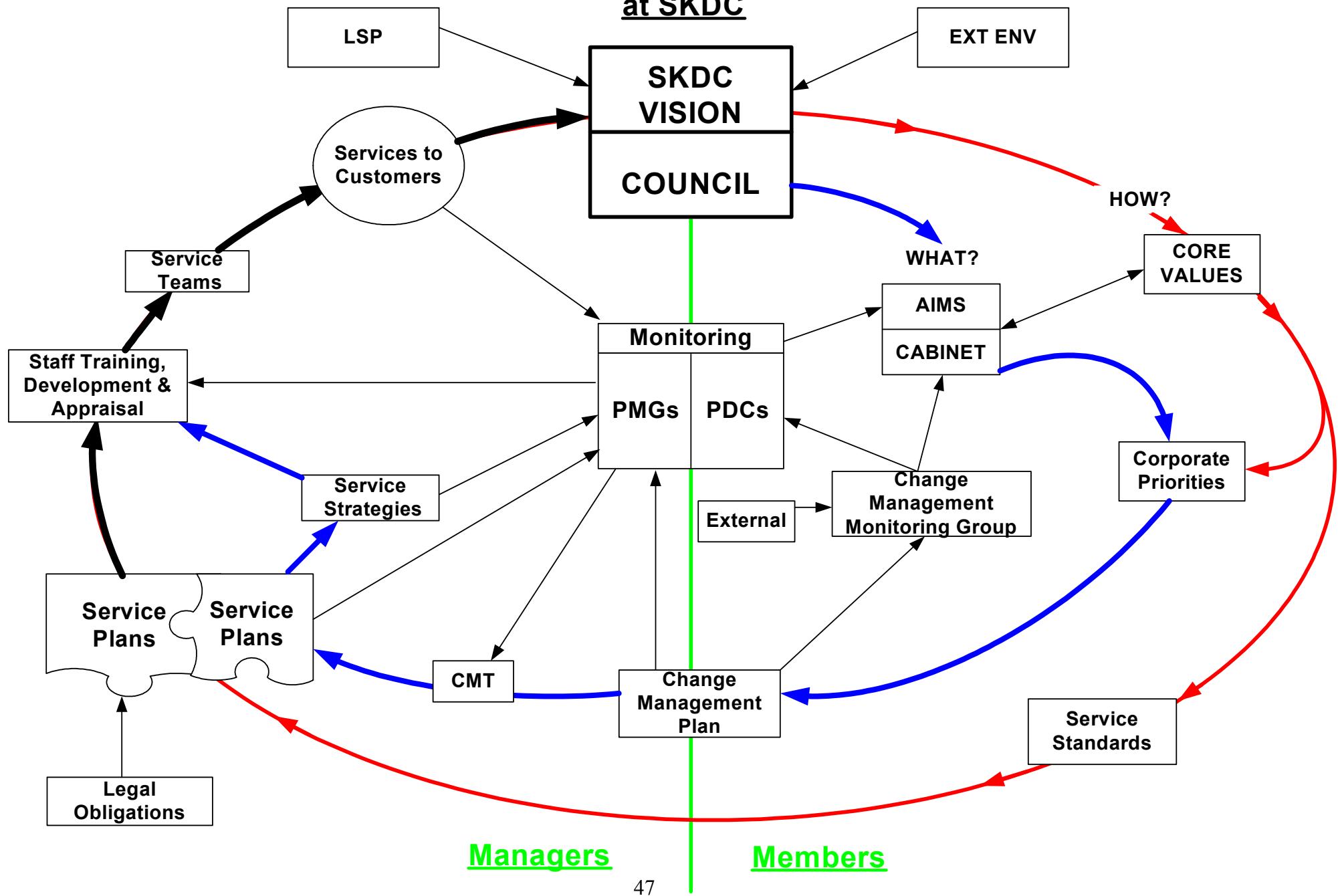
## Appendix C

### Comparative Analysis of Town Centre Activity

Authority/Main Town	Population All People	<u>Economically Active</u> 16-74	No of people in employment 16-74	Main Sector of employment	Numbers Employed in main sector	Unemployment	No of Shop Vacancies	No of comparison goods stores
<b>South Kesteven DC</b> <b>Grantham</b>	<b>124,792</b>	<b>89,383</b>	<b>61,060</b>	<b>Manufacturing</b>	<b>11,568</b>	<b>2.5% (1.1% Jan 04)</b>		
	<b>33,918</b>	<b>23,747</b>	<b>15,544</b>	<b>Wholesale, retail etc.</b>	<b>3,332</b>	<b>2.8% (1.4% Jan 04)</b>	<b>28 (Feb 04***)</b>	
<b>Breckland</b>	<b>121,418</b>	<b>58,063</b>	<b>55,612</b>	<b>Manufacturing</b>	<b>10,290</b>	<b>2.6%</b>	<b>No information</b>	<b>No information</b>
<b>Thetford</b>	<b>21,588</b>	<b>15,300</b>	<b>10,311</b>	<b>Manufacturing</b>	<b>2,649</b>	<b>3.6%</b>		
<b>Cherwell DC</b> <b>Banbury</b>	<b>131,785</b>	<b>72,185</b>	<b>70,241</b>	<b>Wholesale, retail etc.</b>	<b>13,133</b>	<b>1.9%</b>	<b>No information</b>	<b>No information</b>
	<b>41,802</b>	<b>29,968</b>	<b>21,728</b>	<b>Wholesale, retail etc.</b>	<b>4,921</b>	<b>2.3%</b>		
<b>Congleton Borough</b>	<b>90,655</b>	<b>46,215</b>	<b>44,577</b>	<b>Manufacturing</b>	<b>9,545</b>	<b>2.0%</b>	<b>83 (1999)</b>	<b>249 (1999)</b>
<b>Congleton</b>	<b>25,750</b>	<b>11,668</b>	<b>11,299</b>	<b>Manufacturing</b>	<b>2,809</b>	<b>2.1%</b>	<b>44 (1999)</b>	<b>109 (1999)</b>
<b>Harrogate Borough</b> <b>Harrogate</b>	<b>151,336</b>	<b>77,941</b>	<b>75,755</b>	<b>Wholesale, retail etc.</b>	<b>12,842</b>	<b>1.8% (1.2% 2002**)</b>	<b>No information</b>	<b>No information</b>
	<b>72,979</b>	<b>52,143</b>	<b>36,151</b>	<b>Wholesale, retail etc.</b>	<b>6,323</b>	<b>2.0%</b>		
<b>East Northants DC</b>	<b>76,550</b>	<b>39,842</b>	<b>38,396</b>	<b>Manufacturing</b>	<b>8,073</b>	<b>2.5%</b>	<b>No information</b>	<b>No information</b>
<b>Rushden</b>	<b>25,849</b>	<b>13,384</b>	<b>12,789</b>	<b>Manufacturing</b>	<b>2,859</b>	<b>3.2%</b>		
<b>High Peak Borough</b>	<b>89,433</b>	<b>45,532</b>	<b>43,698</b>	<b>Manufacturing</b>	<b>9,528</b>	<b>2.6%</b>	<b>No information</b>	<b>No information</b>
<b>Glossop</b>	<b>16,667</b>	<b>8,872</b>	<b>8,526</b>	<b>Manufacturing</b>	<b>1,688</b>	<b>2.8%</b>		

## **CORPORATE PLANNING ARRANGEMENT**

at SKDC



## APPENDIX E – REVISED CHANGE MANAGEMENT PLAN

Plan no	Source	Theme	Subject	Action	Completion	By
1.1	CPA	Prioritisation and Focus	Vision	Prepare, communicate and market new priorities and arrangements.	Jun-04	DK
1.2	SKDC	Prioritisation and Focus	Access	To prepare four-year strategy, action plans and targets.	Jun-04	IY
1.3	SKDC	Prioritisation and Focus	Targets for Priorities	Finalise Category Bs and set 4 year targets for As and Bs	Jul-04	DK
1.4	SKDC	Prioritisation and Focus	Assessment of services	Score all services and functions between A,B,Y or Z	Sep-04	DK
1.5	SKDC	Prioritisation and Focus	Crime and Anti-social behaviour	To prepare four-year strategy, action plans and targets.	Sep-04	JP
1.6	SKDC	Prioritisation and Focus	Minimum Standards	Set for all services coming within Y	Oct-04	DK
1.7	SKDC	Prioritisation and Focus	Recycling	To prepare four-year strategy, action plans and targets.	Oct-04	IY
1.8	SKDC	Prioritisation and Focus	Freeing resources	Determine speed of implementation for services falling within Y or Z.	Nov-04	DK
1.9	SKDC	Prioritisation and Focus	Street Scene	To prepare four-year strategy, action plans and targets.	Nov-04	IY
1.10	SKDC	Prioritisation and Focus	Town-centre development	To prepare four year action plans and targets.	Dec-04	JP
1.11	SKDC	Prioritisation and Focus	Grantham as a sub-regional centre	To prepare four year action plans and targets.	Apr-05	JP
1.12	CPA	Prioritisation and Focus	Community Plan	To improve the focus and prioritisation of the document.	Apr-05	JP
2.1	CPA	Capacity and resources	Risk Management	Approve strategy	Jun-04	JB
2.2	CPA	Capacity and resources	Procurement	Prepare procurement position statement	Aug-04	JB

2.3	CPA	Capacity and resources	Workload analysis	To review when priorities agreed	Sep-04	DK
2.4	EA	Capacity and resources	Financial services	To review capacity to meet Council requirements and accounts approval	Sep-04	JB
2.5	EA	Capacity and resources	Reserves	To review appropriate level following 03/04 out-turn	Sep-04	JB
2.6	CPA	Capacity and resources	Shifting resources	To prepare long term financial budgets in the light of the agreed priorities	Nov-04	JB
2.7	CPA	Capacity and resources	vfm	Assess vfm for all services and report on this and financial management to Councillors	Nov-04	JB
3.1	CPA	Developing managers and members	Member Development	To identify key competencies required for non-exec members.	Jun-04	CS
3.2	CPA	Developing managers and members	Roles of managers	To assess and develop SKDC preferred leadership style.	Sep-04	CS
3.3	CPA	Developing managers and members	Limited corporate capacity below CMT	Assessment of gap to core competencies (cc) for senior managers	Nov-04	CS
4.1	CPA	Performance Management and VFM	PM culture	Implement Service Plans	Jun-04	DK
4.2	SKDC	Performance Management and VFM	Service Standards	Set corporate service standards	Jul-04	DK
4.3	SKDC	Performance Management and VFM	Planning Performance	To determine structure and systems required to meet targets set in BVPP	Jul-04	SM

4.4	BFI	Performance Management and VFM	Performance Standards	To prepare action plan for meeting BFI	Aug-04	JB
4.5	SKDC	Performance Management and VFM	E-Gov	Prepare and implement action plan to meet Dec 05 target	Sep-04	IY
4.6	SKDC + CPA	Performance Management and VFM	Diversity	To reach level 2	Mar-05	CS
5.1	CPA	Staff motivation and Culture	Leadership of HR issues	To review HR responsibilities of managers	Aug-04	DK
5.2	CPA	Staff motivation and Culture	Training	Prepare and implement programme to ensure training supports business needs	Sep-04	CS
5.3	CPA	Staff motivation and Culture	Employee contribution and growth strategy	To progress alongside HR strategy.	Oct-04	CS
5.4	CPA	Staff motivation and Culture	Culture	Assess key dimensions of high performing culture and implement change programme	Dec-04	DK
5.5	CPA	Staff motivation and Culture	Sharing best practice and learning	Implement strategy to improve.	Dec-04	CS
5.6	SKDC	Staff motivation and Culture	IIP	To secure Corporate accreditation	Dec-05	CS