



DRAFT

Annual Report

SHAPING SOUTH KESTEVEN



2008/09



South Kesteven District Council
STAMFORD • GRANTHAM • BOURNE • THE DEEPINGS

Foreword

by Linda Neal and Beverly Agass



Beverly Agass – Chief Executive and
Councillor Linda Neal – Leader

Welcome to our annual report 2008/09 which looks at our progress over the last year and explains how your money was spent.

Each and every district council across the country has its own identity and here in South Kesteven we are no different. We are very fortunate to live in an area which has great character thanks to our four market towns and close-knit rural communities.

Over 80% of our residents say they like living here and that people get on well together which gives us a firm foundation for the future and one which we want to build on and strengthen in the coming years.

After listening to you we are focussing on four priority themes which shape our work and allow us to concentrate on improving the services which matter most to our customers. That means putting local people at the heart of what we do.

We want to realise major plans to revitalise Grantham and Bourne town centres as well as working in partnership with businesses across the area to help improve the vitality and economy of the whole district.

This has never been more important considering the current economic climate. This year we have had to make some tough choices about funding, while making sure we continue to deliver the services which are important to our customers.

We have started looking at how we can improve what we do from the customer's perspective. This means we can make improvements by understanding the needs of our residents.

In this report there are just a few examples of some of the work we have been doing over the last 12 months. Recycling has been a major success, thanks to your help, and we now recycle more dry-recyclables than any other district in Lincolnshire (fourth most improving in the country). This means that over half of everything which is thrown away is recycled.

The credit crunch has affected people and businesses and in particular the housing market has been hard hit. But despite this, nearly 300 affordable homes have been built in our district – nearly double what was forecast.

However, even with these successes there is always more that can be done. Our aim is to make the best possible use of the money we have to provide the services our customers need. We cannot do this without the full backing of our staff and with their help we can move forward and focus on delivering the best for local people.

We would like to thank everyone who has helped us and worked with us over the last year. We do value the support of our staff, contractors and partner organisations.

Linda Neal

Cllr Linda Neal
Leader, South Kesteven District Council

Beverly Agass

Beverly Agass
Chief Executive

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Introduction

Increasingly South Kesteven is a place where families want to stay and grow. Our population is rising and becoming more diverse so we realise we must support people to become part of an economically active and healthy community.

As well as planning for the future, it is important we look at what has already been achieved. Each year the council monitors its performance and how it uses its resources. The Audit Commission then assesses us by measuring us on the services which are important to our residents.

In this document we summarise some of the 2008/09 performance highlights and consider our successes and challenges for the future.

Our Corporate Plan 2009-2012 outlines our objectives and what we want to achieve over the next three years.

Working with our vision, "to provide brilliant services to our customers", our priorities are encompassed within our four themes, customer first, quality organisation, quality living and good for business.

We are developing each theme and have set ourselves detailed actions to achieve to make our customers feel that they are at the heart of everything we do.

Like you, we are facing tough financial decisions in this difficult economic climate. We are doing our best to deliver improvements while also striving to make efficiency savings and keeping council tax low.

What we aim to deliver in 2009 and 2010

- Improve the accessibility of online transactions and information and increase the amount of self-service available
- Provide convenient customer service facilities in Bourne and Stamford
- Reduce energy and water consumption at home and work by working with our partners to develop a Climate Change Strategy for Lincolnshire
- Further reduce landfill by achieving 58% recycling /composting of household waste
- Make sure people feel safe by working with the police and other agencies to reduce the level of anti-social behaviour in town centres
- Make it easier to access information on our services by redesigning and improving SKDC's website
- Provide on-going training to ensure staff have the skills and knowledge to deliver services 'right first time'
- Help at least 200 existing businesses in SK with information, advice and support for future growth and development
- Agree a development brief for retail sites in Grantham town centre and adjacent to Grantham Station
- Continue to focus on the Bourne Core Area - a redevelopment project on 2 hectares of land in the town centre

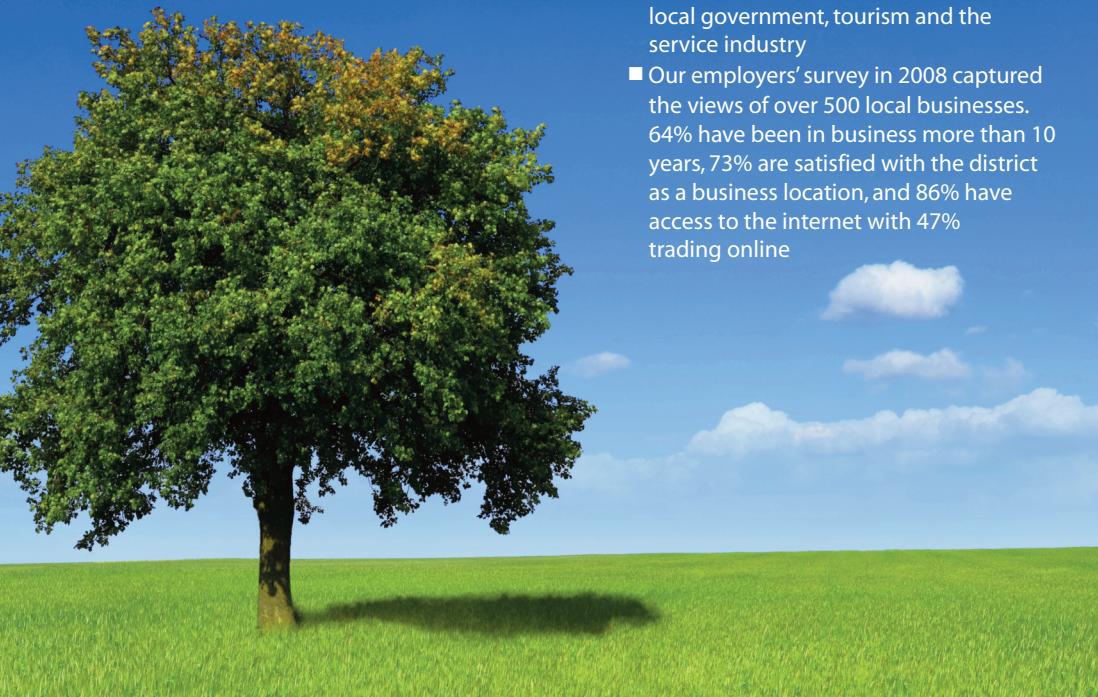
The South Kesteven District

South Kesteven is one of the biggest districts in the UK with a population of about 131,000, two thirds of which live in one of our four market towns of Grantham, Bourne, Stamford and The Deepings.

The remaining third live in one of over 80 villages presenting us with a unique challenge: how best to serve the needs of our towns and sparsely populated rural communities.

It borders North Kesteven to the north, South Holland to the east, the unitary authorities of Rutland and Peterborough to the south, and the county of Leicestershire to the west.

SKDC was formed in 1974 by the amalgamation of the borough of Grantham, the borough of Stamford, the South Kesteven rural district and the West Kesteven rural district.



Facts about the district

- Kesteven comes from the old Celtic word meaning wood
- The district covers 365 square miles making it the 31st largest in England
- There are over 55,000 households in South Kesteven, of which over 14,000 are in Grantham, over 8,000 in Stamford, over 5,000 in Bourne and over 5,000 in the Deepings. The remaining are spread across the district
- South Kesteven's population is made up of 64,000 males and 67,000 females. The age category 40-44 is the most populated group across both genders
- The mix of urban and close-knit rural communities set in impressive scenery makes South Kesteven an increasingly attractive place to live and work – hence the speed of the district's growth
- SK's economy continues to expand and diversify. Sectors include manufacturing, engineering, food processing, cold storage, distribution, agriculture, NHS, local government, tourism and the service industry
- Our employers' survey in 2008 captured the views of over 500 local businesses. 64% have been in business more than 10 years, 73% are satisfied with the district as a business location, and 86% have access to the internet with 47% trading online



How the council works

Hundreds of decisions are made by the council every year about the services it provides and how they are paid for. To inform this process councillors sit on a number of committees and groups whose responsibility it is to evaluate all the available information, make recommendations to cabinet and full council, and make decisions when necessary.

The council is one big team made up of more than 600 staff who work side-by-side with 58 democratically-elected councillors.

Political leadership is provided by the councillors elected by residents. Elections are held every four years, the last one being in May 2007.

The councillors in turn elect their own leader who appoints a cabinet which is responsible for the day-to-day operation of the council. Each cabinet member is responsible for a particular area called a portfolio.

The portfolios are access and engagement, strategic partnerships, corporate governance and housing, economic development, healthy environment and resources and assets.

Major items of policy, like the setting of the council budget, are decided by all councillors at the "full council" meeting which members of the public are welcome to attend. Details of the dates and a copy of the agenda papers can be downloaded from the council's website

www.southkesteven.gov.uk



Meet the Cabinet: Deputy leader Cllr Paul Carpenter – corporate governance and housing, Cllr Frances Cartwright – economic development, Cllr Mike Taylor – resources and assets, Leader Cllr Linda Neal – strategic partnerships, Cllr John Smith – healthy environment, Cllr Ray Auger – access and engagement

The South Kesteven corporate team

Strategic management



Beverly Agass
Chief Executive



Ian Yates
Strategic Director



Tracey Blackwell
Strategic Director

The corporate management team



Richard Wyles
Finance and Customer Services



Tony Campbell
Tenancy Services



Teena Twelves
Sustainable
Communities



Paul Stokes
Resources and
Organisational
Development



Robert Moreland
Partnership and
Improvements

Putting our residents at the heart of all we do is the focus of our four priority themes. They allow us to focus on what really matters to local people and businesses to ensure we deliver on the things which are important to them.

Customer first

Making sure our customers are at the heart of everything we do by getting it "right first time" and making it easy to access our services.

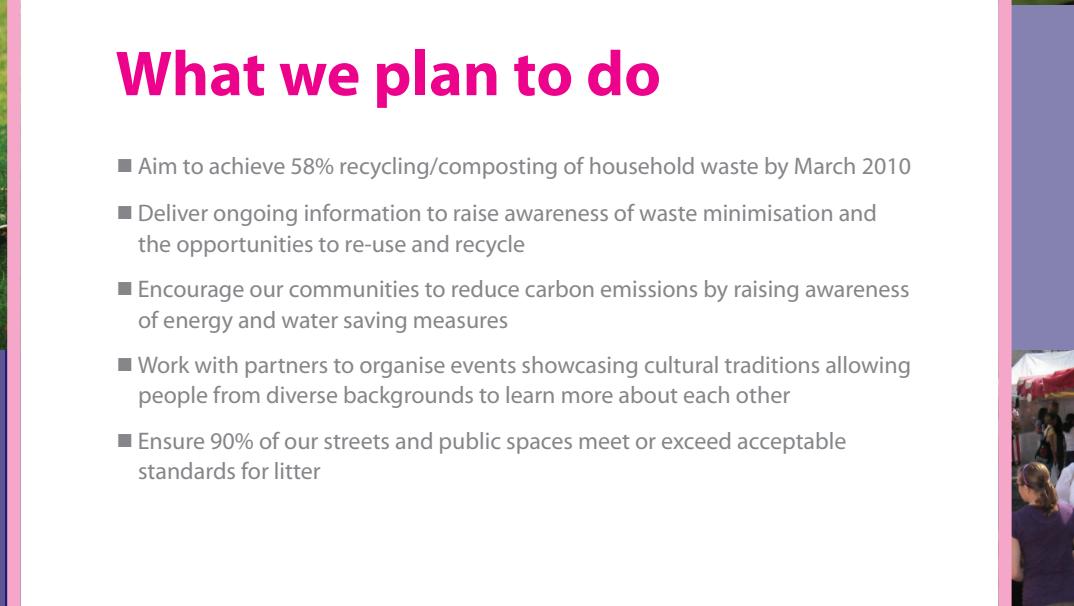


What we plan to do

- Introduce an internal training and development programme for all staff to focus on customer service and satisfaction by 2009/10
- Review opening hours at customer service locations across the district to meet customers needs
- Introduce 'mystery shopping' throughout the organisation to improve customer service by 2009/10
- Improve consultation with the help of the Consultation Toolkit and establish a customer panel by 2010
- Capture and measure 'avoidable contact' so customers receive a more efficient service and have greater confidence in us

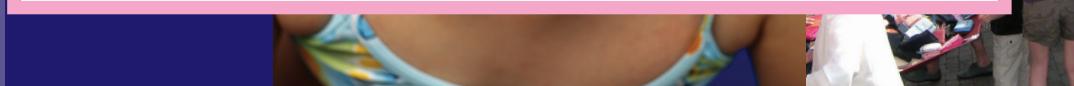
Quality Living

Create an attractive and sustainable environment for the community to enjoy, with an environment which is green, clean, safe and well maintained.



What we plan to do

- Aim to achieve 58% recycling/composting of household waste by March 2010
- Deliver ongoing information to raise awareness of waste minimisation and the opportunities to re-use and recycle
- Encourage our communities to reduce carbon emissions by raising awareness of energy and water saving measures
- Work with partners to organise events showcasing cultural traditions allowing people from diverse backgrounds to learn more about each other
- Ensure 90% of our streets and public spaces meet or exceed acceptable standards for litter



Quality Organisation

Provide effective access to services and to improve the skills and capacity of the organisation to meet local priorities and deliver excellent services.



What we plan to do

- 77% of our residents said they felt informed about the work of the council back in 2007. We aim to maintain this figure or better it if we can
- Redesign and improve the council website to increase the satisfaction of users from the 63% baseline
- Review local area forums to make sure we engage and empower the local community
- Achieve a lower carbon footprint by buying more fuel efficient vehicles and review refuse rounds to reduce carbon emissions. Reduce consumption of paper by 20% by March 2010
- Realise cash efficiency savings of at least 3% each year and publish an annual efficiency plan



Good for business

Work in partnership to promote the growth of local business and develop the economy in our district.



What we plan to do

- Promote key town centre sites for new retail facilities and high quality office accommodation in Grantham and Bourne
- Work with the local business community to agree a development brief for sites adjacent to Grantham Rail Station by March 2010
- Address low and slow economic growth by attracting and creating new business sectors to increase the average wage for Grantham to over £17,000 and Stamford to over £24,000
- Assist 200 existing businesses with information, advice and support for development by March 2010
- Acquire land for a mixed retail/housing development in Bourne by March 2012

Our achievements over 2008/09



Growth Point makes good progress

A new team set up to help deliver key housing and employment opportunities in Grantham has made "good progress" over the last 12 months.

Simon Wright, who heads the Growth Point team, said the town had received additional funding for 2009/10 and 2010/11 bringing the total amount allocated to over £6 million.

He said: "This clearly demonstrates the commitment of South Kesteven District Council and Lincolnshire County Council to meet the ambitious growth targets set for Grantham to help it become a thriving sub-regional centre. Over the last year we have made good progress in a number of key areas.

"We have covered a lot of ground work on our major projects, including the Station Approach development and the Canal Basin, and a number of feasibility and capacity studies have been completed."

The team also wanted to get the views of its partners to get them involved in the way the town develops and staged a two day visioning event attended by over 50 delegates from the public and private sector.

Their feedback was included in an updated funding application submitted to Communities and Local Government and guided a number of the Growth Point projects.

Simon, who is a chartered surveyor with a background of working in the public and private sector said: "We have also worked in partnership with Grantham Business Club and Grantham Future to improve the appearance of the town centre which included "window wraps" for vacant shop units and an increased number of floral displays."

Work also began to find sponsors willing to invest in improving a number of prominent town centre roundabouts.

Simon added:

"The achievement of Growth Point status will allow Grantham to strengthen its position as an important regional centre. To do this it must provide a wide range of housing, including affordable housing, and improve the attractiveness of the town centre as a retail destination and a place where people can relax and enjoy their leisure time. Successful delivery of the town's growth agenda will also ensure that it will become a successful business destination where employers can rely on securing a skilled workforce and occupy first class business premises."



Green Businesses win awards

SKDC showed its support for "green values" by sponsoring the Green Business of the Year in the Grantham Journal's Business Awards 2008/09.

Joint winners were Abi Heath, the owner of Grantham's Café Leo, and Grantham College.

Abi introduced a variety of new initiatives including recycling their waste through their own waste disposal provider, sourcing biodegradable cups and unbleached bags and sourcing food from local producers. She said: "We have also created a garden to support wildlife in the town centre by attracting birds and insects. We are in this for the long term; for us, it's more about an ongoing ethic of considering the environmental aspect of decisions and choices we have to make about business."

Grantham College set up an environment and energy committee to involve students and staff in thinking green.

Priorities were to improve the environment, reduce energy use, and reduce the carbon footprint of the college and the community.

The college also secured funding for green improvements to its buildings and was able to buy energy technology teaching equipment, including a hybrid car.

Cllr Frances Cartwright, SKDC portfolio holder, economic development, said: "Both Café Leo and Grantham College managed to demonstrate a commitment to green values in a thoughtful and practical way and they deserved the recognition for their efforts."



Stars are good for business

Good for business means different things to different people.

Carolyn Peet owns the Fryery Café in Grantham and she says having a five star food hygiene award is good for her business.

She said: "Having five stars means so much to us – our customers love it – they know we go the extra mile and put food safety first. We're incredibly proud of our five star status, we've even had T-shirts printed!"

The café is one of over 200 premises in South Kesteven rated five stars in the council's 'Scores on the Doors' food hygiene rating system.

Christian Polzin, a food health and safety officer, carries out inspections at a wide range of premises, from large food processing plants, to restaurants, bars, cafes and even the odd burger bar.

He said: "We have one aim in mind, to keep people safer when they eat. Typically during an inspection we scrutinise every aspect of where and how the food is handled and prepared. At every stage we are looking for evidence of good practice

to ensure the best possible standards of food hygiene and safety.

"At the end we score the premises and give it a food hygiene rating based on the five star system. We encourage those premises who achieve three or more stars to display their certificate and window sticker in a prominent position – it's a great way of showing customers that they really put food safety at the heart of their business."



New way of “thinking” to improve services

A new way of working called “lean systems thinking” has helped us improve the way we deliver council tax, housing benefit, and repairs for our tenants.

Over the last year our teams have taken a fresh look at how we provide services from the customers’ perspective, and how we can improve by doing things differently.

Council Leader Linda Neal, said: “Lean systems thinking really helps us put the customer at the heart of what we do; putting the customer first.

“We re-designed our process for completion of benefits claims which went live in Grantham in January 2009. This involved customers completing their applications directly with the benefits assessor, rather than through a customer

services advisor. This resulted in the number of days to make a new claim going down from 44.5 days to 28.1 days (from the customer’s first contact until completion) and we are still improving! We are now exploring how we can extend this service throughout the district.”

For repairs, the re-design of the service only started in March, but even in this short space of time, we have seen real improvements. Overall, there has been increased productivity and an improved end-to-end time for repairs. Customers asking for help with a repair are currently being visited in an average of 3.5 days.

SKDC will continue to develop lean systems thinking improvements for other services in the coming months.

Affordable and efficient homes

At South Kesteven we are doing our best to provide people with a decent place to live – a place to call home.

Whether it’s finding an affordable home, carrying out improvements to council homes, or making it possible for vulnerable people to live at home, it’s all part of what we do as a council.

During the past 12 months we have worked with developers and building companies to make sure we provide affordable housing at a time when the need has never been greater.

Overall nearly 300 affordable new homes were built across the district in 2008/09 – nearly double the figure the previous year.

Mandy Gee, SKDC’s partnership project officer, makes sure that enough of the right kind of high quality housing is built, and in these difficult times plays a key part in helping developers keep their sites open.

She said: “I work very closely with developers to make sure at least 31% of all new houses built in larger developments are ‘affordable’. In simple terms the developer will incorporate a number of affordable units within schemes and housing associations will guarantee to buy them for rental or part-ownership.

“We help in a number of ways but crucially our close relationship with developers and housing associations means we can work together to make it possible for more people on limited incomes to get onto the property ladder as well as making sure there are enough quality homes to rent for those who aren’t in a position to buy.”

Mandy also works directly with housing associations to find council land which is suitable for development.

She said: “These developments give us more flexibility to provide tailored housing for people who have specific needs, for example older people and those with disabilities”

The quality of the schemes has also been recognised. A development of 29 houses and bungalows at Harlaxton (Muir Group Housing Association) won an accolade for quality and design in the Local Authority Building Control Awards.



Improving homes

Each year we spend millions of pounds making our council homes a decent place to live.

In 2008/09 we carried out improvements costing over £4.3 million to properties across the district.

A big success was the "makeover" of 16 hard to let bed-sit rooms at a sheltered housing complex at Woods Close in Long Bennington which were converted into eight self-contained flats.

Councillor Paul Carpenter, cabinet portfolio holder for housing, was thrilled with the work. He said: "We visited tenants to get a first hand view of what they wanted in their new homes and all the work was then undertaken with one aim – to improve their quality of life.

"Heating systems have been upgraded and the homes are far more energy efficient. We've also doubled the floor space and are delighted with the reaction of the residents."

In other council homes in South Kesteven we spent over £2million fitting new kitchens and bathrooms. A further £800,000 went on heating upgrades which meant cheaper running costs for tenants and a reduction in CO₂ of one tonne per household.

Re-roofing cost a further £516,000 and included as standard loft insulation, which also helped reduce heating bills and resulted in a saving of half a tonne of CO₂ per household.

Work started on replacing windows with a B rated energy efficient design and tenants were given the chance to have their say on their choice of colour.

A good example of working with local business was a bin store project at Larch Close in Grantham. We teamed up with a local company who provided the steel work and helped us complete a very successful refurbishment.

Councillor Carpenter, said: "We found a steel manufacturer just a short distance away from Larch Close and worked with them to complete the scheme. It all went very well."

Adaptations for people with disabilities

Over the last year we have carried out over 600 different alterations to help people who have a disability live more independently at home.

These include:

- 36 ramps
- 100 grab rails (doors/bathrooms)
- 35 hand rails (stairs/gardens)
- 145 level access showers
- 85 homes fitted with lever taps
- 10 over bath showers
- 16 homes fitted with additional lighting
- 25 stairlifts
- Plus 200 assorted works!

We also awarded 76 grants worth £477,000 to people who live in properties in the private sector during 2008/09. The grants were used to provide things to enable independent living and included stair lifts, wet rooms, level access showers and widening doors for wheelchairs. Most grants given were for less than £5000 and were awarded on a means tested basis.



"Heating systems have been upgraded and the homes are far more energy efficient. We've also doubled the floor space and are delighted with the reaction of the residents."



Better and more efficient homes

Over £1.3million was spent during 2008/09 on making homes in South Kesteven warmer and more efficient – the 6th highest amount in the East Midlands.

Warm Front grants were given to nearly 700 households and covered the cost of over 260 new boilers, 39 gas central heating systems, 15 oil central heating systems, over 100 cavity wall installations, nearly 280 loft insulations, 29 hot water tank jackets, 89 draft proofing and 581 energy efficient light bulb packs.

SKDC was also successful in obtaining nearly half a million pounds from the Regional Housing Board and the Government Office East Midlands for the Better and Warmer Homes initiative which benefits every homeowner and private tenant by offering a free advice on grants

to combat fuel poverty. Kevin Martin, housing solutions service manager, said: "The aim is simple – to make heating homes more affordable and more comfortable. Increasing fuel costs serve to remind us of the need to make our homes as energy efficient as possible."



It's fun all the way at our new play parks

Hundreds of youngsters across the district are having loads more fun on new play equipment thanks to Big Lottery funding and money from the Department for Children, Schools and Families Play Builder programme.

Our healthy communities team worked with local communities to secure £250,000 of lottery funding for six schemes in South Kesteven and a further £170,000 from Play Builder to spend on more "natural" projects over the next three years.

Dale Kitchen, SKDC's community leisure officer, said: "Securing the funding was a long process involving lots of dedicated people, hard work and determination. All the effort has paid off and the new facilities are a great boost to children across the district."

Fulbeck - £32,000

Both teenagers and younger children are catered for with new play facilities designed for 1-16 year-olds which will last for the next 20-30 years. There is a small multi-use play area and a teenagers' meeting point.

Allington - £58,771

The 650 square metre multi-use area is ideal for football, hockey and netball and includes an equipment storage area and separate tarmac basketball pad.

Ruston Road, Londonthorpe - £53,500

A multi-use games area where local children can play football, netball, basketball and cricket.

Dowsby - £32,000

The new Tower 4 Teens is an extension to the existing play area with the addition of this challenging adventure play "tower" made up of climbing frames, slide and ropes for young people aged 10-16 years.

Deeping St James - £6,419

An extension at Woody Heights Skate Park to include a three-way fun box and grind wall with step up ledge.

Creative Play - £60,068

A district-wide scheme offering 15 free seasonal play days and over 100 out of school play sessions which include craft, drama and sports workshops.

South Witham and Dyke - £43,111

Play sites in both villages were revamped under the Play Builder scheme which is aimed at the 8-13 age group and encourages more active play where children can use their imagination, play independently and take risks in a safe and stimulating environment.



Recycling – we're tops!

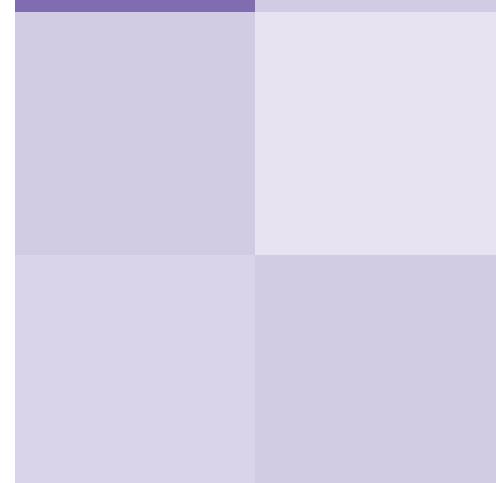
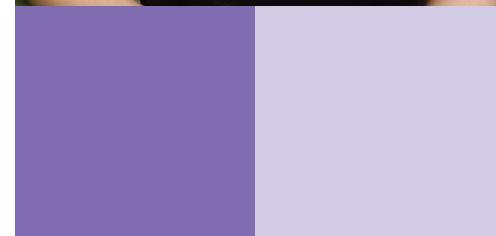
Here in South Kesteven we recycle more dry-recyclables than any one else in Lincolnshire.

Not only are we top of the pile in the county – collecting more than any other district - but we are also the fourth most improving council in the country when it comes to recycling the likes of paper, plastic, glass and cans.

Over 34% of all waste collected from properties across the district is made up of what we call "dry-recyclables" and when

added to green garden waste, over half of everything thrown away is recycled. During summer 2008 we also extended the green bin waste collection service and now a further 6,000 homes in South Kesteven have their compostable garden waste collected fortnightly.

We also throw away less waste in general. The average total waste collected per person is 397kg per year compared to the national average of 424kg.



Connecting with the community

Carol Drury is a natural communicator. She is in her element when networking and mixing with the community which is why she is perfect as Local Strategic Partnership Co-ordinator (LSP).

She has worked for SKDC for many years, mostly as an arts centre manager, but for the last two and a half years has been forging links with partner organisations and voluntary groups under the LSP umbrella.

During the last 12 months she has been involved in numerous projects and has a whole host of events planned for the coming year including work with the police and fire service and a mapping exercise to find out the make-up of our communities.

She said: "We know our district has changed dramatically over recent years so we are carrying out a mapping exercise to find out who actually lives in our community and what is available for them."

A flavour of events in 2008/09

Healthy Living Cookery Classes

How to cook a healthy meal was on the menu for people attending a pilot 10-session cookery course commissioned by the Healthy Living sub group of the LSP in partnership with Grantham College to promote nutritional eating – on a budget. The cooks, enlisted from children's centres, Home Start and through contact with health trainers, learned skills to cook healthy food on a budget. Ingredients, workbooks and menus were all provided and topics covered fire safety, hygiene and how to cook a healthy meal which they then took home to share with their family

Alcohol Awareness – Train the Trainers

■ A Training programme over six sessions for people working directly or indirectly with youngsters who are either misusing alcohol, are in danger of doing so or are in a family setting where alcohol is affecting home life

The sessions, which were commissioned by the LSP and delivered by DAC (Drug and Alcohol Concepts) included: Alcohol – its history and its relationship with our society; alcohol use and health implications; understanding the effects of alcohol and the unit system; tools and assessment guidance for working with alcohol users; and developing links with treatment services available in Lincolnshire. The participants were expected to demonstrate their knowledge and skills gained during the course through a structured, planned presentation which will be backed up six months later with a report around their practical experience.

South Kesteven Youth LSPs

■ Three youth partnerships were created across the district covering Stamford/Deepings, Bourne and Grantham involving 62 young people from secondary schools in South Kesteven

The students took part in initial meetings and then returned to their schools to elect a member from each year group to represent the views of their peers on the Youth LSP.

They will now develop project ideas based on the priorities of the SK LSP which include community cohesion, healthy living and sustainable growth. The forums give young people their chance to help shape the future of the place in which they live.

Carbon footprint



Creating a green, clean and safe environment

Energy efficiency is a key priority for South Kesteven and over the last 12 months it has become embedded within the values of the council. The results of our resident's survey in late 2007 demonstrated overwhelming support for action on this issue with 74% of respondents saying they want us to take a lead role in working with residents and businesses to tackle climate change.

Our aim is to create a "green, clean and safe" environment. We believe this starts at home and by putting our own house in order we can also focus on reducing energy consumption in the wider community.

A key part of that role is to lead by example and our Carbon Management Plan sets out how we will do this over the next five years. We are already putting in place the building blocks to ensure that carbon management is an integral part of how we make decisions and act on a day to day basis. The Carbon Management Plan is the starting point for our commitment to engage with staff, members and our working partners to achieve carbon reduction.

What we aspire to

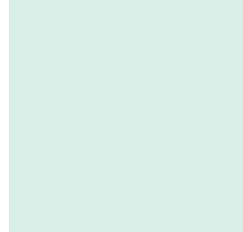
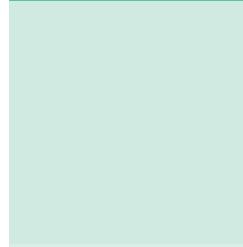
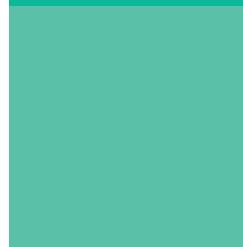
The Council signed the Nottingham Declaration (a public pledge designed to encourage local councils to address climate change) in 2006 which committed us to reducing our own carbon emissions, helping our communities reduce theirs and tackling the impacts of climate change. We are working closely with other Lincolnshire councils and other partners to:

- reduce the overall energy consumption and resulting emissions of CO₂ by South Kesteven District council operations

- work with our community to help them reduce their reliance on energy, cut their fuel bills and reduce their CO₂ emissions
- work both internally within the council and externally within the community to ensure adaptation solutions are in place to counteract the impacts expected from climate change and ensure that we are planning for any changes that need to be made to our services over the longer term

We have

- Ensured that climate change is on the agenda of the council with specific actions within our quality living and quality organisation priority themes



- Worked in partnership with the Carbon Trust (an organisation which advises the public sector and businesses on how to reduce carbon emissions) who carried out an energy audit of our eight largest energy using sites. This resulted in lighting motion sensors being fitted in corridors, the introduction of a rolling programme to fit higher thermal efficiency windows, and cooled bottled drinking fountains being replaced by mains fed drinking fountains
- Gathered detailed information on our use of electricity, gas, oil and vehicles to identify our carbon footprint using the Government's national measurement methodology (NI 185). We now know that during 2008/09 all of our activities generated 8,355 tonnes of carbon dioxide and that this is higher than similar Lincolnshire councils (partly due to the fact that we provide four leisure centres with swimming pools)
- Reduced our use of energy (and so reduced carbon dioxide) from our buildings, computers and printers. We have also changed the specification of our pool cars so that they are cheaper to buy, cheaper to run and more environmentally friendly (20% less carbon dioxide emissions)
- Recycled 60% of the waste generated from our buildings
- Encouraged staff to help us reduce energy use through a "switch it off" campaign
- Introduced a process so that the climate change team is part of the loop together with the planning teams, economic development and Grantham growth point to ensure adaptation is considered in any future building design programmes

- Introduced climate change into the Sustainable Growth sub-group of the local strategic partnership (LSP)

Our focus for the future

- South Kesteven (together with other councils in Lincolnshire) has set an ambitious target of a 5% reduction in overall CO2 emissions by Apr 2010 and a further 7.5% reduction by the following year. We plan to achieve this by :
 - Improving the energy efficiency of our heating system at St Peter's Hill offices
 - Improving lighting systems to reduce energy consumption
 - Installing equipment to reduce electricity consumption
- Work with the Carbon Trust to review our plans to reduce emissions and identify further opportunities to save resources
- Complete a community mapping process with Groundworks Lincolnshire to gain a better understanding of the climate change and carbon / energy concerns at local level and the opportunities to further promote awareness
- Raise the awareness of residents and businesses of the opportunities available to reduce their energy use and lower their impact on the environment
- Commission a study of wildlife sites to assess levels of biodiversity in South Kesteven
- Collect information on energy and fuel use quarterly and report progress on our environmental achievements as part of our regular performance updates on progress with our priorities

Money matters

Money matters to all of us.

In this section we highlight exactly how we use public money to deliver services to people who live in this area.

At the end of this report you will find a glossary which explains some of the financial terms we have used.



What we spent on services

During the financial year 2008/09, we spent over £110 million on day to day services.

After income received from fees and charges, other income and general government grants has been deducted, the net cost of our services was just under £51 million.

The table below shows how much services cost to provide in 2008/09. It shows where the money came from to fund those services and includes income and expenditure relating to our activities as a social landlord. It also shows the movement in the general fund balance. This is a balance we hold to protect us against unforeseen expenditure.

Revenue Account for the year ended 31 March 2009	Gross Expenditure	Gross Income	Net Expenditure
	£'000	£'000	£'000
Central Services to the Public	8,103	7,042	1,061
Cultural, Environmental and Planning Services	18,113	5,896	12,217
Highways, Roads and Transport Services	3,483	1,691	1,792
Local Authority Housing (HRA)	52,395	21,307	31,088
Other Housing Services	24,665	22,791	1,874
Corporate & Democratic Core	2,844	631	2,213
Non Distributed Costs	673	0	673
Net Cost of Services	110,276	59,358	50,918
Add loss on disposal of assets			412
Plus loan interest and other adjustments			1,498
Amount to be met from government grants & local taxation			52,828
Financed by:			
Council Tax Income			(7,166)
Revenue Support Grant			(1,450)
Non Domestic Rate Income (Redistributed)			(8,674)
Total			(17,290)
Deficit for the year			35,538
Other net statutory & non statutory amounts credited to the general fund			(35,055)
Decrease in General Fund Balance for the year			483
General Fund Balance as at 31 March 2008			(2,722)
General Fund Balance as at 31 March 2009			(2,239)
Decrease in General Fund Balance for the year			483



Where the money comes from

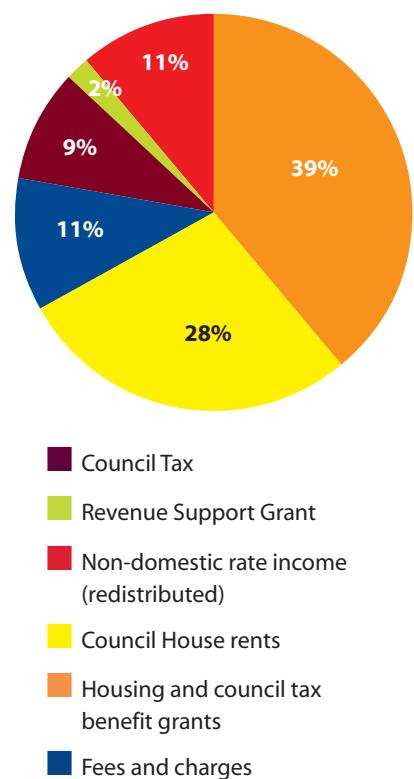
We received over £76 million to support our services. The pie chart opposite shows the different sources of income received in 2008/09.

£17.3 million was received from re-distributed business rates, revenue support grant and council tax payers.

£59.3 million was received from other sources, including council house rents (£21.3m), grants from the government for council tax benefit and housing benefit (£29.8m) and fees and charges income for services provided (£8.2m).

Last year we collected just over £1.2 million on behalf of town and parish councils in our area, £46.2 million for Lincolnshire County Council and £ 7.5 million for Lincolnshire Police.

Sources of income



The Balance Sheet

At the end of each financial year, we draw up a balance sheet. This shows the value of the assets the council holds, what is owed to us, our liabilities (what we owe to others), our reserves and how these different elements are funded.

Balance as at 31st March 2009	£000
Value of land and property	324,715
Investments	27,753
Cash and bank	714
Stocks and work in progress	28
Money owed to us	8,680
Money we owe	(38,357)*
Total assets less liabilities	323,533
Financed by:	
Financial balances	311,220
Revaluation reserve	2,654
Pensions reserve	(20,107)
Reserves ~ for specific purposes	20,229
~ working balances	9,537
	323,533

*This includes our pension liability of £20.1 million valued in line with general accountancy practice.

Our reserves

We have reserves to assist us in financing future spending plans and so that we are able to cover the costs of unexpected events if we need to. We endeavour to utilise our reserves in the most efficient and effective way possible, and do this by setting aside amounts of money for specific reasons. In the 2008/09 financial year the amounts set aside included:

- £600,000 to a capacity building reserve – to enable service improvements and assist with the delivery of our priorities
- £1.456 million to a capital reserve – to help us to buy or improve our assets

Capital Spending

In addition to our day to day spending, we also spend money on things that will benefit the people who live in our district over a number of years. During the 2008/09 financial year we spent:

- £4.384 million on the improvement of our council housing stock
- £583,000 on town centre projects. This included the purchase of properties in Bourne to assist with the delivery of the Bourne Core Area project
- £208,000 on maintaining a section of Grantham Canal
- £200,000 on the expansion of the green waste collection scheme, increasing the number of households who participate in this scheme by 6000

These projects were funded from a mixture of grants, reserves and contributions from revenue.



Our role as a social landlord

We are a social landlord for 6293 properties, with a total value of £265 million.

During 2008/09, our average rent was £59.05, which helped to fund expenditure of around £22 million. The total expenditure is shown as £52 million because we had to include an accounting entry of £30 million for depreciation and impairments to our buildings. These are not a real cost and are not included in the calculation of rent.

The money we spend on council housing and the income we get from this are "ring fenced" into a separate account – called a Housing Revenue Account (HRA). The HRA is ring fenced to make sure that rents cannot be subsidised by increases in council tax and equally that rents cannot be increased in order to keep levels of council tax down.

Our housing revenue account for 2008/09 is shown in the pie charts to the right.

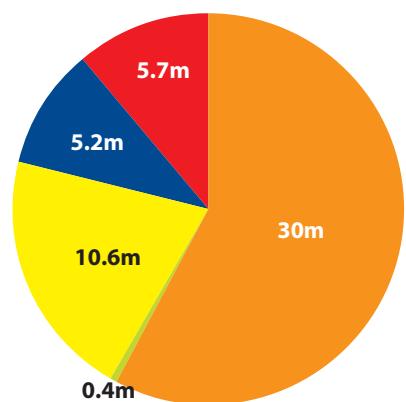
We spent around £52 million on repairs and maintenance, supervision and management and depreciation as illustrated.

This was funded by income from rents, service charges and interest and investment income of around £21 million as shown.

Audit approval

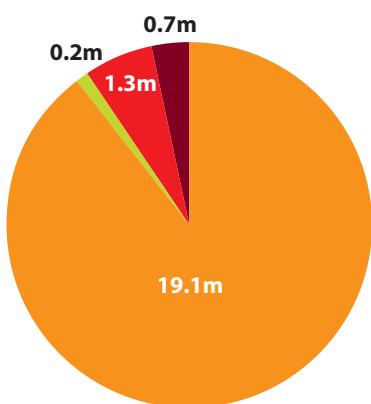
To ensure that our accounts accurately reflect the true financial position of the council and that they are fair and correct, they are audited every year by the Audit Commission. This has not yet been done for the 2008/09 financial year. A full copy of our accounts is available from our website www.southkesteven.gov.uk/publications/accountancy. If you would like to know more about the financial information in this section, please contact accountancy services on 01476 406208 or email accountancy@southkesteven.gov.uk

housing expenditure in millions



- Repairs and maintenance
- Supervision and management
- Housing revenue account subsidy
- Depreciation & impairment of fixed assets
- Loss on sale of HRA assets (being donation of land at Shaw Road and Tennyson Avenue for the provision of social housing)

housing income in millions



- Dwelling rents
- Non dwelling rents
- Charges for services and facilities
- Interest and investment income

Performance highlights

Performance Indicators are performance measures set by government for which all councils are required to collect data. A new performance framework came into effect on the 1st April 08 and includes a single set of National Indicators (NI) which replace the Best Value Performance Indicators (BVPI). These will be the only indicators on which central government will be able to set targets for local government and will replace BVPIs.

South Kesteven District Council continues to set targets for Local Performance Indicators (LPI) specific to this council. Monitoring our performance in service areas like waste, benefits, planning and housing, is a key aspect of our approach, both year-on-year and in comparison with other local authorities. A big benefit to us is that we can analyse our performance and compare it against other councils.



**Waste collected for landfill per household
418kgs (down from 452 in 07/08)**

Cost of waste collection per household £47.80 (projected target £49.58)





Household waste sent for reuse, recycling and composting 54.20%

Achieved our annual efficiency target which was over £800,000 for 08/09



Overall satisfaction with the local area 82.7%

Percentage of people who believe people from different backgrounds get on well together in their local area 81%



Abandoned vehicles removed within 24 hours 100%



Affordable homes delivered 289 (target 150)



Performance

Key to Performance Traffic Light Icons

	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on target
	This PI is a data-only - no target set for 2008/09 (measures are new for this year)

Place Survey

Traffic Light	Performance Indicator Code & Short Name	2008/09 Result	LAA target 2008/09	Annual target 2008/09
	NI 5 % of people satisfied with their local area as a place to live	82.7%		81%
	NI 6 % of people who carry out voluntary work at least once a month	26.1%		
	NI 17 % of people concerned with at least one or more anti-social behaviour issue	12.3%		
	NI 21 % of people who agree that anti-social behaviour and crime issues are dealt with successfully by the local council and police	22.3%		
	NI 22 % of people who agree that parents take enough responsibility for the behaviour of their children	36.9%		
	NI 23 % of people who think there is a problem in their local area with people not treating each other with respect and consideration	24.1%		
	NI 27 % of people who agree that the police and other local services seek their views on anti-social behaviour and crime issues	21.3%		
	NI 37 % of people who feel informed about what to do in a large scale emergency	16%		
	NI 41 % of people who think drunk and rowdy behaviour is a problem in their local area	23.9%		
	NI 42 % of people who think drug use or drug dealing is a problem in their local area	24.4%		
	NI 119 % of people who say they are in good health	75.9%		
	NI 138 % of people over 65 who are satisfied with both their home and their local area	87.7%		
	NI 139 % of people locally who agree that older people receive the support they need to live independently at home	29%		
	NI 140 % of people who feel they have been treated with respect and consideration by their local public services	75%		

Customer First

Traffic Light	Performance Indicator Code & Short Name	2008/09 Result	LAA Target 2008/09	Annual Target 2008/09
	NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer	30%		
	SK26b % of telephone calls answered by the Customer Services Centre	92%		95%
	SK135b % of telephone calls received that were abandoned	8%		5%
	SK136b % of telephone calls answered within 28 seconds by the Customer Service Centre	74%		85%
	SK137b Average call waiting time (seconds)	38		
	SK138b Average transaction time (seconds)	223		
	SK139/08b % of customers who are seen within 10 minutes - Grantham Customer Service Centre	64%		80%

Good for Business

Traffic Light	Performance Indicator Code & Short Name	2008/09 Result	LAA target 2008/09	Annual target 2008/09
	NI 151 Overall employment rate (working-age)	79.1%		
	NI 171 New business registration rate per 10,000 people	45		41
	NI 172 % of small registered businesses in an area showing employment growth	27%		2%
	SK209 % of Non-domestic rates collected	97.5%		99.6%

Place Survey

Traffic Light	Performance Indicator Code & Short Name	2008/09 Result	LAA target 2008/09	Annual target 2008/09
	NI 1 % of people who believe people from different backgrounds get on well together in their local area	81%	78%	78%
	NI 2 % of people who feel that they belong to their neighbourhood	63.6%		
	NI 3 % of people involved in "civic life" in their local area in the last year	14.7%		
	NI 4 % of people who feel they can influence decisions in their locality	28.2%		

Quality Living

Traffic Light	Performance Indicator Code & Short Name	2008/09 Result	LAA target 2008/09	Annual target 2008/09
	NI 15 Serious violent crime rate per 1000 people	.30		
	NI 16 Serious acquisitive crime rate per 10000 people	9.61		9.41
	NI 20 Assault with injury crime rate per 1000 people	4.97		
	NI 154 Net additional homes provided	653		400

Quality Living				
Traffic Light	Performance Indicator Code & Short Name	2008/09 Result	LAA target 2008/09	Annual target 2008/09
✓	NI 155 Number of affordable homes delivered (gross)	289		150
✓	NI 156 Number of households living in temporary accommodation	54	10	75
✓	NI 158 % of non-decent council homes	2%		2%
✓	NI 159 Supply of ready to develop housing sites (100% = 5 years land supply)	153%		90%
✓	NI 170 Previously developed land that has been vacant or derelict for more than 5 years	0%		5%
✓	NI 187(i) % of people receiving income based benefits living in homes with a low energy efficiency rating	11%		12%
✓	NI 187(ii) % of people receiving income based benefits living in homes with a high energy efficiency rating	29%		15%
✓	NI 191 No. of kgs of residual household waste collected per household	418		426
▲	NI 192 % of household waste sent for reuse, recycling and composting	54.2%		55%
▲	NI 193 % of municipal waste land filled	45.8%		45%
✓	NI 195a Improved street and environmental cleanliness; Litter (low = good)	2%		5%
✓	NI 195b Improved street and environmental cleanliness; Detritus	3%		8%
✓	NI 195c Improved street and environmental cleanliness; Graffiti	0%		0%
✓	NI 195d Improved street and environmental cleanliness; Fly-posting	0%		0%
✓	NI 196 Improved street and environmental cleanliness; Fly tipping (low = good)	1		3
●	NI 197 Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	88%		
●	SK43 Average length of stay (days) in designated homeless units within SKDC stock (for completed occupancies)	64.6		58
●	SK179 Plan-making: Has the planning authority met milestones set out in the Local Development Scheme?	No		Yes
▲	SK194 Abandoned vehicles - % investigated within 24 hrs	85.3%		100%
✓	SK195 Abandoned Vehicles - % removed within 24 hours of required time	100%		100%
▲	SK208 % of council tax collected	98.2%		98.6%
▲	SK323 % of rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	97.91%		98.9%

Quality Organisation				
Traffic Light	Performance Indicator Code & Short Name	2008/09 Result	LAA target 2008/09	Annual target 2008/09
✓	NI 157a Processing major planning applications in 13 weeks	66.67%		60%
✓	NI 157b Processing minor planning applications in eight weeks	75.45%		65%
✓	NI 157c Processing other planning applications in 8 weeks	91.47%		80%
	NI 179 Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	£826000		£826000
✓	NI 185 CO2 reduction from local authority operations	.0%		.0%
●	NI 186 Per capita reduction in CO2 emissions in the LA area	+3.27%		
▲	NI 188 Planning to Adapt to Climate Change (level reached)	0	1	1
✓	NI 194a Air quality – % reduction in NOx through local authority's estate and operations (baseline set in 08/09)	.0%		.0%
✓	NI 194b Air quality – % reduction in primary PM10 emissions through local authority's estate and operations (baseline set in 08/09)	.0%		.0%
▲	SK94 % of non operational assets occupied	93.75%		95%
▲	SK119 % of FOI enquiries responded to within statutory 20 days	94.4%		99%
●	SK144 Working Days Lost Due to Sickness Absence	10.26		8
●	SK159 % of staff that feel they are well informed about changes that directly effect their work	58.5%		
●	SK160 % of staff that feel they are informed about changes that affect the whole council	58.5%		
●	SK163 % of customers that think the council offers value for money	49%		80%
✓	SK164 % of SKDC local media coverage interpreted as negative	24%		25%
●	SK165a % of customers that have used the website and were satisfied	27.93%		50%
●	SK165b % of customers that have used the website and were unsatisfied	57.16%		10%
✓	SK165c % of customers that have used the website and were indifferent	14.91%		40%
●	SK170 % capital profile programme delivered on time	85%		95%
✓	SK171 % capital profile programme delivered within budget	100%		95%
✓	SK173 % of assets reviewed for utilization purposes	49%		39%
▲	SK174 % of invoices paid on time	97.76%		99.50%
✓	SK182 % Planning appeals allowed	27.6%		30%
✓	SK207 Cost of household waste collection	£47.8		£49.58
✓	SK215 % of SKDC local media coverage interpreted as positive or neutral	76%		75%
✓	SK216 % of PR articles that provide a FAIR representation on the facts relating to SKDC	100%		90%

Workforce contracts - We did not award any contracts during 2008/09 which involved the Code of Practice on workforce matters in Local Authority Service Contracts.

Getting involved



South Kesteven District Council is committed to involving local people in shaping the area and the services they receive. We consult with you on a wide range of projects and plans but there are a number of other ways in which you can take part in local democracy and have your say.

You can get involved by taking part in:

Council meetings

A range of committees meet to discuss and decide council business, and most of them are open to the public. You can view a full calendar of meetings, along with agendas and minutes of meetings, at www.southkesteven.gov.uk or for information or advice call 01476 406080.

Local Forums

We hold six local forums across the district so our residents are better informed about the way local services are run and which allow them to get more involved in the decision making process. The dates for the forums, which cover Grantham, Stamford, Bourne, The Deepings, Rural North and Rural South, are advertised in the local paper and on our website www.southkesteven.gov.uk. Please come along.

Consultations

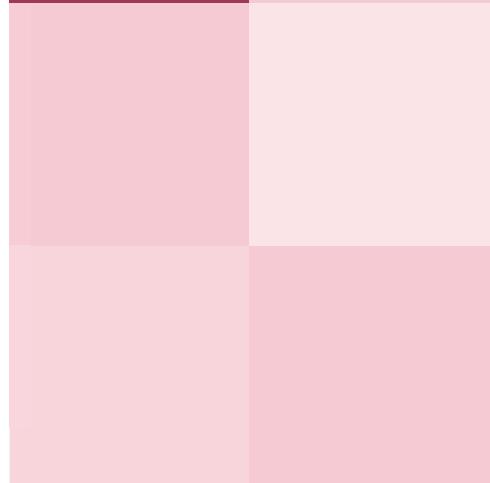
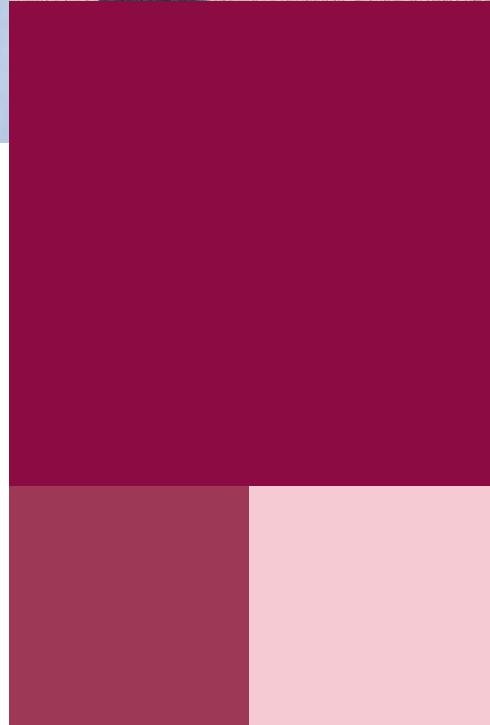
Each year we also consult with the public on a wide range of issues which are important to them. If you get a survey please fill it in and send it back. Your views are important and help us to improve our service to you.

Scrutiny Committee

This committee examines the performance of the council's services and how they are delivered before making recommendations to the council. If the council agrees any of the recommendations the committee then monitors how well they are carried out. For more information contact Paul Morrison on 01476 406512.

Residents' Survey

The council carries out a residents' survey with around 4,000 people to find out what they think of our services. Previous results have helped shape our priorities and helped us identify areas where we can improve.



Complaints

If you are not happy with the way the council has dealt with something contact our customer service centre on 01476 406080 and explain why you are unhappy. The complaint should be resolved within 10 days, or we will contact you to tell you why it has not been possible within this time. If you do not feel the complaint has been resolved, you can ask to make a formal complaint.

If you are still not satisfied, you can take the matter further with the local government ombudsman – visit www.lgo.org.uk for more information.

Contact us and feedback

The annual report tells you about the council's achievements over the past year and how your money was spent. Copies are available to view at our offices in Grantham, Stamford, Bourne and The Deepings, and at libraries across the district. Residents can also download the publication on our website www.southkesteven.gov.uk/publications/bestvalue



We are interested in your comments about this annual report. If you would like to provide feedback, please answer the questions below:

Did you find the annual report useful?

- Very useful
- Quite useful
- Not useful

Was the annual report in an easy-to-read format?

- Very easy
- Quite easy
- Not easy

Was the annual report easy to understand?

- Very easy
- Quite easy
- Not easy

Is there any other information you would like us to include in the annual report? Please provide details:

Other comments/feedback:

Please tell us a little about you. Are you a:

- Resident
- Stakeholder
- Council employee
- Other, please specify

Do you live in South Kesteven?

Yes No

Thank you for completing this form. Please return to
consultation@southkesteven.gov.uk

**Annual report feedback
South Kesteven District Council
Council Offices
St Peter's Hill
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Lincs
NG31 6PZ**

Other enquires
Tel: 01476 40 60 80
[www.customerservices@southkesteven.gov.uk](mailto:customerservices@southkesteven.gov.uk)



Glossary

Term	Definition	Term	Definition
Asset	An asset is something that the council owns that has monetary value. Assets are either "current" or "fixed". A current asset is one that will be used or will not have a material value after the end of the next financial year. A fixed asset has a value for more than one year.	Housing Subsidy	Housing subsidy is either a payment made or a subsidy received by the council from central government, which is dependent upon a number of factors including the council's debt position and their need to spend. Our council pays housing subsidy into a central pool, which is then redistributed back out by central government in accordance with a complex set of rules and assumptions to other councils.
Audit of accounts	An audit is an examination by an independent expert of an organisation's financial affairs to check that the relevant legal obligations and codes of practice have been followed. Our accounts are audited by the Audit Commission.	Liability	A liability arises when the council owes money to others. There are 2 types. A current liability is a sum of money that will or might be payable during the next accounting period. A deferred liability is a sum of money that will not become payable until some point after the next accounting period or is paid off over a number of accounting periods.
Balances	An amount held to protect us against unforeseen expenditure.	Local Area Agreement	A local area agreement sets out the priorities for a local area agreed between central government and a local area (the council and Local Strategic Partnership) and other key partners at the local level.
Balance sheet	A record of the value of assets held, what is owed and what we owe to others and how these elements are funded.	Local Strategic Partnership (LSP)	A body that brings together at a local level, the different parts of the public sector as well as the private, business, community and voluntary sectors so that they can all work together.
Bourne Core Area Project	Re-development of 2 hectares of under-utilised land in the centre of Bourne to create a well integrated vibrant shopping area.	Non Domestic Rate Income(redistributed)	This is income from business rates, which is paid into a central pool, and redistributed back out on the basis of a fixed amount of head of population.
Capital expenditure	Spending on items that will have benefits in the longer term – normally on the acquisition of a fixed asset or spending that adds to the value of an existing asset.	Reserves	Amounts of money set aside to assist with future spending plans.
Central services to the public	Heading which incorporates the costs associated with council tax, non domestic rates, registration of electors, conducting elections, emergency planning, local land charges and grants to voluntary associations.	Revaluation reserve	An accounting term used for an item on the balance sheet due to assets being re-valued at a higher level than the recorded historic cost of those assets.
Corporate and Democratic core	Heading which incorporates the costs associated with civic functions, corporate costs, democratic representation and treasury management.	Revenue Support Grant	A grant we receive from the government as a contribution towards the cost of our services.
Depreciation	An accounting adjustment made to reflect a reduction in the value of an asset due to age, wear and tear.		
General Fund	An account which details the income and expenditure for all council activities, with the exception of those covered by the Housing Revenue Account and the Collection Fund		
Government grants	Grants made by central government towards either revenue or capital expenditure to help with the costs of providing services and capital projects. Some have restrictions on how they can be used, whilst others are for general purposes.		
Housing Revenue Account (HRA)	An account which details the income and expenditure relating to council housing.		

Alternative formats

To ensure all residents of South Kesteven have access to our information material, our information is available in the following languages and formats:

Large print, Braille, audio tape, audio CD or computer disc

This information can be made available in large print, Braille, on audio tape, audio CD or computer disc. If you, or someone you know, might benefit from this service, please contact us.

繁体中文 / Cantonese

本資料有繁体中文版，若你本人或你認識的甚麼人會受益於此版本，敬請聯絡我們。

Česky / Czech

Tato informace může být dostupná i v češtině. Pokud byste Vy, a nebo někdo koho znáte, mohl využít tohoto servisu, obrátěte se prosím na nás.

Magyar / Hungarian

Ezeket az információkat magyar nyelven is tudjuk biztosítani. Ha Ön, vagy valaki, akit Ön ismer igényt tart erre a szolgáltatásra, kérlek, keressen fel minket.

Latviski / Latvian

Šo informāciju var iegūt arī latviešu valodā. Ja Jums vai kādai no Jūsu paziņai šādi pakalpojumi nāktu par labu, lūdzu kontaktējet mūs.

Lietuviškai / Lithuanian

Šią informaciją galite gauti lietuvių kalba. Prašome kreiptis į mus, jei jums arba jūsų pažįstamiems ši paslauga galėtų būti naudinga.

Polski / Polish

Informacja ta może być dostępna w języku polskim. Jeżeli Państwo albo ktoś kogo Państwo znają, może z tej usługi skorzystać, proszę nas kontaktować.

Português / Portuguese

Esta informação pode ser disponibilizada em português. Se você, ou alguém que conhecer, beneficiar com este serviço, por favor contacte-nos.

Русский / Russian

Данная информация может быть предоставлена на русском языке. Если Вы или Ваши знакомые посчитаете такую услугу необходимой, пожалуйста, свяжитесь с нами.

South Kesteven District Council
Council Offices
St. Peter's Hill
Grantham
Lincolnshire
NG31 6PZ

t: 01476 40 60 80 **f:** 01476 40 60 00

m: 01476 40 60 98 (minicom)

e: customerservices@southkesteven.gov.uk

w: www.southkesteven.gov.uk

We want to ensure all residents of South Kesteven have access to our information materials. This booklet is available in various languages and formats including large print, braille, online and on computer disk. To request a document in a specific format, you can ring us on 01476 40 61 27 or email communications@southkesteven.gov.uk



South Kesteven District Council

STAMFORD • GRANTHAM • BOURNE • THE DEEPINGS