

DRAFT **Appendix 4**

South Kesteven Sustainable Communities Strategy: Action Plan 2006-2011

Foreword

Local Strategic Partnership Chairperson

District Profile

South Kesteven incorporates the market towns of Grantham, Stamford, Bourne and the Deepings with numerous villages and hamlets. The population is estimated to be 133,000 with 52,000 households. The highest concentration of people and population density is in Grantham (38,000 people), the administrative centre for the district.

South Kesteven has a growing population with a projected 30% increase in households over the next ten years. The district's growth is particularly noticeable in the early 40s age bands, with dependant young children and teens. There is a 30% reduction in the late teen population between 17-19 years and this reduction continues through the 20s recovering in the late 30s. In terms of a growing ethnic minority population, despite census figures reporting only 1.6% of Lincolnshire population being from ethnic minority communities, South Kesteven is experiencing a growth in communities from other countries, including Portugal and the Baltic states, Brazil and China (particularly Grantham).

South Kesteven has relatively low levels of unemployment (2.1%) compared with England & Wales (3.1%). The district has the highest average earnings in Lincolnshire, due in part to the industrial companies around Grantham, many small companies throughout the district, considerable public sector employment and a sizeable number of commuters to industries and offices in Nottingham, Peterborough and the South, including London. Although in contrast, there is much low-pay, low-skill employment as well, such as agriculture, catering, food processing and packing. 27% of people aged 16-74 years have no formal qualifications; 17% have a qualification at degree level or higher.

What is the Sustainable Communities Strategy Action Plan (Community Plan)?

This strategy will set out the vision and priorities for the South Kesteven area, with the Local Area Agreement (LAA) defining the detailed outcomes. This document acts as the detailed action plan to achieving the priorities and objectives of the Community Plan. The Community Plan is the overarching 'umbrella' strategy for all local service providers within a locality to aim for, and set their strategic objectives and priorities against. This document refines the strategy to operational capacity; through the Local Strategic

Partnership (LSP) the Sustainable Communities Strategy Action Plan sets itself targets, objectives and performance measures for the benefit of the local area.

The South Kesteven Community Strategy and its Sustainable Community Strategy Action Plan will directly feed into the Lincolnshire County Community Strategy. Part of the movement towards the County Sustainable Community Strategy will involve a much closer alignment of the Local Development Framework with the Community Strategy, and with the County Structure Plan with the Community Strategy for Lincolnshire. The Lincolnshire Assembly are responsible for the County Community Strategy and the associated Local Area Agreements, South Kesteven Community Plan will feed in from a 'bottom up' approach the local level issues, in order that the 'top down' policies will be beneficial for the South Kesteven area.

Our South Kesteven Local Strategic Partnership

The South Kesteven Local Strategic Partnership is structured in a way to allow greater community representation whilst also being streamlined enough to achieve 'on the ground' outcomes. Thus the LSP has a Board of representatives that steer the Executive to achieving the desired targets for the Community Plan. The Board is responsible for the preparation and implementation of the Community Plan and the Sustainable Communities Strategy Action Plan for South Kesteven. Their job is to receive reports from the Executive and the adjoining Task & Finish Groups on the progress and achievements relating to the Community Plan. The Board are also responsible for developing coherent complimentary policies to provide leadership representing the views of residents of the South Kesteven area in all major issues of concern.

The LSP Executive has a role in achieving this plan. Their duties are to achieve the aims and objectives of the Board by coordinating a collective response to issues raised, and targets identified. The Executive co-ordinates the work of Task & Finish Groups, by providing support, resource and assistance. Task & Finish Groups are formed and disbanded by the Executive in order to achieve one or more particular objectives highlighted within the Community Plan. The Executive is also charged with marketing the Local Strategic Partnership and its activities. For more information on the structure of the Local Strategic Partnership please contact the secretariat for a copy of the South Kesteven LSP Terms of Reference.

The partners of the Board of the Local Strategic Partnership are not exhaustive, local businesses, community groups, partnerships and interested parties are accepted as applied. The Executive of the LSP is chosen annually by the Board, and is guided by active services deliverers with resources to achieve.

The 2006 Executive includes: -

- Community Council for Lincolnshire
- South Kesteven District Council
- Council for Voluntary Service

- Welland Sub Regional Strategic Partnership / Lincolnshire Enterprise
- (Lincolnshire Primary Care Trust)
- Lincolnshire Police
- Lincolnshire County Council

The Community Plan Action Plan aims to align the strategies of local partners and ensure that they work together for the prosperity of South Kesteven. This may not mean a new leisure centre or hospital, but more simpler improvements to service delivery, that open up opportunity for the public or service users, improve efficiency and effectiveness of schemes and initiatives undertaken by both individual partners and the Local Strategic Partnership, identify cost savings, reduce duplication and ensure that the objectives of each partner are achieved with support from other key partners in the South Kesteven area.

Lincolnshire & South Kesteven Local Area Agreements

In the Local Area Agreements (LAAs) prospectus, published on 27th July 2004, the government set out the key aims of the LAAs to improve central/local relations; to improve service delivery, to improve efficiency; to improve partnership working; and to enable local authorities to provide better leadership. The agreements were clearly set in the wider context of the government's ten-year strategy to build a new relationship between central and local government, based on mutual trust and responsibility.

A Local Area Agreement is a three year agreement that sets out priorities for a local area agreed between central government, represented by the government office, and a local area, represented by the local authority and Local Strategic Partnership (LSP) and other key partners at local level. It will be refreshed annually which will enable changes in national or local priorities to be reflected; an example being the Government's Spending Review 2006. The initial LAA prospectus established the general principle that LAAs would be outcome based and would enable Local Authorities and their partners to deliver national outcomes in a way that reflects local priorities, particularly those identified in Community Strategies, which in turn reflect other strategies, such as the Local Neighbourhood Renewal Strategy, Crime & Drugs Strategies and the Childrens & Young Peoples Plan. This will give Local Authorities and their partners the flexibility to find local solutions to local problems, and to prioritise spending to achieve the outcomes identified in a LAA.

The agreement is made up of outcomes, indicators and targets aimed at delivering a better quality of life for people through improving performance on a range of national and local priorities. The priorities are grouped around five blocks:

1. Children & Young People
2. Safer & Stronger Communities
3. Healthier Communities and Older People
4. Economic Development & Enterprise
5. Sustainable Communities & Housing

These blocks provide a very wide-ranging coverage of issues in a local area. However the priorities need to be confined to these blocks. The government is encouraging local areas to consider other cross cutting priorities that do not fit into the four blocks but can be tackled through the Local Area Agreement. These blocks provide an opportunity to be innovative, provide leadership and allow creative solutions to local need.

The Local Area Agreements neatly fit in with the Local Priorities titled below. This action plan is where the 'top down' national and regional policies meet with the Local need and requirement 'bottom up' to form a plan of action for the local area to take forward, without neglecting the requirements of the region and nation. Whilst this Action Plan has taken a community lead in prioritising certain themes, it does not neglect other issues & themes within the community; i.e. Environment, Climate Change, Transport & Access, Rural issues, Health. The actions merely prioritises the issues that have arisen from the Local Area Profile and Residents Survey. Issues and themes not included are not excluded, and the LSP will analyse and address these as they occur or are brought to 'the table'. Inevitably when the LSP takes a community lead and prioritises its work, something is ultimately not a 'key' priority, and the LSP should not put itself in a position whereby capacity cannot be achieved.

Targets are achieved through the Local Area Agreements and Partners Service/Partner Plans whereby evidence is measured by the Local Area Agreement outcome and joint partnership working to achieve.

The LSP undertook an evidenced based approach to prioritisation, this included developing a Local Area Profile (LAP), cross referencing that to local need and requirement through a residents survey, and then crossing this evidence with the amount of public expenditure allocated to the themes from national or regional government. This profile can be found within the appendix. An Action Plan for each theme is listed below.

The Action Plans

1. Community Safety

In November 2005 the Government published their National Community Safety Plan 2006 – 2009. Britain is a more prosperous, better-educated and healthier country than ever before. But this progress has also been accompanied by a loosening of traditional ties and less respect within and between communities. Like other countries in the developed world, we face new threats and are confronted by challenges of tackling crime, anti-social behaviour, drug addiction, organised crime and terrorism.

South Kesteven faces challenges but not on the scale of other places. Crime in the area remains relatively low, anti-social behaviour and drug addiction exists but is being actively tackled by the various agencies. The East Coast mainline train service, A1 main road and other major roads provide the opportunity for criminals to travel around the country.

The Government's priorities over the next three years are built around five themes:

1. Making communities stronger and more effective
2. Further reducing crime and anti-social behaviour
3. Creating safer environments
4. Protecting the public and building confidence
5. Improving people's lives so they are less likely to commit offences or re-offend

South Kesteven LSP will also focus on these key community safety areas in the various aspects of work that it undertakes.

The Government's key priorities for LSPs for 2006 – 2009, which relate to community safety are to:

- Develop the local Sustainable Community Strategy and manage its delivery; and
- Take the lead role in negotiating and refreshing Local Area Agreements (LAAs).
- Take the lead role in negotiating LAAs ensuring community safety is reflected across all four LAA blocks; and
- Manage the performance of the community safety element of the LAAs, which have already been negotiated.

The Crime and Disorder Act 1998 created Crime and Disorder Reduction Partnerships (CDRP). South Kesteven has a CDRP, which is the key local driver for community safety strategic planning and delivery, bringing together all the main players at a local level, including the police, district and county council, police authority, fire and rescue authority and primary care trust as the responsible authorities under the Act. The CDRP is the delivery vehicle for the LSP theme on Community Safety.

Additionally South Kesteven has added the Drug and Alcohol Action Team (DAAT), National Probation Service and the Youth Offending Service as invited organisations to create a wider partnership.

The Government's key priorities for the CDRPs for 2006/09 are to:

- Deliver Crime reduction targets
- Play a leading role in the development of the Safer and Stronger Communities block of Local Area Agreements
- Encourage collaboration between agencies
- Ensure that sufficient arrangements are in place to deliver a range of engagement opportunities for local communities and to respond to their concerns; and
- Ensure arrangements are in place for a joint intelligence led approach to solving local problems.

The Government's specific priorities for CDRP's in 2006/07 are to:

- Manage their performance against crime reduction targets, ensuring that delivery remains in line with trajectory;
- Develop more effective ways of working with Criminal Justice Boards, building on soon to be issued guidance.
- Continue to lead the Priority and Prolific Offenders Strategy;

- Work in partnership with key agencies nationally, regionally and locally to identify, generate and share good practice in tackling violent crime, in particular alcohol related and domestic violence.

South Kesteven Crime and Disorder Strategy 2005/08

Formulation of the Strategy has already occurred following a lengthy Crime Audit, whereby information was collated from many different sources, including statistical information from the Police, the British Crime Survey, Iquanta (Government information). The LSPs role is to oversee the CDRP's role in delivering to this strategy and to ensure performance management is suitable. Consultation events were held with the wider local community including a variety of local groups, including local politicians from the numerous parish councils. The Government utilised the results of the British Crime Survey to standardise the targets of each CDRP, by producing comparator crimes against which the targets are set and also against which the CDRP's performance will be judged.

The partnerships have agreed certain priorities and targets. The key objectives are:

- To reduce drug related crime.
- To reduce vehicle crime
- To reduce criminal damage
- To reduce anti-social behaviour
- To reduce violent crime and domestic violence
- To reduce business crime particularly theft and handling
- To reduce race and hate crime
- To increase confidence of reporting crime and incidents

For more detailed information relating to the activities of the South Kesteven CDRP refer to the Crime and Disorder Strategy. Whilst domestic burglary does not feature as a category on its own it is proactively tackled by the police and comes within the drug related crime arena.

The fear of crime and its associated wider problems cannot be addressed by an individual or an individual agency, they require the focus of a co-ordinated multi-agency approach, that offers leadership, vision and sustained effort from those involved. The South Kesteven LSP and CDRP strategies will enable the partners and other organisations to work together, to pool their expertise and utilise their specific skills. Through the LSP and CDRP organisations will have the opportunity to come together to concentrate on practical action, which will lead to a reduction in crime and anti-social behaviour.

Strategic Priority: Community Safety				
Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
Partnership Patrol. Periodic multi agency patrols responding to both intelligence and incidents of crime and disorder. To attend at licensed premises where it is suspected that breaches in the licence or the law are occurring or to conduct a routine check.	<ul style="list-style-type: none"> Reduction in alcohol related violence and anti-social behaviour Reduction in other alcohol related crime and disorder Reduction in licensees serving drunken customers Increased safety in and around licensed premises Reduction in under aged drinking Reduction in 'binge' drinking A safer night time economy 	Lincolnshire Police SKDC Environmental Health Community Safety Team Lincolnshire Fire and Rescue South West Lincs PCT Lincolnshire DAAT	In Kind	April 2006 – March 2009
Community Drug Response Team. To support eight drugs outreach workers to target drug 'hotspots' and provide services and support to drug users and the community.	<ul style="list-style-type: none"> Reduction in the costs of crime Benefits to the communities Health and Social Care Savings Reduction in the numbers of individuals involved in substance misuse Increases in the number of persons in treatment 	Lincolnshire DAAT Addaction Lincolnshire Boston Community Safety Partnership East Lindsey Community Safety Partnership Lincoln Crime Reduction Executive NK CDRP SH CDRP SK CDRP West Lindsey Crime and Disorder Group.	To continue	Established April 2004 until March 2007
Pubwatch Link The scheme facilitates the partnership working of licensed trade operators in the SKDC area. To operate	Reduction in drink related anti-social behaviour and drug misuse in licensed premises	SKDC Lincolnshire Police DAAT	£5,000	Already established and will continue to March 2009

an information exchange process identifying disorderly customers.				
Oasis A 24 hour hotline to support carers and families affected by substance misuse.	Reduction in substance misuse Reduction in crime	DAAT SKDC	£10000	Fully established until 31 st March 2006. Will continue with appropriate funding April 2006 – March 2009.
Grantham Women's Centre, Bourne and Deepings Outreach Workers. To provide assistance and support to women who are experiencing domestic violence.	Reduction in domestic violence	Grantham Women's Centre SKDC Lincolnshire Police	£50,000	Fully established until 31 st March 2006. Will continue with appropriate funding April 2006 – March 2009.

2. Housing & Infrastructure

South Kesteven has a thriving housing market and is a popular destination in Lincolnshire for people to live. A wide range of housing is available, including Victorian terraces, new developments and council estates. Never-the-less the district faces real housing challenges. The council has a role to play with registered social landlords in meeting housing needs. The policy to maintain South Kesteven's dynamic housing market, meet people's aspirations to be home owners, make sure the district's housing estates are in good condition and safe to live, and to meet the housing needs of all residents.

Taking into account completions and current commitments, there is only very limited scope to provide additional housing development in South Kesteven in the period to 2021. As the delivery of affordable housing to meet identified needs is largely reliant upon the delivery of general market housing, this has significant implications for the area. This problem is most acute in the southern towns (Stamford, Bourne and the Deepings) and in the rural area. Outside of the four towns, completions and commitments are such that there is no need to grant planning permission for further development between now and 2021 in order to satisfy Structure Plan requirements.

There is a significant role to play in terms of preparing and delivering a Housing Strategy for the area, in terms of being a major provider of social housing and as a planning authority responsible for the preparation of housing policies, and the delivery of affordable housing through the planning system. In developing its priorities and actions for Housing, the LSP has sought to identify

activities that are complementary to those pre-existing proposals and activities of the District Council. The actions recognize the importance of registered social landlord and private sector partners in meeting the future housing needs of the area, and the benefits of joint working in areas of common interest.

Strategic Priority: Housing					
	Project	Envisaged outcomes	Potential partners	Anticipated budget	Timescale
H1	Initiatives to deliver rural affordable housing on 'exceptions sites'	<ul style="list-style-type: none"> ○ Increased delivery of affordable housing units on exceptions sites ○ Establishment of a model scheme to deliver dwellings on appropriate exceptions sites 	<ul style="list-style-type: none"> ○ SKDC ○ RSL's ○ Parish Councils 	No significant budget implications. In-kind support from SKDC and RSL's.	Within 12 months
H2	Provision of a shared rural community vehicle	<ul style="list-style-type: none"> ○ Multi-use meeting room facilities ○ Improved communications and information to rural areas ○ Community engagement on housing and crime prevention issues 	County Council, Health (PCT's), RSL's, SKDC, Parish Councils, Police, Tenants Compacts, Advice Bureaux, Education, Community Council	Up to £130,000 total for capital and running costs over 10-15 years	Within 2-3 years
H3	Floating support worker across all affordable housing providers	<ul style="list-style-type: none"> ○ Prevention of repeated homelessness by providing support to residents with repeated homelessness, drug / alcohol abuse, mental health issues, victims of domestic violence, difficulties sustaining tenancies etc 	<ul style="list-style-type: none"> ○ Health (PCT's), RSL's, SKDC, Social Services 	Estimated £27,000 pa plus accommodation provided by a partner	Within 12 months
H4	Pilot sustainable energy projects	<ul style="list-style-type: none"> ○ A strategy and protocol for new and refurbished affordable housing schemes in South Kesteven ○ Enable benchmarking and sharing of comparable data with other schemes across the country ○ Link into economic development initiatives ○ Reduce energy use and costs for tenants / occupier 	Utilities, local authority planning & building control, RSL's, private developers, sponsors	Unknown.	Ongoing, over term of plan
H5	Common housing	<ul style="list-style-type: none"> ○ Joint housing provider waiting list ○ Better allocations to allow residents 	<ul style="list-style-type: none"> ○ RSL's ○ Single room 	Unknown. Costs to cover staffing, IT etc. Potential	Within 2 yrs

	register for choice based lettings	<ul style="list-style-type: none"> to make choices about where they live and improve sustainability of let o Identification of specialist properties o Better use of existing stock o A single point of contact for potential customers 	occupancy housing providers, SKDC, Health authority,	savings by existing organizations maintaining independent lists	
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Town Centres

Building a more prosperous and vibrant community means more than just the business community. The LSP and partners aims are to develop and enhance out town centres, including our retail, leisure and employment. Residents should have employment opportunities no matter where they live, businesses need support to start, develop and expand, and co-ordinated efforts are needed to tackle deprivation in our most needy neighbourhoods. A prosperous economy is also a creative one and it is important that residents and visitors have access to a wide variety of cultural and leisure activities.

To improve their prospects, the aim should is to promote lively, vibrant and viable town centres that provide a quality urban environment where people can live, feel safe, businesses can prosper and opportunities exist for new stimulating activities. There is now considerable evidence that the most successful town centres have a mix of attractions that draw a range of different groups at different times, are accessible by a variety of efficient and effective modes of transport, have an amenity which is attractive, clean and safe, and are planned, managed and promoted in a positive way. Town centres need to be flexible and adaptable if they are to remain active and attractive; for example by finding new uses for old buildings and by providing new opportunities for housing.

Strategic Priority: Town Centres				
Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
Market Town De-cluttering (Phase 2)	Publicity, improved street scene.	TCMPs, SKDC, LSP, LCC	6k	Complete by 01/04/06
48 hour hit squad	Improved environment (visible) response to public concerns. Opportunity to generate good publicity and engage the public. Can be delivered in each market town on a rolling basis. (Issue – consider approaches to villages also)	TCMPs, SKDC, Volunteers, Parish Councils, LSP	10k	Commence April 2006, pilot for three months across the 4 market towns. Evaluate and identify forward strategy
Business Marketing	South Lincolnshire experience. Promotion of South Lincolnshire	Welland SSP, SKDC, TCMPs, Lincolnshire Tourism (DMP)	20k	Develop business plan by 30/04/06. Secure funding

	as a place to live, shop and do business in. to encompass the retail experience, heritage, and celebrate the “market towns”			support and deliver two stages – Stage 1 summer 2006 – Stage 2 Winter \ Christmas 206
Cultural	Develop / deliver a cultural / arts / community programme for the South Lincolnshire area. Investigate potential for “rolling” programme and facilities to engage public in community, cultural and artistic projects / events. Investigate and then procure mobile stage / vehicle facilities.	Welland SSP, SKDC, TCMPs, Lincolnshire Tourism (DMP), Arts Council, Community Groups, LEA	50k	Summer 2006

Chapter 4: Economic Development

Local Economic Development and regeneration encompasses a range of activities and initiatives to promote prosperity and enhance the quality of life for local citizens. The more favoured definition is that local economic development can be described as the creation of prosperity, achieved through the initiation and management of activities that lead directly or indirectly to employment, wealth and economic competitiveness. At South Kesteven we are committed to supporting and developing the local economy, and recognise that economic development contributes to quality of life within the district. Economic development does not operate in a vacuum, our community plan and activities at the local level must be placed in the context of broader developments at the regional and national level. We recognise that maximum gain can only be secured by working in partnership with agencies at these levels. No one agency is in a position to drive forward economic development in isolation. The only way that we can effectively respond to opportunities and weaknesses in our district is by working together with partners.

In achieving this the South Kesteven Community Partnership are aware that they need to align strategies & plans with local partners. To do this, this chapter has been written to co-ordinate the delivery of objectives from South Kesteven District Council's Economic Development Strategy, The East Midlands Development Agencies Regional Economic Strategy, the Welland Sub Regional Strategic Partnership Sub Regional Economic Strategy, Lincolnshire Enterprises Economic Strategy, Lincolnshire Developments Economic Strategy, Welland Enterprise Agencies Vision and a variety of other partner's aims and objectives.

Further more detailed information on the state of the East Midlands, Lincolnshire and South Kesteven economy can be found in the Regional Economic Strategy, The Lincolnshire Economic Strategy, The Hidden Crisis Report and the South Kesteven District

Council Economic Development Strategy. These documents profile the area in detail and assist in delivering to the needs of the locality.

This chapter in the South Kesteven Community Action Plan will directly feed into the Local Area Agreement Fourth Block for Economic Development & Enterprise in Lincolnshire. This chapter will act at the level in aims to achieve the objectives and outputs highlighted within the Lincolnshire Assembly Lincolnshire Community Plan, and Lincolnshire Local Area Agreements. This chapter will also identify for the Local Strategic Partnership new 'additional' projects for economic development and regeneration. These are projects that do not form anyone partners service plan, but will support the outcomes and objectives of both the individual partner and the LSP. These projects are identified below, and will form part of a SMART approach to delivering short, medium and long-term projects for the benefit of South Kesteven that no one partner can or has addressed.

Strategic Priority: Economic Development				
Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
Assess Road Improvement Needs by carrying out a transport needs analysis to evaluate and appraise road needs	<ul style="list-style-type: none"> • Create options in response to problems • Reduce congestion • Improve quality of the environment 	Lincolnshire County Council, South Kesteven District Council, Local Businesses	Unknown	
Promote an iconic project; Grantham Canal Basin beginning with a full feasibility study	<ul style="list-style-type: none"> • Iconic vision to attract investment and interest from outside the area • Regeneration of the area • Increase in tourism and leisure space • Increase employment • Increase business opportunities 	South Kesteven District Council, Lincolnshire County Council, British Waterways, local Businesses, Government Office for the East Midlands, The East Midlands Development Agency, Lincolnshire Enterprise, Grantham Canal Partnership	<ul style="list-style-type: none"> • £145,000 for Study • £60-200M for development 	<ul style="list-style-type: none"> • Study by December 2006 • Land assimilated by March 2009 • Land reclamation & remediation between March 2007-2012 • Development between March 2006 and March 2015
Development of Enterprise Centres Eg Stoke Rochford /	<ul style="list-style-type: none"> • Business start-ups • Business growth 	Lincolnshire Enterprise, Lincolnshire Community Council, Welland Sub	Optional Between £80,000 and	<ul style="list-style-type: none"> • Task & Finish Group formed (3

Grantham potential in Stamford / Bourne / Deepings	<ul style="list-style-type: none"> • New jobs • Learning opportunities • Inclusive communities 	Regional Strategic Partnership, Welland Enterprise Agency, South Kesteven District Council, Local Businesses, Local Colleges & Universities, Town Centre Management Partnerships	£500,000	<ul style="list-style-type: none"> months) • Collation of funds (12-24 months) • Project Initiation (1-4 months) • Project Delivery (12-24+ months)
Business incubation / innovation eg potential live / work in Grantham, Stamford, Bourne & the Deepings	<ul style="list-style-type: none"> • Business start-ups • Business growth • Job creation etc.. 	Lincolnshire Enterprise, Welland Sub Regional Strategic Partnership, Welland Enterprise Agency, South Kesteven District Council, Local Businesses, Local Colleges & Universities, Town Centre Management Partnerships	Optional Between £100,000 and £1,000,000+	<ul style="list-style-type: none"> • Task & Finish Group formed (3 months) • Collation of funds (12-36 months) • Project Initiation (1-4 months) • Project Delivery (12 months)
Energy development – e.g. renewable energy development / recycling	<ul style="list-style-type: none"> • Business start-ups • Business growth • New jobs • Learning opportunities • Inclusive communities 	Welland Sub Regional Strategic Partnership, Lincolnshire Enterprise Environment Agency, South Kesteven District Council, Local Businesses	Optional Between £5,000 and £100,000	<ul style="list-style-type: none"> • Task & Finish Group formed (3 months) • Collation of funds (12-36 months) • Project Initiation (1-4 months) • Project Delivery (12 months)

3. Transport & Access

South Kesteven is a predominantly rural district covering some 945 square kilometres (365 square miles). It is typical of Lincolnshire in that the area is sparsely populated making transport links vital both socially and economically. The west of the district is comparatively well served with the A1 trunk road giving good access to the north and south and the A52 trunk road providing access to the west. Grantham is the only town in Lincolnshire with a station on a main line railway and this is becoming increasingly used by commuters to London. The other major roads passing through the district are the A52 to Boston and the coast,

A15 to Lincoln and Peterborough and A16 to Spalding, Boston and Grimsby. All of these roads pass through communities giving rise to environmental and safety issues.

Responsibility for highway matters rests mainly with Lincolnshire County Council however the A1 and A52 west of the A1 are trunk roads and are therefore managed by Highways Agency. Much of the network for which the County Council is responsible comprises narrow, tortuous roads and country lanes, with 80% being C class or unclassified roads. The majority of the Strategic Road Network falls well below current design standards with consequential low speeds and safety problems. The length of the highway network in South Kesteven is:-

Historically, bus services in Lincolnshire have been in decline. This has been reversed on some routes where the award winning rural InterConnect services have been introduced. In South Kesteven this applies only to the Grantham to Lincoln service with services in many other areas being very poor. This applies particularly to the Grantham area where two changes of provider have taken place within a short period of time with service reductions taking place at each change. Services along the A15 between Bourne and Peterborough are regular and well supported.

Only Grantham Stamford and Ancaster have railway stations. A recent improvement carried out by Network Rail, the Allington Chord, has allowed trains on the Nottingham to Skegness line to access Grantham station without affecting East Coast Main line trains. This has improved services on both lines. The Nottingham to Skegness line has recently been selected as one of six pilots to trial the community rail strategy. One of the objectives of the community rail initiative is to better integrate bus and rail services.

There are already several areas where the LSP can work closely with other partners on transport related issues. Examples include the Lincolnshire Road Safety Partnership where police and county council staff share the same office and the close working relationships that exist between the County and District Councils on planning and street scene issues. These have allowed LSP initiatives such as carrying out driver training for older drivers and the removal of sign clutter to be successfully carried out.

Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
Bus Station Improvements The bus station at Grantham needs improvements such as signage and linkages between train and bus services	Increased usage of integrated transport Improved access to towns and villages	Lincs CC, SKDC, GNER, bus operators, Network Rail	£100,000+	Being considered as part of Grantham Transport Study. Study will report mid 2007. Recommended schemes carried out during LTP2 period. Funding to be determined following publication of the Study.

Gonerby Railway Halt Capitalise upon the Gonerby Loop by creating a station and park and rail opportunities	Reduce traffic Increased visitors to the village Economic benefit to town and area	Lincs CC, SKDC, land owners, Network Rail, Lincolnshire Enterprise	£1 million	Being considered as part of Grantham Transport Study. Study will report mid 2007. Recommended schemes carried out during LTP2 period. Funding to be determined following publication of the Study.
Stamford Transport Study Assess the potential options to reduce traffic congestion	Establish the case for a Stamford bypass Examine the potential for pedestrianisation	Lincs CC, Stamford Town Council, Chambers of Commerce, Pressure Groups	£250,000	Feasibility Study to be carried out during LTP2 period. Funding not yet identified.

Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
Public Service One Stop Shops All services represented in one place in each town.	Increased access to public services information Establishment of one stop shop in each of the four towns	Lincs CC, SKDC, Police, PCT, Town Councils	£1 million	Task & Finish Group formed (3 months) Collation of funds (12-24 months) Project Initiation (1-4 months) Project Delivery (12-48+ months)
Discourage Car Dependence Consider closing Grantham High Street and promoting cycle and walking routes.	Reduce traffic Environmental Benefits Health Benefits	TCMP, Lincs CC, SKDC, Business Club, PCT, Sustrans	£100,000	Being considered as part of Grantham Transport Study. Study will report mid 2007. Recommended schemes carried out during LTP2 period. Funding to be determined following publication of the Study.

A Community Health Strategy for South Kesteven

The health of the population of South Kesteven is “good” when compared to Lincolnshire, the East Midlands and England. There are comparatively lower levels of coronary heart disease, strokes, cancers, infant mortality, teenage pregnancy and suicide/undetermined injury. The life expectancy of a baby born in South Kesteven today is 81.5 years for women and 77 years for men. However, there are variations in health and illness within the district in terms of life expectancy, ill-health and long-term illness and such variations are often reflected in the deprivation scores for individual wards across the district.

In South Kesteven 2.4% of the population live in the ‘20% most deprived wards in the country’ (approximately 3,000 people). 1,000 children live in such deprived wards. At the other end of the deprivation spectrum 23% of the population live in the local ‘10% least deprived wards in the country’ (more than 30,000 people). Poor health and the experience of health inequalities for a minority of the population within the district have their concentration in the wards of Grantham and to lesser extents in Bourne and Stamford (source: local profile information 2005). Local health needs assessments reflect this geographical pattern of health and illness for example, drug and alcohol misuse indices, domestic violence and child health.

A review of the health improvement activities in 2005 identified a variety of children/young people, community and older people’s programmes across the district and particularly in wards with recognised inequalities, these include:

- SureStart and related children’s centre developments
- smoking cessation services
- Pyramid clubs self esteem programme for vulnerable children in primary schools
- ‘Health Walks’ - volunteer-led physical activity programme
- youth inclusion and diversion programmes
- cardiac rehabilitation programmes
- drug treatment services
- ‘Extend’ seated exercise classes for older people, and
- accident prevention campaigns.

These activities are in addition to the universal NHS, local authority and community provision provided throughout the district. The sustainability of some of the activities is unclear, as a number of projects are short-term or simply opportunities that have arisen.

Tackling Health Inequalities

Health is fundamental to all our lives. Many factors contribute to health improvement – economic growth has raised standards of living, improved education, better nutrition, better housing and the advances in technology and medicine. The roots of ill-health are influenced by income, education, employment, the material environment as well as a person's age, gender, ethnicity and lifestyle. Such determinants are at the heart of current public health policy. Various policies promote partnership working to tackle health inequalities at a local level. Such policies emphasise the role of primary care trusts and local authorities within local strategic partnerships. Examples of such policies include Choosing Health and Every Child Matters.

Choosing Health

The Department of Health's White Paper 'Choosing Health: Making Healthier Choices Easier' was published in November 2004. It sets out the Government's intentions to make it easier for people to make healthier choices by offering practical help to adopt a healthier lifestyle. The White Paper identifies that a new approach to public health and health improvement is required and underpinned by the principles of:

- Informed choice – backed by credible and trustworthy information and supported by an enabling environment;
- Personalisation – support in making healthy choices tailored to the realities of individual lives and provided flexibly and conveniently to ensure health inequalities are addressed, and
- Working together – effective partnerships involving local government, other statutory partners, the NHS, the business sector, the media and communities.

A document 'Delivering Choosing Health' outlines the requirement for PCTs to develop a local 'Choosing Health' delivery plan, in partnership with local authorities, through local strategic partnerships. A developing Choosing Health commissioning plan for Lincolnshire focuses on the following themes:

- Reducing the number of people who smoke
- Tackling obesity
- Improving sexual health
- Improving mental health and well-being
- Reducing harm and encouraging sensible drinking, and
- Strengthening the health improvement workforce (including health trainers and school nurses).

Local schemes are being proposed to be introduced or enhance the local health improvement opportunities in key areas, key audiences (children & older people) and with specific conditions. The local implementation of such schemes will constitute the basis for the local action in the coming years, particularly through local area agreements for healthier communities and older people. A Lincolnshire Choosing Health Commissioning Plan for 2006-2008 has identified key areas in South Kesteven where the targeted health improvement activities should be focussed. The areas are primarily within the Grantham town wards of:

- Earlesfield
- Harrowby

- St. Anne's and
- Grantham St John's.

Actions to reduce smoking, increase physical activity and healthy eating along with community-based health improvement will be most appropriate. Examples of this include the recent campaign 'small change, big difference' which encourages people to make minor changes in their lifestyles to give them a better chance of living longer healthier lives.

In addition, the work to develop Choosing Health plan, within the Director of Public Health's Annual Report 2004/2005 there is the identify secondary areas in South Kesteven where a range health improvement-type interventions could be applied, namely the wards of Bourne East and All Saint's in Stamford. The development of health improvement at this local a level will require a degree of co-ordination and support through the LSP.

Every Child Matters

Every Child Matters: Change for Children is a new approach to the well-being of children and young people from birth to age 19. The Government's aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

To achieve these five outcomes it means that the organisations involved with providing services to children - from hospitals and schools, to police and voluntary groups - will be teaming up in new ways, sharing information and working together, to protect children and young people from harm and help them achieve what they want in life. Children and young people will have far more say about issues that affect them as individuals and collectively.

Lincolnshire County Council, on behalf of the Lincolnshire Children & young People's Strategic Partnership, is leading on the development of an over-arching children & young people's plan with a vision - "Working together, we will provide locally delivered, high quality children's services that are responsive to the needs of the people we serve". The aims of the plan are to:

- Identify where outcomes for children and young people need improving
- Indicate how and when these outcomes will be achieved
- Increase more integrated and effective services
- Increase preventative work, and
- Tackle inequalities.

The plan has proposed local governance arrangements between county-wide forums and district-based local children's partnerships, including analysed local needs, development of local area agreements and key actions under the five outcomes be implemented locally.

In the South Kesteven area, young people and local children's services have stated a range of needs and issues that young people experience, some examples are listed below:

Be Healthy

- Awareness, knowledge and adoption of healthy lifestyles are easier for pre-school and primary school children than secondary school children.
- Affordability and choice become a problem as children grow older
- The use of alcohol and other drugs
- Body image is a concern for young women
- Low self esteem and depression is noted within young people at risk.

Stay Safe

- Bullying in and out school is a concern
- The presence of young children on the streets and in towns is perceived as a concern and risk
- Homophobia
- Road safety

Achieve Economic Well-being

- Some young people cannot afford the costs of transport, social engagement and healthier lifestyles
- Rural settings have limited education, career and income opportunities
- Debt is a growing concern for young people in education, the housing market
- Balancing learning and jobs is a challenge for young people with student debt.

Enjoy & Achieve

- Attainment and achievement varies between schools
- Young school leavers without qualifications feel it is "too late" to make good
- Transport in a rural setting is limited and boredom/disaffection peaks at 14-17 years
- Successful students have heavy workloads which impact on their contribution to communities
- Girls are more pro-achieving than boys

Make a Positive Contribution

- Attitudes to authority and organised youth settings contribute to disaffection
- Respect for and from adults is greater when young people feel "listened to"
- Young people report a desire to help others and be involved

Community Health & Well-being Action Group

The South Kesteven LSP has agreed to undertake a commitment to co-ordinate and champion the Choosing Health and Every Child Matters agenda through the establishment of appropriate action groups for community health and well-being.. The three major objectives of such groups are to:

- Assess and comment on the impact upon the district's health and well-being of the actions of the LSP and sub-groups

- Co-ordinate the development of the implementation of health improvement in South Kesteven
- Engage with the development of local children's partnership and Every Child Matters agenda in South Kesteven

An underlying ethos with these objectives is that an LSP works to “add-value” to the health and well-being of people in South Kesteven. Within the noted community health & well-being action plan the prioritised actions for 2006 that would require LSP financial support are noted in bold

Community Engagement

There is a clear expectation upon LSPs to have a facilitation role in supporting neighbourhood and community engagement, listening to local views and ensuring local people can influence strategic priorities, service delivery and allocation of resources. Sustainable community strategies are expected to contain a series of visions and plans for community engagement as a contribution towards community cohesion and tackling social exclusion.

An assessment on the level of community engagement has highlighted a range of agencies utilising a variety of approaches to engage with public or selected audiences:

- SureStart and Children's Centres – parents (mothers and fathers) and children engagement at strategic and operational levels
- Schools and youth settings – youth councils and forums (regular and ad-hoc)
- NHS – public and patient involvement activity, public meetings, condition-related user groups, e.g. mental health service users forums
- Council – local area assemblies, resident and multi-cultural forums, annual surveys, “citizen juries and panels”, newsletters, parish plans and statutory consultation procedures
- Community Safety – market place stalls, surveys and information events
- Police – independent advisory groups, joint agency forums
- Voluntary sector - ‘Planning for Real’, migrant worker engagement and new communities engagement

Potentially, a wealth of information, local intelligence and community activity is contained within agencies and projects. A task for an LSP as the “partnership of partnerships” should be to collect, collate and interpret what communities are saying in relation to South Kesteven and ensure the relevant sectors “listen” to such views. A portfolio of local engagement opportunities and styles should be documented and shared with the LSP to enable the partnership members to tap into a variety of routes and means into the local communities of South Kesteven

A strategic framework for community engagement by an LSP should be produced and entail:

- An engagement with different communities – public/statutory sectors, business, voluntary sector and communities/residents
- Engagement methods for specific purposes – information sharing, research, consultation upon, participation with and delegation to
- Guiding principles – ownership, support, commitment to change and inclusive.

Securing a commitment by the LSP to be inclusive, pluralistic and flexible will be a key statement of intent within any communications and engagement strategy.

Actions

Strategic Priority: Community Health & Well-being (Choosing Health & Every Child Matters)				
Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
1. To establish a district-wide local South Kesteven Community Health & Well-being Action Group.	<ul style="list-style-type: none"> • Informed and motivated staff in agencies and communities seeking to promote health and well-being • Co-ordination of local actions • Improved information and intelligence • Complying with statutory duties • “ECM proof” local actions 	<ul style="list-style-type: none"> • SKDC and respective providers/contractors • LCC (Assembly, Children’s and Adult Services) • PCT / GPs / NHS Trusts & providers • SureStart <p>With support as necessary co-opted from:</p> <ul style="list-style-type: none"> • Lincs. Police • Schools • Colleges • Voluntary Sector • Early Years • Connexions • Business providers 	Administration and management through the LCC, SKDC and PCT.	April 2006 onwards
2. To review and analyse the community consultation and engagement activities, e.g. ‘Planning for Real’, Citizen’s Panels, local assemblies for actions, successes and challenges with the goal to report to the LSP on up and coming community issues.	<ul style="list-style-type: none"> • Community consultation and needs assessments inform the LSP’s agenda and strategic direction 	<ul style="list-style-type: none"> • As 1. 	As above	<p>Review - June to September 2006</p> <p>Report by October 2006.</p> <p>Repeat annually</p>
3. To develop a portfolio of community contact and engagement for the LSP and local			As above. Portfolio to be an	Review - June to September 2006

Strategic Priority: Community Health & Well-being (Choosing Health & Every Child Matters)				
Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
partners			electronic database hosted on a central website. Repeat annually	Report by October 2006.
4. To jointly oversee the implementation of the 'Choosing Health' delivery plan in South Kesteven through the utilisation of mainstream NHS, local authority, Choosing Health and LSP resources. In 2006: <ul style="list-style-type: none"> Sponsor the maintenance of the 'Extend' seated exercise programmes for older people across the district to maintain functional independence and social inclusion Sponsor the maintenance of 'Health Walks' physical activity programme across the district to recruit and support volunteer 'Health Walk' leaders Sponsor the revision and 	<ul style="list-style-type: none"> Increased number of people who quit smoking – a 1% reduction per year Reduction in number of pregnant women who smoke – a 2% reduction per year Increase the number of people on a GP register with a decreasing BMI Increase the number of people being physically active Reduce the number of children under 11 with obesity – halt the year on year rise Increase the number of people using early alcohol treatment services Reduced use of A&E 	As 1.	<p>SK LSP 2006: £1,000 to expand the 'Extend' programme to rural settings and maintain work with the vulnerable elderly in care settings.</p> <p>Up to £2,500 to expand and maintain the 'Health Walks' programme across the district.</p> <p>Up to £X,000 to support the work of the Next Steps migrant worker handbook project (through GMB)</p>	<p>Developments for 2006/2007</p> <p>Developments for 2006/2007</p> <p>April - September 2006</p>

Strategic Priority: Community Health & Well-being (Choosing Health & Every Child Matters)				
Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
<p>reprint of the migrant worker handbook informing and advertising access to local services</p> <ul style="list-style-type: none"> • Plan for the implementation of Choosing Health in targeted areas for 2007 and onwards <p>In 2007:</p> <ul style="list-style-type: none"> • Support the Choosing Health developments in secondary areas of the district 	<ul style="list-style-type: none"> for alcohol related illness • Reduction in alcohol related crime & disorder • Reduction in teenage conception rates • Reduction in infection rates for sexually transmitted infections • Improved physical health for mental health service users • Improved competences of communities to promote health and well-being 		<p>In 2007:</p> <p>Choosing Health allocation for targeted work key Choosing health areas. (to be determined)</p> <p>LSP contributions to secondary areas noted in the Choosing Health plan (£8-12,000)</p>	Implementation for 2007/2008 onwards
5. To scrutinise and report upon the health impact of the LSP and sub-groups intentions/ actions in the community strategy action plan	<ul style="list-style-type: none"> • All actions of the LSP contribute towards improving health and well-being for communities in South Kesteven 	As 1.	Administration and management through the LCC, SKDC and PCT	April 2006 onwards
6. To promote a holistic approach to improving the life chances of children and	<ul style="list-style-type: none"> • Contribution to the ECM outcomes: <ul style="list-style-type: none"> • Be Healthy 	<ul style="list-style-type: none"> • LCC (Children's Services) • SKDC 	LCC grant and partner agency contributions	September 2006 onwards

Strategic Priority: Community Health & Well-being (Choosing Health & Every Child Matters)				
Project Idea	Envisaged Outcomes	Potential Partners	Anticipated Budget	Timescale
<p>families through a variety of actions, e.g. the establishment of children's centres in South Kesteven.</p> <p>In 2006:</p> <ul style="list-style-type: none"> • Sponsor the expansion of the Pyramid Club programmes in targeted primary schools in South Kesteven 	<ul style="list-style-type: none"> • Stay Safe • Enjoy & Achieve • Positive Contribution • Economic Well-being 	<ul style="list-style-type: none"> • PCT / GPs / NHS Trusts • Voluntary Sector • Early Years • Schools • SureStart • Lincs. Police 	<p>SKLSP 2006:</p> <p>Up to £4,000 to expand upon 3 more Pyramid clubs in primary schools in Grantham (The scheme currently works with 5 schools in the Grantham/Bourne area and 4 in Stamford)</p>	
7. To develop opportunities for children and young people to inform the LSP process	<ul style="list-style-type: none"> • Contribution to the community engagement objectives of a number of agencies • The LSP incorporates young people's views into its strategic directions 	Local activity to be contracted with a provider that complies with the Children & Young People participation approach in Lincolnshire (ACTS Group)	To be determined (initial estimates £3-5,000)	September 2006 – March 2007

