

# Finance and Economic Overview and Scrutiny Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



Tuesday, 20 February 2024 at 10.30 am  
Council Chamber - South Kesteven House,  
St. Peter's Hill, Grantham. NG31 6PZ

**Committee Members:** Councillor Bridget Ley (Chairman)  
Councillor Lee Steptoe (Vice-Chairman)  
Councillor Ben Green, Councillor Tim Harrison, Councillor Gloria Johnson,  
Councillor Robert Leadenhams, Councillor Nick Robins, Councillor Max Sawyer and  
Councillor Murray Turner

## Agenda Supplement

5. **Minutes of the meeting held on 15 January 2024** (Pages 3 - 10)
12. **ICT Cyber Security Update** (Pages 11 - 24)  
To update committee members regarding the completion of the Cyber Treatment Plan which was funded by the Cyber Security Resilience Grant.
13. **Corporate Plan 2024 - 2027 Provisional Key Performance Indicators** (Pages 25 - 56)  
To present the proposed key performance indicators (KPIs) for the Corporate Plan 2024-27, to be monitored by this Overview & Scrutiny Committee, and to recommend the approval and adoption of the KPI suite from 1 April 2024.

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## Meeting of the Finance and Economic Overview and Scrutiny Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

Monday, 15 January 2024, 10.00 am

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### Committee Members present

Councillor Bridget Ley (Chairman)

Councillor Harrish Bisnauthsing

Councillor Helen Crawford

Councillor Ben Green

Councillor Tim Harrison

Councillor Graham Jeal

Councillor Robert Leadenham

Councillor Lee Steptoe

### Cabinet Members present

Councillor Richard Cleaver (Leader of the Council)

Councillor Ashley Baxter (Deputy Leader of the Council)

Councillor Phil Dilks (Cabinet Member for Housing and Planning)

Councillor Philip Knowles (Cabinet Member for Governance and Licensing)

Councillor Rhea Rayside (Cabinet Member for People and Communities)

Councillor Paul Stokes (Cabinet Member for Culture and Leisure)

### Other Members present

Councillor Paul Fellows

Councillor Habibur Rahman

### Officers present

Karen Bradford (Chief Executive)

Richard Wyles (Deputy Chief Executive and S151 Officer)

Nicola McCoy-Brown (Director for Growth and Culture)

Nick Thacker (Interim Head of Service, Housing)

Debbie Roberts (Head of Corporate Policy, Projects and Performance)

James Welbourn (Democratic Services Manager and Deputy Monitoring Officer)

Alice Atkins (Corporate Projects Officer)

Sarah Downs (Democratic Services Officer)

#### **54. Election of Vice-Chairman**

The Chairman proposed a change to the order of agenda items, moving agenda item 8 – St Martin’s Park, Stamford Redevelopment Project to the final item, following agenda item 10 – an update on the Grantham Future High Streets Fund.

This was seconded and **AGREED**.

Following nominations, it was proposed, seconded, and **AGREED** that Councillor Lee Steptoe act as Vice-Chairman for today’s meeting.

#### **55. Public Speaking**

No comments from members of the public were received.

#### **56. Apologies for Absence**

Apologies for absence had been received from Councillors’ Gloria Johnson and Murray Turner.

Councillor Harrish Bisnauthsing substituted for Councillor Turner and Councillor Graham Jeal substituted for Councillor Johnson.

Councillor Helen Crawford represented the South Kesteven Coalition Group.

The Deputy Leader confirmed apologies from Councillor Virginia Moran.

#### **57. Disclosure of Interests**

No disclosures of interest were received.

#### **58. Minutes of the meeting held on 28 November 2023**

It was proposed, seconded, and **AGREED** that the minutes from the meeting held on 28 November 2023 were a correct record.

#### **59. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**

There were none.

#### **60. Updates from previous meeting**

The Chairman confirmed that the action arising from the previous meeting of 28 November 2023 to arrange an additional meeting of the Finance and Economic Overview and Scrutiny Committee was complete as todays meeting represented the additional committee requested.

## 61. Mid-Term Key Performance Indicators 2023/2024

The report was introduced by the Head of Corporate Policy, Projects and Performance.

The South Kesteven Corporate Plan 2020-23 was approved by Council on 1 October 2020. It was agreed by the Council that actions, key performance indicators (KPIs) and targets would be developed by the relevant overview and scrutiny committee, which would retain oversight of the performance management arrangements at a strategic level. These actions and indicators were presented to this committee and agreed on 23 February 2021.

The Year End report for 2022/23 was presented to the Committee on 27 June 2023 and outlined the performance against the Corporate Plan for the previous financial year. This report built on these historical reports to provide an update on performance to the mid-year point of the 2023/24 financial year. It incorporated the changes recommended by the last KPI review to outline areas of the council's performance which were successful and to advise where challenges may lay.

2023/2024 was the final year of monitoring these existing KPIs. A refresh of the Corporate Plan was currently underway. All Members had the opportunity to engage in the development of the new Corporate Plan, which will be adopted in January 2024. To accompany the new Corporate Plan, a new suite of KPIs will be developed to reflect the priorities, ambitions and actions of the new Plan. These KPIs were to be approved by each Committee and reporting was to commence from April 2024.

- 7 of the actions were rated Green. These were actions which were on or above target as planned. Included within these were 'healthy and strong communities' and 'investing in high quality leisure facilities across the District.'
- 2 actions were rated as Amber, these were those off target by less than 10% or where milestone achievement was delayed but with resolution in place to be achieved within a reasonable timeframe. It was noted that within 'the delivery of growth in the economy' 2 actions were items at today's Committee – St Martin's Park, Stamford and delivery of the Heritage Action Zone Project.

The Director of Growth and Culture had provided extended commentary on the KPIs for The Grantham Future High Streets Fund and the Heritage Action Zone in the covering report.

During discussion, Members raised the following points:

- There were a number of KPIs recorded as 'not reported'. Why was this?

- The Council was significantly below target for protecting the most vulnerable residents with safeguarding processes as well as meeting the Housing needs of residents. How could this be improved?
- The Southern Urban extension project was still very much in prospect, shouldn't this still be a current KPI?

The Head of Corporate Policy, Projects and Performance informed Members that the Corporate Plan had been in place for some time and a lot of the original targets had been completed or superseded with other KPIs more fit for purpose during the lifetime of the Corporate Plan. The Officer confirmed that the Rural and Communities Overview and Scrutiny Committee were responsible for the KPIs relevant to vulnerable residents and the safeguarding processes. An update was to be heard at their next committee meeting. The Housing KPIs were to be heard at the next Housing Overview and Scrutiny Committee on 22 January 2024.

The Leader of the Council informed Members that the KPIs were linked to the Corporate Plan and its objectives. The Committee had an opportunity to review the KPIs moving forward in preparation of the next Plan.

It was proposed, seconded, and **AGREED**:

**That the Finance and Economic Overview and Scrutiny Committee**

1. **Reviewed and scrutinised the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan priorities and outcomes.**
2. **Used this report to inform and support the ongoing work programme of the Committee.**

## **62. Grantham Future High Streets Fund Update**

On 19 September 2023, the Finance and Economic Overview and Scrutiny Committee were provided with an update on the Grantham Future High Streets Fund programme which highlighted rising costs in relation to construction and infrastructure works. Committee Members requested for an additional update report to be presented to the November meeting.

The Leader of the Council provided an update to the Committee.

*An agreement held between South Kesteven District Council and Lincolnshire County Council regarding the public realm schemes had been confirmed at an estimated cost of £1.8 million for the Market Place Scheme and a scaled down Station Approach Scheme estimated at £0.6 million. The report also gave Members an update on the strategic site acquisition element of the Programme. Legal Advisors had stated that due to the shortened timeframe there was no prospect of acquiring the site utilising compulsory purchase powers. Consideration*

*had been made as to whether the project could be achievable in the context of programme extension, however, this was unfortunately not the case.*

*'Since the report was published in November 2023, the Council was given the option by the Department for Levelling-Up Housing and Communities to relocate approximately £2.1 million of funding to the undeliverable strategic site acquisition project, to deliver the Station Approach Project in full, allowing both schemes to be delivered as originally envisaged, which would maximise delivery and prevent a return of funding to Central Government.*

*Members of the Programme Board had since met with Lincolnshire County Council and the County Council had since provided a high-level update delivery plan for the public realm projects. Furthermore, an additional project had been identified through which we could utilise the reallocated funding. This was around capital works to bring back toilets in the Market Place that had been closed for over 10 years, in order to support the vitality of the area. This project had been estimated at a maximum of £90,000. The Department of Levelling Up Housing and Communities were supportive of the project in principle and a formal request to proceed with the works had been submitted.*

*As the project budget had changed significantly, this had been subject to both the Department for Levelling Up Housing and Communities' project adjustment request process and their agreement to extend the programme period. These requests had now been submitted. Should the programme extension request be approved, this would extend the programme period by six months to September 2024 and the delivery period by 12 months to April 2025.*

*The Department of Levelling Up Housing and Communities had confirmed that approval was likely, which would allow the Council time to complete both major public realm projects by March 2025. The project adjustment request also requested the removal of the strategic site acquisition from the Future High Streets Fund's programme. The Council awaited a decision regarding this and requested reallocation of funding.*

*The report also updated Members on the Upper Floor Grants Programme. Since the previous meeting of the Committee, the very late withdrawals of both the application at St Peter's Walk and at 40 Westgate, Grantham left 6 grants unallocated. These had now been relocated to the applicant for 9 -10 High Street. In the week following the publication of the report, the applicant for 4 units at 90 Westgate had also withdrawn from the programme. Officers were able to reallocate 2 of the grants to the 9-10 High Street applicant and were currently working to reallocate the remaining 2. They were likely able to do so in the context of a programme extension.*

*At present, no full applications had yet been submitted. However, these were expected to come through in the coming weeks. Funding for the largest application was due to be heard at the February 2024 meeting of Cabinet. Conversations between officers and applicants were ongoing to ensure that deadlines were met.*

*The report also detailed a forward plan for the Grantham Town Team as agreed by the combined Grantham Heritage Action Zone and Future High Street Fund Programme Board. Due to significant gaps in staffing levels and vacant Grantham Engagement Manager post, there had been a natural pause in the progress of the Grantham Town Team. As such, Members and officers involved in the delivery of the project had been able to reflect on feedback regarding its operation. It had been agreed that both the membership and terms of reference of the Town Team required considerable improvement, including a key qualifying criteria that Members must be willing for their involvement in the Town Team to be in the public domain. The Programme Board aimed to meet imminently to draft and agree a terms of reference for the Town Team and criteria for membership. Following this and the appointment of a new Grantham Engagement Manager, the Town Team will be relaunched.'*

Members raised the following points during discussion:

- Was there a drawing of the Market Place Scheme? There were queries over the parking area outside the Recruitment Agency potentially being levelled and confirmation was requested.
- Were both pieces of work expected to be completed by April 2025?
- What was the cost to the taxpayer for the formal launch of the Town Team at the Angel and Royal Hotel and what was the rationale for not having the membership of the Town Team or the invitee list not in the public domain in the first instance?

The Chief Executive informed Members an email had been received from Lincolnshire County Council confirming the cost of the additional part of the work, was as much as completing the whole project and therefore not contained within the budget. Lincolnshire County Council had also expressed concerns over the number of utilities in the area. This had been challenged by South Kesteven District Council and a further response was awaited.

The Leader of the Council confirmed that the expected completion of both schemes was April 2025.

The Director of Growth and Culture informed Members the costs for the Town Team launch at the Angel & Royal in Grantham would be circulated. A decision was taken to not disclose names of membership at the time, as consent had not been obtained at the outset. Hence the recommendation in the reshaped Grantham Town Team for that to be a condition of involvement.

#### **ACTION:**

**To circulate the cost in relation to the launch of the Grantham Town Team on 6 September 2023.**

It was proposed, seconded, and AGREED that the Finance and Economic Overview and Scrutiny Committee:

- 1) Considered the report and pass comments for feedback to the combined Grantham Heritage Action Zone and Future High Street Fund Programme Board.
- 2) Added an update on the Grantham Future High Streets Fund programme to the Work Programme.

### 63. St. Martin's Park Redevelopment Project, Stamford

The Leader of the Council introduced the report, recommending that:

**The Finance and Economic Overview and Scrutiny Committee:**

1. Noted the progress made regarding the delivery of the St Martins Park, Stamford development.
2. Reviewed the options that were currently available for the next phase of the project.
3. Recommended to Council a preferred way forward based on the options set out in this report.

South Kesteven District Council (SKDC) acquired in March 2019 land and buildings of the former 'Cummins' factory site which had previously provided employment for up to 500 people on Barnack Rd, Stamford. The site was positioned on the edge of Stamford, to the southeast of the town centre and was originally purchased by the Council for the growth and regeneration of Stamford and to ensure the site was not used for the building of residential homes but instead attracting jobs to replace those lost when the former factory site closed.

To secure the site, the Council paid above the asking price for a quick purchase as it was originally intended to build out the scheme itself hence an agreement to some terms imposed by Cummings, the vendor of the site. The Council agreed that it would enter into a collaboration agreement with Burghley to include commercial mixed use, a retirement village as well as residential homes. Burghley owned the neighbouring land, formerly allocated for employment usage. Outline planning consent had been obtained.

A marketing campaign sought to secure potential developers and 3 developers were shortlisted. Surveys and agents reports had been obtained. Within the collaboration agreement, each landowner bears the cost of remediation work to their site and the Council was required to demolish and remediate the factory buildings. The Council appointed G F Tomlinson to deliverdemolish all 24 buildings on the former factory site, completing in December 2022.

Following demolition, the Council were fully able to assess the remediation works that were required and this was found to be more than originally expected with 2 plumes on site requiring the Environment Agency to approve the remediation strategy of how this was to be done and test afterwards. The Council asked the developers to consider undertaking these works with the cost coming from the end of receipt of the Council's side of the site.

At 10.35, it was proposed, seconded, and **AGREED** that the meeting continue with the exclusion of the press and public.

**Under Section 100(a)(4) of the Local Government Act 1972, the press and public may be excluded from the meeting during any listed items of business, on the grounds that if they were to be present, exempt information could be disclosed to them as defined in the relevant paragraphs of Schedule 12A of the Act.**

#### **64. Work Programme 2023 - 2024**

The Committee considered the Work Programme 2023-2024.

The Maintenance Strategy and Condition Survey item was **AGREED** to be moved to the meeting in May 2024. The Deputy Chief Executive confirmed the survey was to be more in-depth, hence the requirement for bringing the report to a later meeting. The Officer confirmed a report on the Council Tax Discount Scheme for Veterans was to be heard at the 20 February meeting.

The Head of Corporate Policy, Projects and Performance confirmed that the new Draft KPIs would be on the agenda for 20 February 2024.

A Member requested a breakdown of the Grantham Market costings. The Deputy Executive agreed to send the information after the meeting.

#### **65. Any other business, which the Chairman, by reason of special circumstance decides is urgent**

#### **66. Close of meeting**

The Chairman closed the meeting at 12:30.



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## Finance and Economic Overview and Scrutiny Committee

20 February 2024

Report of Councillor Richard Cleaver,  
Deputy Leader of the Council

## Cyber Security Resilience Grant Update

### Report Author

Alison Hall- Wright, Deputy Director (Finance & ICT) and Deputy S151 Officer

alison.hall-wright@southkesteven.gov.uk

### Purpose of Report

To update committee members regarding the completion of the Cyber Treatment Plan which was funded by the Cyber Security Resilience Grant.

### Recommendations

#### That the Committee:

1. Notes the completion of the Cyber Treatment Plan attached at Appendix A.

Decision Information	
Does the report contain any exempt or confidential information not for publication?	Exempt <b>Appendix A – Cyber Security Treatment Plan</b>
What are the relevant corporate priorities? <b>(delete as appropriate)</b>	Effective council
Which wards are impacted?	All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance***

1.1 The costs associated with the delivery of the Plan is referenced in the report. The protection of Cyber Security is a key activity for the Council and is included in the Council's Strategic Risk Register.

Completed by: Richard Wyles, Deputy Chief Executive and s151 Officer

### ***Legal and Governance***

1.2 There are no governance and legal implications associated with this report.

Completed by: Mandy Braithwaite, Legal Executive

### ***Risk and Mitigation***

1.3 Cyber Security is a recognised risk to the Council and is included within the Strategic Risk Register.

Completed by: Tracey Elliott, Governance and Risk Officer

## **2. Background to the Report**

- 2.1 On 27 April 2022 the Leader of the Council approved the acceptance of the Cyber Security Resilience Grant award of £150k from the Department for Housing Levelling up and Communities (DLUHC).
- 2.2 The purpose of the grant was to fund the actions identified in the Cyber Security Treatment Plan which the Council produced in conjunction with the Local Digital Cyber support team. The plan identified the improvements the Council should implement to increase Cyber Security and Resilience. The Cyber Security Treatment plan is included at Appendix A.
- 2.3 The plan was expected to be completed over a 12-month period and quarterly meetings were held with Livtech, who were the organisation responsible for monitoring the completion of the actions included in the plan on behalf of DLUHC. Positive feedback was received during the meetings regarding the progress the Council was making with completing the identified actions.
- 2.4 Livtec signed off the completion of the plan on 23 May 2023 as the Council only had 2 outstanding actions to complete. One action has been completed but the completion of the final action has been delayed due to the delivery timeframe of the required equipment. The equipment has now been received and the final action is expected to be completed by 31 March 2024.
- 2.5 Cyber security remains a key priority for the Council, for example, the National Cyber Security Centre process weekly checks against our external Internet Protocol addresses to identify any weaknesses or changes that have been made that reduce our cyber security resilience and the Council will complete any required actions.
- 2.6 An annual penetration test is also completed to ensure that the Council is Public Sector Network compliant, this penetration test will identify any weaknesses in our systems which need to be addressed prior to certification being issued.

## **3. Reasons for the Recommendations**

- 3.1 To ensure members are updated regarding the completion of the Cyber Security Treatment Plan.

## **8. Appendices**

- 8.1 Exempt Appendix A – Cyber Security Treatment Plan

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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SOUTH  
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## Finance and Economic Overview and Scrutiny Committee

20 February 2024

Report of Councillor Philip Knowles,  
Cabinet Member for Corporate  
Governance and Licensing

## Corporate Plan 2024-27: Key Performance Indicators

### Report Author

Charles James, Corporate Policy Officer

 [Charles.James@southkesteven.gov.uk](mailto:Charles.James@southkesteven.gov.uk)

### Purpose of Report

To present the proposed key performance indicators (KPIs) for the Corporate Plan 2024-27, to be monitored by this Overview & Scrutiny Committee, and to recommend the approval and adoption of the KPI suite from 1 April 2024.

### Recommendations

#### That the Committee:

1. Confirm the key performance indicators it wishes to review associated with the actions in the Corporate Plan 2024-27.
2. Notes that key performance indicators be monitored throughout the year as determined by the Committee in agreeing its work programme.
3. Notes that the KPI suite will be reviewed and if necessary revised as part of the annual review process.

Decision Information	
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	High performing Council
Which wards are impacted?	All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

1.1 There are financial implications associated with this report.

Completed by: Alison Hall-Wright, Deputy Director (Finance & ICT) and Deputy S151 Officer

### ***Legal and Governance***

1.2 There are no significant legal or governance implications associated with this report which are not already highlighted in the body of the report.

Completed by: Graham Watts, Assistant Director (Governance and Public Protection) and Monitoring Officer

## 2. Background to the Report

- 2.1 The Corporate Plan (the Plan) sets out the strategic vision and key priorities of the Council. The Plan underpins the delivery of all of the Council's strategic activity and provides the performance framework for managing the delivery of the actions and priorities in the Plan. It is good practice for a public sector organisation seeking to deliver a wide set of aims and objectives to produce a Corporate Plan and regularly review the activity and achievements against it.
- 2.2 The Corporate Plan 2024-2027 was adopted by Council on 25 January 2024 (see Appendix 1). It was proposed actions, key performance indicators (KPIs) and targets would be developed by the relevant overview and scrutiny committees (OSCs), which would retain oversight of the performance management arrangements at a strategic level. Cabinet will receive performance reports on a quarterly basis. Scrutiny committees will also be able to take a deeper dive into any areas of concern.

## 3. Key Considerations

### Performance Management Framework

- 3.1 Effective performance management is essential to the success of the Plan. It establishes how delivery will be monitored, improvements driven, and open and transparent accountability upheld.
- 3.2 There are two suites of performance indicators to support the Plan.
  - a) The Key Performance Indicators (KPIs) will monitor the **delivery of the Corporate Plan Actions and the overall performance of the Council**. This report proposes the KPI suite for the fifteen actions that fall within the scope of the Finance and Economic OSC. Accountability for delivery of these actions rests with the Senior Management Team. A table of the proposed KPIs is available in Appendix 2.
  - b) The Strategic Socio-Economic Indicators (SSEIs) will monitor the progress towards the fulfilment of the Council's vision, 2034 outcomes, and the **overall performance of the district**. Each SSEI is benchmarkable against other local authorities, aligned to the Office for Local Government (OFLOG) suite, and will be reported in the annual State of the District report (SOTD). The SSEIs will be kept under constant revision, enabling immediate incorporation of new OFLOG metrics etc. The Council has limited influence over the SSEIs. Reporting will evidence whether the district is on the right trajectory and provide insight into the Council's operating environment, enable the identification of challenges and shape the service response. The current SSEI suite is available in Appendix 3.
- 3.3 Accompanying the KPI report will be a performance indicator (PI) dashboard. This will present information regarding the performance of the relevant Service, which are out of the KPI measures scope. The intention is to present the 'story'

of the Service to Committee, providing as meaningful and robust performance data as possible. These measures are not KPIs and will be kept under constant review by Officers to ensure the most useful data is being captured for the Committee.

- 3.4 Once approved, reporting on the KPIs will be a regular part of the OSC workplans. Mid-year (quarter 2) and end-of-year (quarter 4) reports will be presented to the OSCs. Quarterly reports will be presented to Cabinet and the Corporate Management Team (CMT).
- 3.5 An annual performance report that considers all aspects of the Corporate Plan will be presented to Cabinet. This report will have been to relevant scrutiny committees, to consider any changes required to the KPI suite and the actions of the Corporate Plan. Changes may be required in response to the external operating environment or policy context. As an agile organisation it is crucial for the Council to retain this flexibility.
- 3.6 Work is underway to strengthen the Performance Management page of the Council's website. To improve openness and transparency it is intended this page will host the KPI reports, link to the relevant Committee meetings and publish data pertaining to the performance of the Council, but not directly captured by the measures of the KPI suite. The PI dashboards will all be hosted on the page.

## **Development and Design**

- 3.7 An effective KPI suite must be able to perform three functions:
  - Measure activity and performance.
  - Understand experiences and outcomes.
  - Use evidence to inform and drive improvement.
- 3.8 Meeting these functions has underpinned the approach to developing the KPI suite. To do this, two basic foundational principles have been observed:
  - The selected metrics must be wholly within the Council's control, so offering accountability and stimulating continuous improvement.
  - The selected metrics must be SMART (Specific, Measurable, Attainable, Relevant & Timely).
- 3.9 Each KPI has quantitative (i.e. numerical or measurable data telling us how many, how much or how often) and qualitative (i.e. non-numerical data to understand underlying reasons, opinions and motivations) measures. The quantitative measures enable progress over time to be monitored and are benchmarkable where appropriate. The qualitative enable the quantitative measures to be contextualised and the experience of service delivery to be understood. This latter function will be provided by the commentary on each KPI produced by the responsible Officer.

3.10 The draft KPIs have been developed in close consultation with the relevant Officers for each service. It is expected that the KPI suite will experience a degree of evolution over the next four years. This improvement will be prompted by the needs of decision makers and the scrutiny committees, and further consideration of how to best meet those needs by Officers.

#### **4. Other Options Considered**

- 4.1 As Council has agreed the OSCs will lead on this invaluable work of agreeing KPIs they wish to keep under review, there are no viable alternatives. An absence of success criteria would mean the delivery of the Corporate Plan is unmonitored and prevent continuous improvement. Having a purely internal KPI suite would prevent effective and transparent scrutiny and accountability.
- 4.2 The Department for Levelling Up, Housing & Communities (DLUHC) published draft statutory guidance on compliance with the Best Value Duty for local authorities in July 2023. The Best Value Duty relates to the statutory requirement for local authorities and other public bodies defined as best value authorities in Part 1 of the Local Government Act 1999 (“the 1999 Act”) to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”.
- 4.3 The guidance provides greater clarity to Local Government on how to fulfil the Best Value Duty by describing what constitutes best value, the standards expected by the department and the models of intervention at the Secretary of State for Levelling Up, Housing and Communities’ disposal in the event of failure to uphold these standards. DLUHC is currently analysing consultation responses to the draft guidance. The final document is expected in 2024.
- 4.4 The draft guidance is clear that *‘Making arrangements to secure continuous improvement in performance and outcomes is a core requirement for achieving best value.’* This will require robust and effective performance management and scrutiny. The presence and practice of these arrangements are characteristics of a well-functioning authority. The absence or poor functioning of said arrangements are indicators of potential failure.

#### **5. Reasons for the Recommendations**

- 5.1 The adoption of the KPIs and targets set out in Appendix 2 of this report (and encompassing any changes agreed by the scrutiny committee) will provide a basis for effective performance management of the Corporate Plan 2024-2027 and enables the overview and scrutiny committee to input on the development of the targets.
- 5.2 The annual review process will ensure Cabinet is provided with a clear overview of progress against targets for the previous financial year, along with the opportunity of ensuring the Council’s activities are focussed on the highest priority areas (i.e. a refocussing based upon any changes to the external

environment or policy context).

## **6. Consultation**

6.1 The draft KPIs and targets set out in Appendix 2 have been developed in consultation with relevant officers. This report provides Overview and Scrutiny Committee members with the opportunity to input on the development (and ongoing management) of relevant KPIs and targets.

## **7. Appendices**

- Appendix 1 – Corporate Plan 2024-27
- Appendix 2 – Proposed KPI Suite 2024-27: Finance and Economic OSC
- Appendix 3 – Strategic Socio-Economic Indicator (SSEI) Suite: Finance and Economic OSC (February 2024)



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# Corporate Plan

## 2024-27



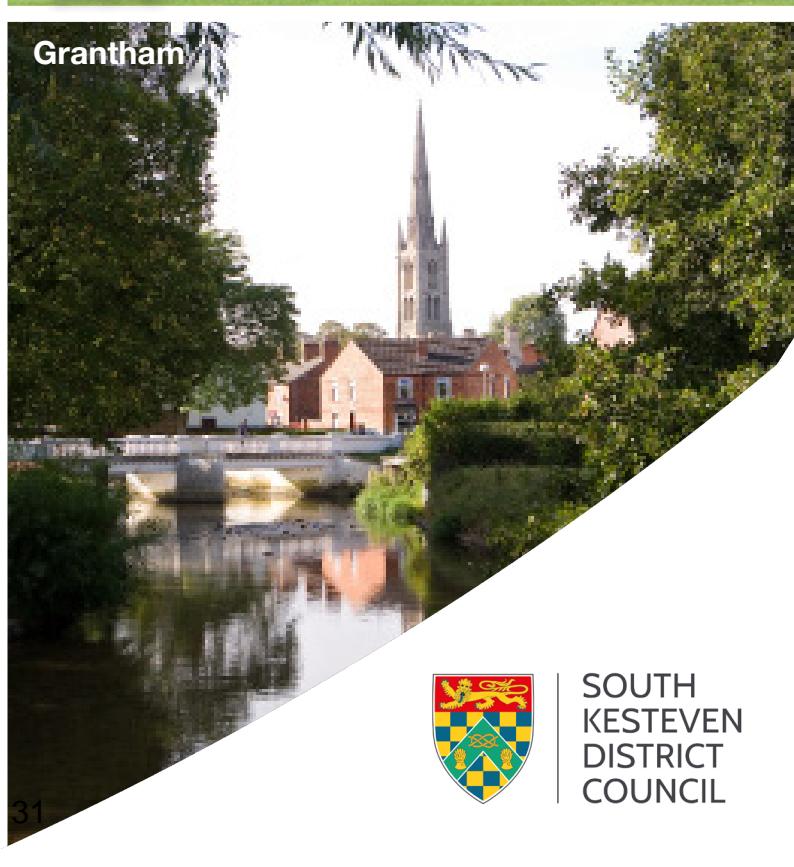
Stamford



Bourne



The Deepings



Grantham



SOUTH  
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# Foreword by the Leader and Chief Executive

South Kesteven is a District full of promise and potential. It is marked by the resilience, strength, resourcefulness and kindness of our communities. It is the mission of the Council to kickstart that potential, driving forward for a sustainable future.

Our Corporate Plan clearly sets out how we intend to realise that mission. It is a statement of who we are as an organisation.

This is a plan grounded in a comprehensive evidence base, informing the Council's strategic direction and priorities.

It is designed to be ambitious, realistic, dynamic and adaptable, with a long-term focus of where we want our District to be in the medium term. We have received excellent engagement from Elected Members, businesses, partners, community groups and residents.

We are confident this Corporate Plan will guide the work of the Council towards our vision to be 'A thriving District to live in, work and visit', underpinned by five priorities:

- We will continue to engage with all communities to support a thriving society that all our residents are proud to be a part of.
- We will meet the challenge of climate change with a renewed energy, championing our District to be a clean, green and healthy environment for future generations.
- We will support business and work with partners across all sectors to create the right conditions to support a dynamic, resilient and growing local economy, which fulfils the potential of the District and benefits all our communities.
- We will ensure all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.
- We will deliver the trusted, high quality and value-for-money services our residents expect and deserve.

Underpinning the priorities are three fundamental principles:

- *Listening and being responsive to the needs of all our communities.*
- *Building public trust and confidence by promoting a culture of openness, transparency and accountability.*
- *Providing value-for-money for residents and businesses through responsible and prudent use of resources.*

The Corporate Plan is our blueprint for the next four years, built upon the foundations of prudent financial management, the values of #TEAMSK, robust performance management and collaboration with partners who share our ambition for South Kesteven.

As the Council delivers the priorities over the next four years, residents and businesses can expect to see a continued focus on our communities, the Council leading the way to achieve Net Zero, sustainable economic growth, housing that meets the needs of the District and an effective Council always delivering for local residents.



**Cllr Ashley Baxter**  
Leader of the Council



**Karen Bradford**  
Chief Executive of the Council



Belton House



Grimsthorpe Castle

# A New Vision for South Kesteven

**The Corporate Plan is based on a golden thread. This is the thread that connects all work, at all levels of the organisation, directly to our overarching vision, priorities and ambitions.**

The vision sets out what the Council wants the District to be like:

**'A thriving District to live in, work and visit'.**

This phrase encapsulates our aspirations for the District, a place of dynamic, prosperous, and connected communities. Above all, a place residents are proud to call home.

Our mission is to provide excellent public services and robust governance to support South Kesteven. A mission statement defining the approach the Council will adopt has been developed:

**'South Kesteven aims to be a modern and forward-looking Council that delivers effective, efficient and equitable public services to enhance the well-being of our residents, enable prosperity, protect the environment and empower communities for a sustainable future'.**

The statement sets out who we aspire to be as an organisation: committed, creative, caring. Grounded in the principles of transparency, accessibility, and accountability.

The vision and mission statement underpin our priorities and approach to service delivery. Where we have statutory services to deliver: providing housing, collecting waste, running elections, planning, licensing and environmental health, these will be delivered with the high quality, consistency and timeliness expected by our residents and businesses.

Where we deliver discretionary services: a sustainable leisure and cultural offer, supporting local enterprise and reinvigorating our towns and leading on climate action, these will be delivered with energy and creativity to achieve an exemplary level of service provision.

We recognise our vision cannot be achieved in isolation. We will champion community participation and collaborative partnerships with businesses and other public sector organisations.

We will continue to build on South Kesteven's success as a thriving place to live, work and visit. We will cement our reputation as a Council trusted by our residents to deliver value for money.

# South Kesteven: A place to call home

South Kesteven is the southern gateway to Lincolnshire. A District where heritage meets innovation, proud of our past, whilst focused on the future.

The 2021 census revealed South Kesteven is home to 143,400 residents. The majority of the population reside in the four historic market towns of Bourne, Grantham, Stamford, and The Deepings. The remainder live in the network of villages and rural dwellings. Rates of life expectancy and satisfaction are above national averages and are the highest in Lincolnshire. There is a proud military and aviation heritage reflected in the District being home to a substantially higher population of veterans than the national average, 7.4% of South Kesteven's adult population have served in either the regular or reserve Armed Forces.

The District is generally affluent with low levels of deprivation, gross disposable household income per head is the highest in Lincolnshire, whilst median earnings for residents are amongst the highest in Lincolnshire. The elegant Georgian town of Stamford has frequently been voted one of the best places to live in England. Nevertheless, there remain small pockets of severe deprivation, primarily in Grantham. The economy of the District is diverse with 6,265 registered enterprises in the District, the largest business base in Lincolnshire.

The District boasts enviable north-south connectivity and is strategically located alongside the A1 and the East Coast mainline, with arrival in London Kings Cross in less than 70 minutes by train. Combined with superb schools, attractive surroundings, a relatively lower cost of living compared to elsewhere in Britain and a low crime rate – South Kesteven is one of the safest areas in Lincolnshire. This makes the District an attractive destination for those seeking to settle and raise a family.

The high quality of life is the District's key strategic asset. Indeed, the population increased by 7.2% over the 2010s and is projected to reach 152,458 by 2036. This growth is driven by newcomers from other parts of the country, which is a strong signal of confidence in the future of South Kesteven.

As we look to the future, along with the numerous advantages set out above, we must have clear understanding of the challenges facing South Kesteven. The four key long term strategic challenges are summarised as:

- A Changing Society - The population of the District is ageing, with growth driven by internal migration.
- Opportunity for all – The District is home to some of the least deprived areas in the country, yet also has persistent pockets of severe deprivation.
- Tackling the Climate Emergency - Lead and champion the local response to climate change with the ambition of a Net Zero District by 2041.
- Sustainable and Inclusive Growth - The District's economic performance in terms of productivity, earnings and wage growth has been slow over the past decade.

The Corporate Plan has been developed in this context. These challenges will require imagination, transformation and collaboration to address. Our priorities contain fifteen outcomes for 2034. Each articulate what successful delivery of our vision for South Kesteven would look like. We cannot deliver our vision alone. The outcomes provide long-term focal points to bring together residents, businesses, skills providers, partners and community groups to develop and deliver action – united by the common goal of a thriving South Kesteven.



**Bridge over the River Welland, Deeping St James**

# A District in Numbers



The population is projected to reach 155,821 by 2043

The median age of the District is

**46**

There are **6265** businesses in the District, 43 per 1000 residents



The District is the **2nd** healthiest in Lincolnshire

South Kesteven is ranked amongst the **40%** least deprived Districts in England



The crime rate is the second lowest in Lincolnshire at **61.16** recorded offences per 1000 residents

**12.3%** of under 16 year olds experience relative child poverty



**81.8%** of the 16-64 population possess at least NVQ2+ qualifications.

41.1% possess NVQ4+ qualifications

Gross disposable household income per head is **£21,467** - the highest in Lincolnshire

Median annual gross earnings are **£31,914**

The local economy is worth **£2.722 billion**

## South Kesteven



The median house price is **9.78** times the median annual full time salary

Lincolnshire



1hr

**CO<sub>2</sub>**

The District's total territorial CO<sub>2</sub>e emissions in 2020 were **948kt CO<sub>2</sub>e**  
This equates to 6.6 tonnes per capita

# Priority 1: Connecting Communities

**Mission:** To enhance the strength, wellbeing, security and capacity of all our communities for a thriving and cohesive society that all our residents are proud to belong to.

## Ambitions

We will:

- Enable opportunities for increased public engagement to empower and connect our communities.
- Deliver and facilitate a sustainable leisure and cultural offer.
- Work in partnership with the voluntary, private and public sectors to enable the delivery of community projects and responsive support services to meet the needs of all our communities.
- Encourage sport and physical activity to support healthy lifestyles and reduce health inequalities.
- Celebrate and promote the strong heritage and rich culture of South Kesteven.



## Why?

Strong communities are the foundation of strong societies and economies. We are fortunate that our District is largely prosperous. Most residents live in good and safe neighbourhoods, with energised community involvement, networks and facilities.

It is our task to nurture communities through support, empowerment and investment. This means working with our communities to understand their priorities and needs, to develop and deliver solutions to the issues which matter most. This means proactively improving the health and wellbeing of residents through a sustainable leisure and cultural offer.

This means building and maintaining relationships with key partners: community groups, the Police, the NHS and other tiers of government. This means supporting young people and the most vulnerable, and targeting funding towards communities who feel disconnected or left behind.

A thriving South Kesteven is one where all residents have the opportunities to lead healthy and fulfilling lives, in safe neighbourhoods and realise their full potential.

To ensure strategic focus and momentum towards the completion of our ambitions is maintained, we have described what we want our District to look like in 2034:

## 2034 Outcomes

- South Kesteven is a fair and vibrant society, which residents actively shape and are proud to belong to. ✓
- Inequalities within the District are reduced with pockets of severe deprivation eliminated. No part of the District will rank in the bottom decile for relative deprivation. ✓



## What we have delivered:

- Received an Employer Recognition Scheme Gold Award for outstanding support to the Armed Forces community – one of only 18 organisations across the East Midlands to hold the status.
- Established the £1 million South Kesteven Prosperity Fund (SKPF), which has funded 70 projects undertaken by towns, parishes and community groups across the District.
- Upgraded 40 CCTV cameras to further improve our accredited and highly commended CCTV service.
- Granted £219,000 to local projects through the Community Fund.
- Secured an award of £344,659 from Phase 1 of the Swimming Pool Support Fund to support the operation of LeisureSK Ltd with the increased costs in relation to utilities and pool chemicals. Further bids submitted to Phase 2 of the Swimming Pool Support Fund for energy saving initiatives and a bid submitted to the Public Sector Decarbonisation Scheme.
- Secured Arts Council Transition Funding for the consortium of venues which includes Stamford Arts Centre, Guildhall Arts Centre, Louth Riverhead Theatre and the South Holland Centre.
- Adopted the Lincolnshire Districts Health and Wellbeing Strategy and developed a bespoke local Action Plan to drive health and wellbeing improvements at a local level.

## What we will do:

- Deliver the Local Health and Wellbeing Action Plan
- Deliver the Sport and Physical Activity Strategy and accompanying Action Plan.
- Deliver the Cultural Strategy and accompanying Action Plan.
- Invest in a sustainable leisure and cultural offer.
- Ensure that our leisure facilities and arts venues are sustainable and meet future needs.
- Enable and support a flourishing and vibrant artistic and cultural scene.
- Deliver the Community Engagement and

- Development Strategy and accompanying Action Plan.
- Continue to deliver an accredited, effective and legislatively compliant CCTV service in partnership with Lincolnshire Police.
- Deliver the Safer Streets programme and seek opportunities to develop a legacy applied District wide once the funding period ends.
- Continue to support our Armed Forces Community, and as a Defence Employer Recognition Scheme (DERS) Gold Award holder, advocate for the Armed Forces Community Covenant.

# Priority 2: Sustainable South Kesteven

**Mission:** To meet the challenge of climate change and ensure a clean, green and healthy natural and built environment for present and future generations.

## Ambitions

We will:

- Lead by example in reducing our operational carbon footprint by 30% between 2019 and 2030.
- Lead and champion the local response to climate change with the ambition of a net zero District by 2041.
- Significantly increase tree planting across the District and manage, care and protect existing tree cover.
- Ensure the District is always a safe, clean and pleasant place to live, work and visit.
- Protect and enhance the natural environment and wildlife habitats, working to actively restore and rehabilitate damaged eco-systems.
- Provide an excellent and value for money waste and recycling collection service.

## Why?

Addressing climate change and nature loss is the challenge of this generation. We have the ambition to take this challenge on, both by reducing our own carbon footprint and through sustainable management of our resources, corporate estate and housing stock.

We will champion and influence the District to do the same. We have produced the Climate Action Strategy 2023 with an accompanying Action Plan, to clearly set out how we will do this.

Responsible stewardship, an outstanding natural environment and a beautiful built environment are important for health, wellbeing, and pride of place. The District benefits from a unique countryside, extensive parks and open spaces and historic townscapes. It is our role to work to conserve, promote and enhance this inheritance for the benefit of current and future generations.

This means ensuring through planning, developments are sustainable and fit the character of the District. This means actively improving and restoring the biodiversity of South Kesteven, respecting the rural nature and promoting green and open spaces as places where nature and wildlife can flourish.

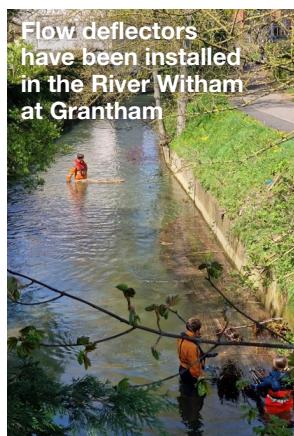
We will proactively challenge and enforce against environmental crimes, such as littering and fly tipping, and will promote responsible behaviours aimed at reducing waste and encouraging recycling. We will run an exemplary and value-for-money waste and recycling service. To ensure strategic focus and momentum towards realisation of our ambitions, we have described what we want our District to look like in 2034 as:

## 2034 Outcomes

- Greenhouse gas emissions have been greatly reduced. The District is on target to achieve net zero by 2041. The Council has met or exceeded the interim operational emissions target. ✓
- Adaptation and resilience to a changing climate is embedded across the organisation. ✓
- The Climate Action Plan has been delivered. ✓
- The Council's waste & recycling collection and environmental services are nationally regarded as exemplary models of delivery. ✓



Riverside Walk in Wyndham Park



Flow deflectors have been installed in the River Witham at Grantham



Green Flag status awarded to Grantham's Wyndham Park, Queen Elizabeth Park and Dysart Park

## What we have delivered:

- Published our first Climate Change Action Strategy 2023, establishing how the Council will continue to reduce its carbon footprint and adapt to a changing climate, whilst leading, influencing and championing the District to do the same.
- 152 properties received upgrades to low-carbon heating systems, making homes warmer and reducing energy costs for tenants through the Green Homes Grant.
- A further 300 social housing properties will be upgraded via the £7.26m Social Housing Decarbonisation Fund.
- Secured Green Flag status for the three parks in Grantham: Wyndham Park, Queen Elizabeth Park and Dysart Park.
- Rejuvenated riverside areas along the River Witham in Grantham, including the creation of a wetland area in Queen Elizabeth Park, through the successful delivery of the £1.29m Blue-Green Corridor scheme, improving access to wildlife for 13,700 residents.
- Successfully insourced the grounds maintenance team from EnvironmentSK Ltd.

## What we will do:

- Deliver the Climate Change Action Strategy programme.
- Continue to reduce operational emissions to achieve the target of a 30% reduction on 2019 by 2030 and develop modelling to set a target of achieving Net Zero operations as soon as viable.
- Review and implement energy efficiency and renewable energy opportunities across the corporate estate, such as solar panels and EV chargers.
- Improve the energy efficiency of the leisure estate and review further renewable energy opportunities.
- Review and implement energy efficiency and renewable energy opportunities across the sheltered and social housing properties.
- Adopt a Tree and Woodland Strategy and deliver an accompanying Action Plan.
- Ensure biodiversity net gain is delivered through planning and corporate projects.
- Continue to tackle waste related crimes, including fly tipping with support from the Lincolnshire Environmental Crime Partnership.
- Manage the smooth implementation of twin stream recycling to improve the recycling rate and reduce contamination.
- Develop and implement an effective process for the collection of food waste.
- Deliver a range of schemes to improve the recycling rate.
- Manage the construction and transition to a new purpose-built depot, which is fit for purpose, and explore options for the old depot.
- Develop and deliver the Fleet Management Strategy and accompanying Action Plan.

# Priority 3: Enabling Economic Opportunity

**Mission:** To enable and support a dynamic, resilient and growing local economy, which benefits all our communities.

## Ambitions

We will:

- Work to support businesses to protect existing jobs and create new opportunities for all.
- Promote the District as an attractive place to visit, work, invest, study and do business.
- Attract investment to improve infrastructure, support regeneration and drive economic growth.
- Ensure an adequate supply of suitable land is allocated for commercial use and facilitated through the Local Plan.
- Maintain and strengthen relationships with the business community to understand and support their needs and aspirations.
- Develop links with educational institutions to upskill residents to meet the needs of the current and future economy.

## Why?

Economic success is closely linked to cultural success and a sense of pride in the community.

A vibrant economy will attract new businesses, which in turn provides more jobs and opportunities for residents.

The District boasts excellent north south transport connectivity, a large business base, a skilled population, superb schools and colleges, and an attractive quality of life offer.

Capitalising on this potential entails continuing to build on the links with business forged during the pandemic, working with educational institutions to upskill residents, the operation of an effective planning system and attracting investment and funding to revitalise our towns.

By providing local opportunities, supporting businesses and employers and investing in town centres, we will enable conditions which attract and retain people who want to invest, live, work and visit the area.

We will lead by example as an employer of choice, offering excellent staff development and apprenticeship opportunities.

To ensure strategic focus and momentum towards realisation of our ambitions, we have described what we want our District to look like in 2034 as:

## 2034 Outcomes

- South Kesteven has a thriving, innovative and diverse economy and is recognised as a great place to live, visit, invest and do business. ✓
- The District's economy is growing strongly, increasingly based upon knowledge-intensive services, generating high quality jobs, with productivity levels well above the regional median and wages above the national average. ✓



## What we have delivered:

- Created the Local Economic Forum (LEF) made up of key stakeholders which help guide decision-making and act as a key consultative body on future strategies, initiatives and funding programmes regarding local economic development.
- Distributing £3.9 million of UK Shared Prosperity Fund (UKSPF) monies.
- Through the £1.263 million High Street Heritage Action Zone programme, restored the iconic

Grade II listed Westgate Hall, Grantham and nine shopfront regeneration projects, generating over £350,000 in private sector investment.

- Accelerated the £5.56 million Grantham Future High Streets Fund to the delivery phase with public realm and residential accommodation projects scheduled for completion in 2024.
- Allocated over £53 million in COVID support grants to 3000 businesses. The Council was shortlisted for the East Midlands 'Best COVID Response Award' in 2022.

## What we will do:

- Deliver the Economic Development Strategy and accompanying Action Plan.
- Deliver initiatives to expand and deepen engagement with business.
- Continue to distribute the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) and explore opportunities to develop a legacy beyond the funding period.
- Embed and strengthen the Local Economic Forum as a key institution for local stakeholders to shape the District's approach to skills, business support and investment.
- Work with the Lincolnshire Growth Hub to support businesses to start-up, succeed and grow.
- Strategically leverage the Council's procurement spend to maximise social value.
- Consider targeted interventions – planning powers and schemes, to achieve high-quality regeneration across the District and explore options to unlock stalled sites.
- Bring forward a step change in the way Council-run street markets are presented, operated and promoted.
- Develop a long-term approach to regeneration and be prepared for investment and funding opportunities.
- Continue to promote and develop South Kesteven as an attractive visitor destination, focusing on our cultural and heritage strengths.

# Priority 4: Housing

**Mission:** To ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.

## Ambitions

We will:

- Through the Local Plan facilitate a range of appropriate and sustainable housing and community facilities for future generations and the emerging needs of all our communities.
- Deliver exemplary and high-quality services for housing and homelessness.
- Engage effectively with our tenants to shape the services we deliver.
- Increase the supply of sustainable and high-quality Council-provided housing.
- Work with developers and private landlords to ensure sustainable, affordable and high-quality housing is facilitated.

Under international law, to be adequately housed means having secure tenure. It means living somewhere which is in keeping with your culture and having access to appropriate service, schools and employment. Rates of home ownership are high in South Kesteven. Prices are relatively affordable compared to elsewhere in England. The Council owns and is the social landlord to nearly 6000 properties.

As a planning authority, the system will be operated efficiently as a driver to sustainable growth.

Planning policy will maintain a strong focus on good design to ensure developments are sustainable and in line with the unique characters of the District. We will look to ensure housing across a range of prices and tenures, with appropriate community facilities, are available to meet demand and help residents to remain in the District.

We will continue to drive improvements in our housing services, to deliver exceptional provision which meets the needs of our tenants and the residents of South Kesteven.

To ensure strategic focus and momentum towards realisation of our ambitions, we have described what we want our District to look like in 2034 as:

## 2034 Outcomes

- Housing delivery matches the needs of communities, homes are affordable, private rentals are high quality and homelessness is reduced. ✓
- The Council's housing and planning services are nationally regarded as exemplary models of delivery. ✓
- Housing services are fully compliant with all regulations and best practice. Repairs and complaints are actioned promptly and to a high standard. The Council's tenants feel their concerns and priorities are recognised and are satisfied with the service provided. ✓
- Successful delivery of the ongoing new build pipeline continues to contribute towards meeting the housing need in the District. ✓



## What we have delivered:

- Ground broken on the construction of 20 properties at Swinegate, Grantham. This is part of a pipeline of the Council building 65 affordable properties over the next two to three years.
- Successfully delivered the Housing Improvement Plan after self-referring to the Regulator of Social Housing. The Regulatory Notice has been lifted.
- Delivering a £3.2 million programme of renovation works to 143 properties in the Earlesfield Estate, Grantham.

- Acquired 21 properties through the first tranche of Local Authority Housing Fund money allocated to the Council. These will house Ukrainian and Afghan refugees and will ultimately be added to Council's social housing stock.
- Introduced new housing management and choice-based letting systems.
- Commenced an early review of the Local Plan with a confirmed five year housing land supply.
- Completed 336 adaptions through the Disabled Facility Grants scheme worth a total of £2.9 million.

## What we will do:

- Review the quality of existing properties across all tenures and seek to reduce the impacts of poor housing on residents and communities.
- Ensure services to support residents to remain living in their community with as much independence as possible, ideally within their own home, with the right support.
- Review and rationalise the Council's assets portfolio to ensure an optimal return for the Council.
- Deliver the £3.3 million decarbonisation programme.
- Ensure the Council's housing stock is high quality and suitable for the needs of tenants now and into the future. Seek to dispose of properties which are economically unviable.
- Continue to improve the turnaround period and standard of properties.
- Deliver a high-quality, planned and responsive repairs service.
- Deliver a pipeline of new build housing following a hybrid approach of construction and acquisition when appropriate to maximise funding streams.
- Seek opportunities to improve the energy efficiency of the Council's own housing stock and continue to support private retrofit projects to reduce energy costs, lower carbon emissions and create a more sustainable future.
- Develop a joint approach to bringing empty homes back into use.
- Ensure the Local Plan continues to facilitate sustainable growth across the District and the Local Plan Review is successfully completed in 2026.
- Ensure the planning process is effective, efficient, high quality and timely.

# Priority 5: Effective Council

**Mission:** To deliver trusted, high quality and value-for-money services that fulfil the needs and expectations of all our residents.

## Ambitions

We will:

- Provide excellent, value-for-money and financially sustainable services.
- Manage our resources and assets effectively with open, transparent, and accountable decision making.
- Actively and effectively engage with and listen to our residents, placing their needs and concerns at the heart of everything we do.
- Embrace and maximise opportunities for innovation, improvement and securing external funding.
- Through #TEAMSK retain a highly skilled, empowered, motivated and professional workforce.
- Uphold a healthy and robust local democracy, where Elected Members champion their wards, communities and the District as a whole.

## Why?

The key to delivering local growth, thriving communities and a healthy local democracy is effective political and administrative leadership. This requires a clear vision and set of priorities, and the will and ability to champion the area.

Effective leadership is open and accountable, this is the foundation of a positive relationship between the Council and residents and businesses.

Trust should never be taken for granted. Our residents and businesses rightly have high expectations of us. We must and will demonstrate that we are worthy of trust through action. In a period where there have been high profile national failures across local government it is more important than ever that the Council delivers on its duty to provide best value for its residents. This means a Council that is responsible in its handling of public money and makes prudent use of its resources to achieve financial sustainability. This means delivering the excellent services that are expected, in partnership and collaboration with other organisations where possible. This means having robust governance and management structures in place.

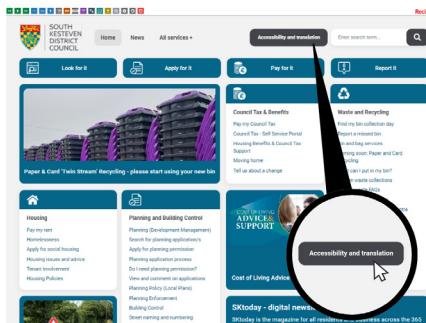
This means having an energetic organisational culture committed to high performance and continuous improvement. Above all, this means a confident and outward looking Council that is always open to honest scrutiny and challenge and listens to our residents. It is in this spirit that we have produced this Plan and will approach all our priorities and ambitions. To ensure that strategic focus and momentum towards the realisation of our ambitions is maintained, we have described what we want our Council to look like in 2034:

## 2034 Outcomes

- The Council's service delivery provides exceptional quality and value for money and is nationally regarded as exemplary in its approach when compared to peer authorities. 
- The Council's governance offers exceptional quality and assurance and is nationally regarded as an exemplary model in its approach when compared to peer authorities. 
- The Council's financial management offers exceptional quality and value for money and nationally regarded as an exemplary model in its approach when compared to peer authorities. 



Waste freighter raising awareness of breast cancer



Providing inclusive and accessible services for residents



Enhancing the environment

## What we have delivered:

- A successful Corporate Peer Challenge resulted in a review of governance structures and rationalised the amount of Council-owned companies to improve efficiency and effectiveness.
- Adopted a People Strategy, vastly improving staff engagement, retention, training and satisfaction.
- Completed a full review of the Health & Safety policy and plans to strengthen risk control and accident awareness across the Council.
- Pursued a policy of 'grow your own' employing

23 apprentices and awarded Apprenticeship Employer of the Year 2023 by Grantham College.

- Saved £300,000 per annum by moving into modern, open plan office accommodation in Grantham.
- Implemented and embedded a new Constitution and Committee structure, including a new Housing Overview & Scrutiny Committee and Standards Committee.
- Completed 2021-22 and 2022-23 Statement of Accounts audit. An unqualified opinion was received for 2021-22. The same is expected for 2022-23.

## What we will do:

- Continue to work in partnership with relevant partners to deliver and support targeted initiatives across the District to help communities to be more self-sufficient.
- Ensure the administration of licenses and approvals relating to both national legislation and discretionary, are effective, efficient, timely and consistent.
- Continue to implement and embed a one team approach to deliver effective services.
- Produce and deliver a Councillor Development Strategy and accompanying programme to achieve accredited Councillor Development Charter status.
- Deliver the refreshed Customer Experience Strategy and accompanying Action Plan.
- Ensure the tax collection process is always effective, efficient, timely and fair.

- Deliver a balanced, sustainable financial plan over the medium term.
- Implement and embed the new finance system.
- Deliver the IT Roadmap, ensuring all systems meet the needs of internal and external customers, and explore opportunities for new technologies and innovation.
- Seek opportunities to maximise value for money in all services.
- Deliver the Internal Audit Plan and drive continuous organisational improvement.
- Ensure procurement is always compliant, fair and delivers value for money.
- Continue to embed the People Strategy and accompanying Action Plan.
- Develop and deliver Planned Maintenance Strategy and accompanying Action Plan.

# The Foundations: Financial Sustainability

South Kesteven District Council continues to work hard to ensure that high quality and cost-effective services are delivered and that savings and efficiencies are achieved which will assist with achieving financial sustainability.

There is a clear focus on identifying how a balanced budget can be achieved over the medium term in order to ensure that services continue to receive the investment required to deliver a quality offer to our residents.

The Council continues to drive forward its plan to achieve financial sustainability against a backdrop of significant uncertainty regarding future funding from government.

This year is the sixth in succession that Councils have received a one-year only funding settlement which makes financial planning extremely challenging and national changes to the way in which Councils will be funded in future further adds to the uncertainty.

The latest budget forecasts show that the Council needs to save £1.15 million over the next three years, based on government funding assumptions, in order to be in a position where a balanced budget will be achieved.

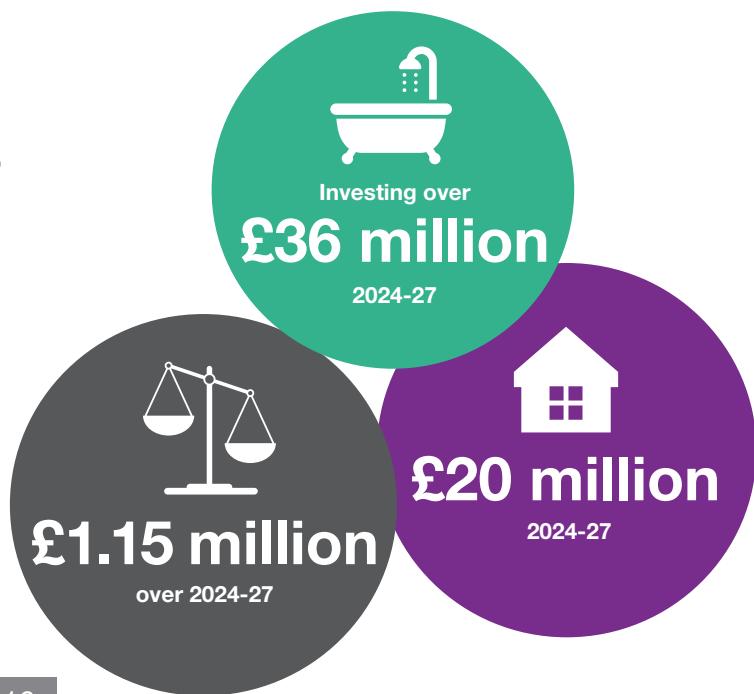
The Council is fully committed to achieving this target and will continue to adopt approaches which include streamlining the organisation, so that it is ready for the challenges ahead, modernising processes and procedures, and rationalising assets and operating costs where possible.

The delivery of the Council's priorities set out in the Corporate Plan remains its key focus.

Underpinning this is a pledge to provide quality services, a strong commitment to investing in sustainable growth, meeting the challenge of climate change, improving leisure facilities and delivery of an ambitious housing programme that meets the needs of the social housing sector.

Financed from a combination of reserves and grants, the Council has committed over £20 million to fund the delivery of new build social and affordable housing and stock acquisition programmes over the next three years. Over the same time period it will also continue to maintain its existing housing stock, by investing over £36 million in a range of programmes including compliance works, re-roofing, external wall insulation, structural refurbishment and the replacement of kitchens and bathrooms.

The environment in which the Council set out its medium-term financial plan remains challenging and there is a great deal of uncertainty regarding future government funding, however the Council remains committed to providing high quality services to all its residents and delivering the actions set out in the Corporate Plan.



# The Foundations: Managing Performance

Effective performance management is essential to progress in delivering the ambitions and actions of the Corporate Plan. This requires monitoring whether initiatives are having the intended positive impacts on the District. There are two suites of performance indicators to support the Corporate Plan – Key performance indicators and strategic socio-economic Indicators.

The Key Performance Indicators (KPIs) will monitor the delivery of the Corporate Plan Actions and the overall performance of the Council. Each KPI is SMART (Specific, Measurable, Attainable, Relevant & Timely) and agreed via the scrutiny committees to which quarterly reports will be presented.

The selected metrics will be wholly within the Council's control and will offer accountability and stimulate continuous improvement. The suite will be reviewed annually.

The Strategic Socio-Economic Indicators (SSEIs) will monitor the progress towards the fulfilment of the Council's Vision, 2034 Outcomes, and the overall performance of the District. Each SSEI is benchmarkable against other local authorities, aligned to the Office for Local Government (OFLOG) suite, and will be reported in the annual State of the District (SOTD). The SSEIs provide the evidence base of the Corporate Plan, underpinning the District SWOT analysis which has informed the Council's Priorities and Ambitions.

The Council has only very limited influence over the SSEIs. Reporting will evidence whether the District is on the right trajectory and provide insight into the Council's operating environment, enable the identification of challenges and shape the service response. The table below sets out some examples of SSEIs for each priority:

Priority Area	Example SSEI
Connecting Communities	Crime rate per 1000 residents
	Prevalence of child poverty
	Physically active adults
Sustainable South Kesteven	Household waste recycling rate
	Air quality
	Total territorial CO <sub>2</sub> emissions
Enabling Economic Opportunity	Employment rate
	Productivity
	Median weekly earnings
Housing	Affordability ratio (median earnings/house prices)
	Net additional homes delivered
	Households in temporary accommodation
Effective Council	Council Tax collection rate
	Total core spending power per dwelling
	Level of band D Council Tax rates

# The Foundations: Values and Equalities

The values of the Council determine how we behave and deliver services to residents and businesses and how we interact with each other. They are the 'true north' that underpins the culture of **#TEAMSK**.



## Our values are:

- **Trust** - Trust is the foundation of all positive relationships – between colleagues, management, officers and Elected Members, and our residents trusting us. It is about fostering a culture of honesty and openness.
- **Empowerment** - Colleagues are encouraged and supported to take initiative and contribute to the betterment of our services and our communities.
- **Accountability** - We are transparent in and take ownership of our actions and decisions.
- **Making a Difference** - Recognising that the Council is driven by a purpose to create a positive impact and improve the lives of all our residents and communities.
- **Supportive to All** - Putting the residents at the heart of everything we do.
- **Kindness** - Being emphatic and understanding of others and always going the extra mile.



# Equality, Diversity and Inclusion

Our commitment to equalities is about long-term, continuous improvement.

It is the responsibility of all Officers and elected Members to implement the principles of equality, diversity and inclusion.

Our equality objectives will be supported by a

delivery plan as part of the People Strategy, which will include actions from all service areas.

This will ensure consideration of the needs of our staff and our residents is at the heart of what we do – from the earliest stage of development, through to decision-making and implementation.

Objective	How this will be achieved
<b>Continue to maintain an inclusive, diverse workforce that feels valued.</b>	<p>In all parts of your work life we will work in a fair and equitable manner.</p>
	<p>Encourage celebration and support our differences.</p>
<b>Continue to build and promote a culture of equality and inclusion into all the services, functions and projects we deliver.</b>	<p>Develop a network of equality allies across the Council who are empowered to support and advise their colleagues on matters of equality, diversity and inclusion.</p>
	<p>Ensure all projects, policies strategies and reports which have a direct impact on people are accompanied by a robust equality impact assessment.</p>
	<p>Consult with residents on all aspects of the Council's work that have a direct impact on them as our customers</p>
<b>Continue to develop and support resilient, connected and inclusive communities that have a voice in the decisions that affect them.</b>	<p>Ensure the Council's services are responsive to different needs and treat service users equitably, with dignity and respect.</p>
	<p>Involve, listen and respond to our communities effectively.</p>
	<p>Engage with communities to promote opportunities for funding and project support.</p>



Bourne

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**South Kesteven  
District Council**

You can contact the Council about benefits, rent or other issues

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**Out of hours 01476 590044**

**customerservices@southkesteven.gov.uk**

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Corporate Plan 2024-27 – Draft Provisional KPI Suite v6 – Finance & Economic OSC									
Priority	Code	Overview & Scrutiny Committee	Provisional Action	Action Summary	Service Area	Provisional Owner/s	Proposed KPI Measure/s	Provisional Targets	Notes
Enabling Economic Opportunity	ECON1	Finance & Economic	Deliver the Economic Development Strategy and accompanying action plan.	Delivery of document and document contents.	Economic Development	Head of Economic Development	% of total actions on target/complete	100% complete by end of the Plan (actions delivered in accordance with the timelines set out in the action plan.)	Economic data and impacts: GVA, productivity, business base, employment, wages etc reported by SSEIs.
Enabling Economic Opportunity	ECON2	Finance & Economic	Deliver initiatives to expand and deepen engagement with business.	Business Engagement	Economic Development	Head of Economic Development	Following the introduction of a customer relationship management system (CRM), introduce a 'call and care programme' to support the top 20 businesses in SK	20 businesses identified and 20 visits per annum conducted	Economic data and impacts: GVA, productivity, business base, employment, wages etc reported by SSEIs.
							Increase business participation in LEF	3 private sector businesses established as part of LEF governance.	
Enabling Economic Opportunity	ECON3	Finance & Economic	Continue to distribute the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) and explore opportunities to develop a legacy beyond the funding period.	Delivery of UKSPF & REPF	Economic Development	Head of Economic Development	% of funding distributed	100% funding distributed by March 2025	Economic data and impacts: GVA, productivity, business base, employment, wages etc reported by SSEIs.
Enabling Economic Opportunity	ECON4	Finance & Economic	Embed and strengthen the Local Economic Forum as a key institution for local stakeholders to shape the district's approach to skills, business support and investment.	Local Economic Forum	Economic Development	Head of Economic Development	Work closely with Town Councils and Business Clubs across the District	Attendance at 12 events per annum	Economic data and impacts: GVA, productivity, business base, employment, wages etc reported by SSEIs.
Enabling Economic Opportunity	ECON5	Finance & Economic	Work with the Lincolnshire Growth Hub to support businesses start, succeed and grow.	Business Support	Economic Development	Head of Economic Development	No of businesses supported	60	Economic data and impacts: GVA, productivity, business base, employment, wages etc reported by SSEIs.
							Jobs created	100	
							Inward Investment projects attracted	2 per year	

Priority	Code	Overview & Scrutiny Committee	Provisional Action	Action Summary	Service Area	Provisional Owner/s	Proposed KPI Measure/s	Provisional Targets	Notes
Enabling Economic Opportunity	ECON6	Finance & Economic	Strategically leverage the Council's procurement spend to maximise social value.	Procurement Social Value & Support	Economic Development	Head of Economic Development	Introduce SKDC Procurement Charter to exploit local employment and supply chain opportunities	Procurement Charter adopted	Economic data and impacts: GVA, productivity, business base, employment, wages etc reported by SSEIs.
							Introduction of a statement of principles and publish guidance for suppliers on how to do business with Council and details of forthcoming bidding opportunities.	Statement published	
							Provide the opportunity for contracts framework and supply chain opportunities.	2 procurement events promoted per annum	
Enabling Economic Opportunity	ECON7	Finance & Economic	Consider targeted interventions – planning powers and schemes, to achieve high-quality regeneration across the district and explore options to unlock stalled sites.	Regeneration – short term	Economic Development	Head of Economic Development	Develop an investment prospectus to promote the District regionally and nationally	Prospectus produced and annually refreshed	Economic data and impacts: GVA, productivity, business base, employment, wages etc reported by SSEIs.
Enabling Economic Opportunity	ECON9	Finance & Economic	Develop a long-term approach to regeneration and be prepared for investment and funding opportunities.	Regeneration – long term investment	Economic Development	Head of Economic Development	Prepare a Pipeline of 'oven ready' projects.	1 per annum	Economic data and impacts: GVA, productivity, business base, employment, wages etc reported by SSEIs.
							Linked to ECON7, work with landowners and stakeholders to identify development constraints for identified sites for regeneration.	5 annual visits per annum	
							Linked to the point above, evidence demand for electricity and infrastructure network upgrades	Infrastructure Strategy produced and refreshed annually.	
Effective Council	COUN7	Finance & Economic	Deliver a balanced, sustainable financial plan over the medium term.	Financial Sustainability	Finance	Assistant Director - Finance (Deputy S151)	In-year savings/additional income identified to contribute towards projected future deficits	Yr 1 - £291k	N/A
							Successful management of approved budget	Forecast surplus/deficit to be within 1% of net cost of service	
							% of working balance to net cost of service	10%	

Priority	Code	Overview & Scrutiny Committee	Provisional Action	Action Summary	Service Area	Provisional Owner/s	Proposed KPI Measure/s	Provisional Targets	Notes
Effective Council	COUN8	Finance & Economic	Implement and embed the new finance system.	New Finance System	Finance	Assistant Director - Finance (Deputy S151)	% of users accessing the system	TBC	N/A
							% reports generated from the system within 5 working days of month end	TBC	
Effective Council	COUN9	Finance & Economic	Deliver the IT Roadmap, ensuring all systems meet the needs of internal and external customers, and explore opportunities for new technologies and innovation.	Performance of IT. Focusing on three key areas: internal service desk, system availability and cyber security.	IT	IT Manager	% of service desk tickets resolved within 1 working day	80% (Standard SLA is 5 working days)	N/A
							Availability of main corporate systems (council tax, housing, planning) during primary working hours	99%	
							% of security alerts identified at user level are resolved with no data breach\loss.	100%	
Effective Council	COUN11	Finance & Economic	Deliver the Internal Audit Plan and drive continuous organisational improvement.	Internal Audit – progress of Plan and implementation of agreed actions.	Finance – Corporate Governance & Risk	Governance & Risk Officer	Progress on internal audit plan	100% completion of the audit plan by 1 <sup>st</sup> March	Individual audits will be reported to and discussed by Governance & Audit.
							% of audit actions implemented by the agreed date.	100%	
Effective Council	COUN12	Finance & Economic	Ensure procurement is always compliant, fair and delivers value for money.	Procurement compliance, value for money and support for small business.	Finance - Procurement	Procurement Lead	% of compliant contracts awarded with a value >£25k	100%	To encourage open competition rather than direct awards.
							% of spend with registered SMEs	For information only.	
Effective Council	COUN14	Finance & Economic	Develop and deliver Planned Maintenance Strategy and accompanying action plan.	Performance of planned maintenance for corporate estate.	Property Services	Senior Assets Officer	Develop and adopt the strategy and action plan	July 2024	N/A
							% of total actions in action plan on target/complete	100% complete by end of the Plan (actions delivered in accordance with the timelines set out in the action plan.)	
							Ratio of planned to reactive repair works	Yr 1 – 30:70 Yr 2 – 40:60 Yr 3 – 50:50	



## **Strategic Socio-Economic Indicator (SSEI) Suite: Finance and Economic OSC (February 2024)**

These metrics will monitor the economic performance of the district. Each can be benchmarked against all other English district authorities. The latest available data will be presented.

1. Employment Rate - aged 16-64
2. Economic Activity Rate - aged 16-64
3. Economic Inactivity Rate - aged 16-64
4. Economic Inactivity Rate - do not want a job.
5. Gross Value Added (GVA) - all industries.
6. Gross Disposable Household Income (GDHI)
7. Mean net income estimates after housing costs.
8. Annual household income estimates by MSOA.
9. Productivity (GVA output per job role)
10. Median Earnings - Place of Residence - Annual
11. Median Earnings - Place of Residence - Weekly
12. Lower Quartile Earnings - Place of Residence - Annual
13. Lower Quartile Earnings - Place of Residence - Weekly
14. Median Earnings - Workplace - Annual
15. Median Earnings - Workplace - Weekly
16. Lower Quartile Earnings - Workplace - Annual
17. Lower Quartile Earnings - Workplace - Weekly
18. Proportion of Residents with NVQ4+ Qualifications - 16-64
19. Proportion of Residents with NVQ2+ Qualifications - 16-64
20. Proportion of Residents with No Qualifications - 16-64
21. Jobs Density
22. Proportion of Residents Working from Home
23. Number of Businesses
24. Business Births as % of total active enterprises
25. Business Deaths as % of total active enterprises
26. High Growth as % of total active enterprises
27. Enterprises with a turnover of £1 million (or £250k/500k) as % of total active enterprises
28. Enterprises with 100+ employees as % of total active enterprises
29. UK Competitiveness Index 2023
30. Percentage of Residential & Business Premises with 4G signal from all operators
31. Percentage with addresses with superfast broadband availability
32. Percentage with addresses with ultrafast broadband availability
33. Percentage with addresses with full fibre service availability
34. Average Download speed (Mbit/s)

## Performance Indicators – Finance

These metrics monitor the financial performance of the Council. Each can be benchmarked against all other English district authorities and are used by the Office for Local Government (OFLOG). The latest available data will be presented.

1. Net Revenue Expenditure (£ thousands)
2. Total un-ringfenced reserves (£ thousands)
3. Total Service Expenditure (£ thousands)
4. Non-ringfenced reserves as percentage of net revenue expenditure
5. Non-ringfenced reserves as percentage of service spend
6. Total Core Spending Power (£ millions)
7. Total core spending power per dwelling
8. Level of Band D council tax rates
9. Council tax revenue per dwelling
10. Total Debt Servicing Costs (£ millions)
11. Debt servicing as percentage of core spending power
12. Capital Financing Requirement (£ thousands)
13. Total debt as percentage of core spending power