

Rural and Communities Overview and Scrutiny Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Thursday, 28 March 2024 at 2.00 pm
Council Chamber - South Kesteven House,
St. Peter's Hill, Grantham. NG31 6PZ

Committee Members: Councillor Nikki Manterfield (Chairman)
Councillor Steven Cunningham (Vice-Chairman)

Councillor Pam Byrd, Councillor Robert Leadenham, Councillor Penny Milnes,
Councillor Virginia Moran, Councillor Habibur Rahman, Councillor Vanessa Smith
and Councillor Sarah Trotter

Agenda

This meeting can be watched as a live stream, or at
a later date, [via the SKDC Public-I Channel](#)

- 1. Public Speaking**
The Council welcomes engagement from members of the public.
To speak at this meeting please register no later than 24 hours
prior to the date of the meeting via
democracy@southkesteven.gov.uk
- 2. Apologies for absence**
- 3. Disclosure of Interest**
Members are asked to disclose any interest in matters for
consideration at the meeting.

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Karen Bradford, Chief Executive

www.southkesteven.gov.uk

4. **Minutes from the meeting held on 1 February 2024** (Pages 3 - 14)
5. **Updates from the previous meeting** (Page 15)
To receive updates on actions agreed at the previous meeting.
6. **Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**
7. **Crime Disorder and Local Partnership working update** (To Follow)
To receive a Crime Disorder and Local Partnership working update and presentation.
8. **Draft KPIs** (Pages 17 - 45)
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.
9. **Safeguarding Annual Report** (To Follow)
This report provides an update on the progress of the review and the updated Safeguarding Policy 2024 – 2027 for review.
10. **Change4Lincs update** (Pages 47 - 52)
This report seeks to update Committee on the Change4Lincs partnership and the progress that has been made by the team.
11. **Changing Places Update** (Pages 53 - 57)
To provide the Committee an update regarding the Changing Places Toilets facilities project across the district.
12. **Work Programme 2023-24** (Pages 59 - 61)
To receive the Work Programme for 2023-24.
13. **Any other business which the Chairman, by reason of special circumstances, decides is urgent**

Minutes

Rural and Communities Overview and Scrutiny Committee



SOUTH
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Thursday, 1 February 2024, 2.00 pm

Council Chamber – South Kesteven
House, St. Peter's Hill, Grantham.
NG31 6PZ

Committee Members present

Councillor Nikki Manterfield (Chairman)
Councillor Steven Cunningham (Vice-Chairman)
Councillor Pam Byrd
Councillor Robert Leadenham
Councillor Habibur Rahman
Councillor Vanessa Smith
Councillor Sarah Trotter

Cabinet Members present

Councillor Ashley Baxter (Leader of the Council)
Councillor Phil Dilks (Cabinet Member for Housing and Planning)
Councillor Patsy Ellis (Cabinet Member for Environment and Waste)
Councillor Rhea Rayside (Cabinet Member for People and Communities)

Other Members present

Councillor Harrish Bisnauthsing
Councillor Phil Dilks
Councillor Richard Dixon-Warren
Councillor Patsy Ellis
Councillor Charmaine Morgan
Councillor Rhea Rayside
Councillor Ashley Baxter

Officers

Graham Watts (Assistant Director of Governance and Public Protection, Monitoring Officer)
Nicola McCoy-Brown (Director of Growth and Culture)
Claire Moses (Head of Service - Revenues, Benefits, Customer and Community)
Jodie Archer (Head of Housing Services)
Ayeisha Kirkham (Head of Service – Public Protection)
Carol Drury (Community Engagement Manager)
Tom Amblin-Lightowler (Private Sector Housing Team Leader)
Debbie Nicholls (Armed Forces Officer)
Amy Pryde (Democratic Services Officer)

42. Public Speaking

There were none.

43. Apologies for absence

Apologies for absence had been received from Councillors Penny Milnes and Virginia Moran.

Councillor Peter Stephens substituted for Councillor Penny Milnes.
Councillor Tim Harrison substituted for Councillor Virginia Moran.

44. Disclosure of Interest

There were none.

45. Minutes from the meeting held on 14 December 2023

It was proposed, seconded and **AGREED** that the minutes of the meeting held on 14 December 2023, were a correct and accurate record.

46. Updates from the previous meeting

The Head of Service (Revenues, Benefits, Customer and Community) and the Community Engagement Manager provided an update on Safeguarding:

‘At the last meeting of this committee on 14 December 2023, the Mid-year KPI report was presented for “Healthy and Strong Communities”.

The action “protect our most vulnerable residents with robust safeguarding processes” had an action status of “Significantly Below Target”.

As a result of this, it was proposed, seconded and AGREED that the Committee:

- 1. Review and scrutinise the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan priorities and outcomes.*
- 2. Use this report to inform and support the ongoing work programme of the Committee*
- 3. For the Committee to receive a further report on a breakdown of staff training and the type of training they require, as well as the progress made against each service area, including contractors and the safeguarding process within Housing.*

I would like to take this opportunity to update the Committee on the actions taken since this meeting.

On 19 January 2024, Carol Drury, myself, Jodie Archer and Sarah McQueen met to discuss the actions from the Committee meeting and agreed a formal approach to the training.

Officers felt that a cross team approach to be taken in regard to safeguarding would be the best way forward, to maximise and make best use of officer expertise. The following officers would have responsibilities for areas of safeguarding:

- *Carol Drury*
 - *Review of information reported through ITrent (resulting in the figure within the KPI measure)*
 - *Training*
 - *Review current levels*
 - *Undertake awareness sessions with senior management*
 - *Provide in-person training to those teams who do not have access to a PC*
 - *Regular monitoring of progress for individual officers and against the KPI target*
- *Jodie Archer and Sarah McQueen*
 - *Are our dedicated safeguarding Officers*
 - *Leading on the Section 11 Safeguarding Children Audit*
 - *Presenting the annual safeguarding report to Governance and Audit on 13 March)*
 - *Day-to-day accountability for safeguarding (including supporting staff with referrals and understanding of their role in the process)*

The KPI within Healthy and Strong Communities with the action to:

Protect our most vulnerable residents with robust safeguarding processes relates to the percentage of ***‘relevant staff’ trained in applying effective safeguarding processes***. This was reported to be at 45%.

The % reported is based on the number of officers from across the Council that have accessed the induction training “An introduction to Safeguarding Everyone in Lincolnshire” so there relates to a % of new starters.

Relevant staff are those who interact regularly with potentially vulnerable residents so the percentage reported should be based on that figure (and their levels of completed training) and not across the whole staff.

To clarify more generally, I will remind Members as stated at the last meeting of this Committee – all officers and elected Members are required to complete safeguarding training – relevant to their role.

At this time, I am still awaiting some information on staffing but, based on the information I currently have, I have reviewed present levels and can inform Members that the actual percentage (at this time) of ‘relevant officers’ having

completed some safeguarding training is 63%. Still lower than we want it to be, but action has been taken to address this.

I have also reviewed the 6 year training pathway of both the LSCP and the LSAB and updated our training pathways as necessary.

I have produced spreadsheets across three levels of training. They are for:

- *Officers with limited or no direct contact with the public*
- *Officers with regular contact with the public – likely to make a safeguarding referral (these would be classified as ‘relevant officers’)*
- *Safeguarding Leads.*

I have attended a senior management meeting to update and inform and to share the requirement on them and their teams to undertake safeguarding training.

Following that meeting – the revised 6 year pathway and the spreadsheets have been shared for managers to disseminate to their teams.

In house training relating to safeguarding and the importance of professional curiosity will also be provided for staff members who have no access to a computers.

Going forward, I will monitor the progress of training completed and will provide the information required against the KPI.

A further update will be brought to this Committee to give assurance that actions are being delivered against for this important aspect of our work.’

The Head of Housing Services informed the Committee that the next session on Safeguarding on Members was due to take place on Tuesday 6 February at 6pm.

It was clarified that the KPI relating to Safeguarding training would only relate to relevant Officers. The total number of staff trained would be part of the annual report that goes to Governance and Audit Committee, which contained training levels for Officers and elected Members.

The target for Officers to be trained on Safeguarding was 90%.

In future, figures would be provided on by service area, relevant roles and levels of training required to be undertaken.

It was queried whether elected Members were included within the 63% completion rate.

The Community Engagement Manager clarified that the 63% related to only Officers. The annual report would contain the figure of how many elected Members had completed the training.

47. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service

One Member requested comments from the relevant Officers regarding recent flooding in the area.

The Chairman informed the Committee that the issue was being investigated and would be considered by a Joint Meeting of the Environment Overview and Scrutiny Committee and Rural and Communities Overview and Scrutiny Committee.

48. Armed Forces Covenant Action Plan

The Armed Forces Covenant Action Plan was presented by the Cabinet Member for People and Communities. The plan outlined the Council's action on the past year and future proposals.

The Armed Forces Champion commended the report.

Members reiterated the District's pride to hold the gold award.

One Member queried whether the report took into consideration the reserve forces of all three branches of the armed forces: Army, Navy, and Air Force.

The Armed Forces Officer stated that officers were working with the Chief Executive of the East Midlands Reserve Forces and Cadets Association to raise awareness to inform employers of the value of hiring reservists.

An update was requested on how Officers were communicating with relevant charities to ensure that efforts were not duplicated.

The Armed Forces Officer stated that officers regularly meet with charities (Royal British Legion and SAFFA) and view them as support forces to help the Officers in their efforts.

It was queried whether the benefits for reservists under the current plan would continue, once they leave the reserve forces.

It was reiterated that the current focus was on engaging the business community with regards to the benefits of hiring reservists. It was estimated that 2000 reserves graduate and pass through Prince William of Gloucester Barracks per year, advocating support back to their employers.

That the Committee:

Notes the Annual Armed Forces Engagement Report and comments on the content.

49. Council in the Community

The Community Engagement Manager presented the report which was provided as an update on two outreach initiatives undertaken during 2023/24.

The first 'Council in the Community' was developed on request as a way to support those residents who struggled to attend Council offices to deal with queries. It was noted that, there was no actual evidence to support this.

None the less, 2 pilot events were arranged, one in an urban setting, and one in a rural setting.

As part of the planning, service areas of high demand were looked into:

- Council Tax
- Benefits
- Housing (social and private sector)
- Antisocial Behaviour
- Cost of Living support.

Details around the events were outlined:

- A team of 8 officers was put together to cover the topics.
- The first event took place in Bourne. The event was held in the Corn Exchange on a market day as it was felt there would be greater potential for footfall.
- The events were advertised via the Council's recognised social media channels and also with flyers.
- During the event in Bourne, attendees sought support from housing colleagues and from community engagement (community funding)
- No queries were presented relating to cost of living, ASB or benefits. The event attracted 21 visitors including 8 elected Members.
- The second event took place in Belvoir Ward at the request of one of its elected Members.
- For the Belvoir Ward event, a team of nine officers attended this event representing: Community Engagement, Neighbourhoods (ASB), Homelessness, Tenancy Support and Engagement, Cost of Living, Private Sector Housing, and Revenues and Benefits.
- Publicity for the Belvoir Ward event also went out to all residents of the Ward in the parish newsletter.

Both elected Members from the Belvoir Ward attended the event. Disappointingly, no members of the public attended this event.

However, having piloted events in both a rural and an urban setting with little evidence of need identified, it is considered that an alternative method of engaging with residents should be explored.

There was a proposal for officers to attend pre-existing community events (festivals, carnivals, fun days etc) with an information stand to allow for less formal engagement with the public but still with the absolute intention of being able to offer support and information to anyone who needs it.

The second initiative to update Members on was the funding workshops which had been delivered by the Community Engagement Team along with colleagues managing the UKSPF.

The workshops had been provided in support of the charity, voluntary and community sector across the District and have, to date, taken place in the evening.

The workshops covered information on the SK Community Fund, Lottery SK, UKSPF and a pre-recorded presentation from colleagues at the National Lottery.

Attendees to these workshops were asked to book a place through Eventbrite. Although free to attend, the workshops were held in community venues, so places were limited. Events had been held in Deepings, Stamford and Grantham.

Collectively, the workshops had attracted 107 participants representing 83 voluntary and community groups across the district.

Members praised and recommended the workshops that had taken place.

One Member suggested that the events taken place in Bourne and Belvoir Ward may be more successful taking place elsewhere within the District.

Face-to-face contact with residents was encouraged via workshops. It was noted that the necessity to book ahead of events may turn away prospective attendees.

One Member stated that there had been confusion amongst residents in their ward on the purpose of the events and that further clarity could lead to greater turnout.

It was suggested that markets be targeted for the workshops with elected Member attendance in order to maximize reach without necessitating the presence of as many officers.

That the Committee:

Note the contents of the report and that further updates on six monthly basis be provided as part of reporting against the Community Engagement and Development Strategy Action Plan.

50. Cost of Living Team Update

The Head of service (Revenues, Benefits, Customer and Community) presented the report which outlined the first Cost of Living update report for 2023/24.

By way of background, in August 2022, the South Kesteven Cost of Living Strategic Working Group (COL SWG) was formed in response to increasing cost of living concerns and energy price increases.

As a result of the activities undertaken by the COL SWG, it was identified a business case could be put forward for a dedicated Cost of Living Co-Ordinator.

A successful bid was put forward to the UK Shared Prosperity Fund on 26 January 2023 and following successful recruitment, the two Cost of Living Co-Ordinators commenced their roles from 5 June 2023.

Since 5 June 2023, the Cost of Living Team had been working to objectives set out within the action plan, which is included within Appendix One of the report.

One of the main responsibilities of the Cost of Living Team is to administer and distribute the Household Support Fund. The Household Support Fund (HSF) was first announced by Government in October 2021 and has continued through to 31 March 2024. The expectation was that it should primarily be used to support households in most need for help with food, energy, and water bills.

The table in paragraph 2.14 of the report confirmed the value of Household Support Funding for 2023/24 for South Kesteven of £177,342.

The table in paragraph 2.15 of the report pack provided a breakdown of how the funding had been distributed, either by the Council's own Cost of Living Team or by the support organisations such as Lincolnshire Community Foundation and the Post Office.

Information in paragraphs 2.24 to 2.54 of the report provided more detail regarding the various schemes and how they are administered.

The Team also provide a vital advice service, which, following receipt of referrals the team were able to contact the resident to discuss their current circumstances and determine the best support available to them. The team utilise the support of other external agencies and also the Tenancy Support team for SKDC tenants.

Between 24 August and 31 December 2023, 682 referrals had been received.

As well as providing advice, the team had also been able to identify £49k of additional financial wrap around support for 235 of these residents.

There had been no announcement so far that HSF will continue in 2024/25. Any HSF funding that had not been issued in 2023/24 i.e. vouchers not redeemed, could be issued during 2024/25, providing it is for the same cohort of residents.

Any such decision would need to be approved by Lincolnshire County Council, as the recipient and distributing authority of the HSF funding.

Once the residual funding amount was known, and a decision had been made, the Cost of Living Team would propose a scheme of support for 2024/25.

Finally, the Cost of Living Team was currently funded to 31 March 2025. The team's activities, as detailed in Appendix One, would continue and a further update as to additional activities for 2024/25 will be provided to this Committee at its meeting in May 2024.

One Member queried the likeliness of the Council receiving further funding to aid the District's Household Support Fund.

The Head of service (Revenues, Benefits, Customer and Community) stated that South Kesteven District Council and several other local governments were lobbying for more funding, and any announcements of increased funding would be made in March 2024.

It was queried further whether Lincolnshire County Council's opinion on the requests for greater funding was the same as the Council's.

The Head of service (Revenues, Benefits, Customer and Community) stated that Lincolnshire County Council had previously agreed with South Kesteven District Council in similar circumstances.

One Member requested a breakdown as to how the funding had been spent.

ACTION: For The Head of service (Revenues, Benefits, Customer and Community) to circulate figures on a breakdown as to how the funding had been spent.

The Cabinet Member for People and Communities thanked Officers and stated that the team had been brainstorming ways to make sure the funding is spent efficiently.

The importance of having a platform for residents to easily ask for support was emphasised.

One Member queried if there was a way elected Members could better assist their constituents at a local level to ensure they are receiving the help they require from the vouchers.

Due to issues around GDPR, it was unknown as to whether information could be shared with Councillors. The Head of service (Revenues, Benefits, Customer and

Community) would explore whether the details could be shared and provide the Committee with a response.

That the Committee:

- 1. Notes the activities and levels of support being provided by the Cost of Living Team**
- 2. Asks questions in relation to the activities and provide feedback.**

51. Private Sector Housing Adaptions Policy

The Cabinet Member for Planning and Housing presented the report.

South Kesteven District Council provided Disabled Facility Grants for the adaptation of properties of residents who require them be able to remain in their homes and complete everyday activities.

There were two main grant categories – mandatory and discretionary. In order to provide discretionary grants, the Council must have a policy covering this.

The policies for discussion were both for the discretionary grants, one had been created in conjunction with the other districts to try and create a standard offer across Lincolnshire, and the other is an updated South Kesteven District Council policy only.

The Council currently had a policy and either of the discussed policies will replace this once approved.

The funding came from a government awarded grants from the Better Care Fund and can only be used for the delivery of disabled adaptations. The grant award is provided annual and for the financial year 2023/24 the amount provided was £1,060,000.

The policies only covered grants awarded to the Private Housing Sector including Housing Associations and does not cover Council housing stock.

It was queried as to why the statistics used within the report were from 2009.

The Private Sector Housing Team Leader highlighted that it had been difficult to find more recent published information, but once the team had found more updated published information, the committee would be notified.

Clarification was sought around the differences between the two policies (SKDC standalone and Lincolnshire-wide).

The Private Sector Housing Team Leader stated that the SKDC standalone policy was the current policy, and needed updating. There had been working groups in all seven of the county's districts working to develop a county-wide policy.

The main differences of the policies were outlined:

- The Lincolnshire-wide policy did not specify individual grant types, whereas the SKDC policy did.
- The cap for the Lincolnshire-wide policy was £15,000, and the cap for the SKDC policy was £10,000.
- The third main difference was land charges elements and products in terms of grants for adaptations.

The Private Sector Housing Team Leader noted that there were no concerns with either policy.

One Member queried whether either of the policies had been means-tested.

It was confirmed that some aspects of the policy, including the mandatory aspects and some of the larger discretionary aspects, had been means-tested.

It was questioned as to where the money attained from land charges would go.

The money attained from land charges would go into the discretionary funding pot to use on other grants.

It was suggested that the Lincolnshire-wide policy may be the best option due to its handling of land charges.

It was queried whether there was a difference in the costs of applying the land charges.

It was noted that there was not a difference in administrative costs or Officer time. The land charges were managed within the team.

The Private Sector Housing Team Leader stated that Officers had no personal preference of either policy, it was noted that the Lincolnshire-wide policy was expected to be implemented in at least five of the county's seven districts.

It was queried if residents under the right-to-buy scheme would be eligible for the grants under the policy.

It was confirmed that any resident who had brought their house off of the Council, would fit into the criteria to be assessed.

One Member queried whether there would be any legal costs for the policies.

The Private Sector Housing Team Leader clarified that legal costs were unknown, however, the cost would be less than other administrative costs due to legal services being conducted in-house.

It was proposed, seconded and **AGREED** that the Committee:

1. **Notes and considers the policies put forward.**
2. **Recommends the following option for cabinet to approve.**

Option 2: Recommends that the Lincolnshire Discretionary Housing Financial Assistance Policy be adopted and published.

52. Work Programme 2023-24

The Committee noted the Work Programme 2023-24.

The Director of Growth and Culture informed the Committee that the Heritage Action Zone would close on 31 March 2024 and had historically had been reported to Finance and Economic Overview and Scrutiny Committee.

The Chairman highlighted that the topic of flooding would be discussed at a future meeting.

One Member requested that a representative from Lincolnshire County Council (LCC) could attend the meeting where flooding would be discussed.

Another Member requested that the relevant Officer from the Emergency Planning and Health and Safety team attends the committee meeting in which flooding is discussed. Concerns were raised on the issue of contaminated sandbags and issues around storage.

One Member queried the remit of the Committee and whether the creation of additional parking bays was included.

53. Any other business which the Chairman, by reason of special circumstances, decides is urgent

There were none.

54. Close of meeting

The Chairman closed the meeting at 15:30.

Action Sheet

Rural and Communities Overview and Scrutiny Committee – Actions from meeting of 1 February 2024

Min no	Agenda item	Action	Assigned to	Comments/Status	Deadline
50	Cost of Living Team Update	For The Head of service (Revenues, Benefits, Customer and Community) to circulate figures on a breakdown as to how the funding had been spent.	Claire Moses Head of service (Revenues, Benefits, Customer and Community)	The information was included in the table within the Cost of Living Team Update Report at paragraph 2.15	Complete

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**SOUTH
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Rural & Communities Overview and Scrutiny Committee

28 March 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

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. Approves the key performance indicators it wishes to review associated with the actions in the Corporate Plan 2024-27.**
- 2. Notes that key performance indicators will 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 no 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 & 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 9 actions that fall within the scope of this 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: Rural & Communities OSC
- Appendix 3 – Strategic Socio-Economic Indicator (SSEI) Suite: Rural & Communities OSC (February 2024)



Corporate Plan 2024-27



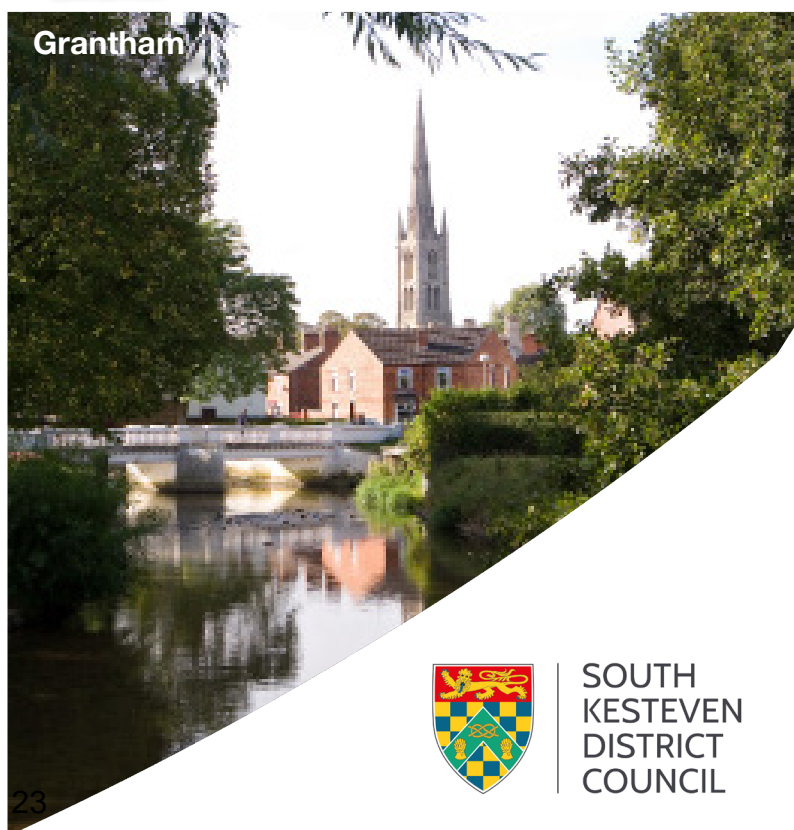
Stamford



Bourne



The Deepings



Grantham



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 life expectancy is
80.6
the highest in
Lincolnshire



The 2021 census estimated
the population of the
District to stand at

143,400

The population is projected
to reach 155,821 by 2043



The District is ranked
amongst the top
20%
of Districts in
England for life
satisfaction

The median age
of the District is

46

There are

6265

businesses in the District,
43 per 1000 residents



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

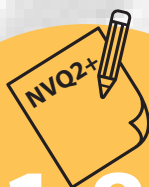


13%

of jobs are in
knowledge intensive
services



Median annual gross
earnings are
£31,914



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

The local economy is worth

**£2.722
billion**



1hr

Lincolnshire

GRANTHAM

● GRANTHAM

South Lincolnshire

**365
miles²**

● BOURNE

● MARKET DEEPING

● STAMFORD



69%

of households own
their own home

The median
house price is

9.78

times the median
annual full time
salary

CO₂

The District's total
territorial CO₂e emissions
in 2020 were

948kt CO₂e

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.



Inspecting the troops at Prince William of Gloucester Barracks in Grantham

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.

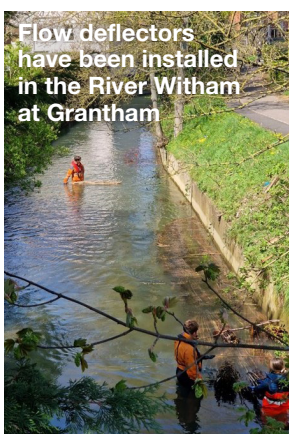
We will proactively challenge and enforce against environmental crimes, such as littering and fly tipping, and will promote responsible behaviours aimed at reducing waste and encouraging recycling. We will run an exemplary and value-for-money waste and recycling service. To ensure strategic focus and 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.

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:

Why?

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

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:

Why?

The provision of decent homes is an economic, social and moral necessity. Without a suitable housing supply, productivity growth is constrained, and the local economy will stall. Housing is most importantly a human right.

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. ✓



Council bungalows in Trinity Road, Stamford



Breaking ground at Swinegate, Grantham



Artist impression of Elizabeth Road, Stamford

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 adaptations 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.

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 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:

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.

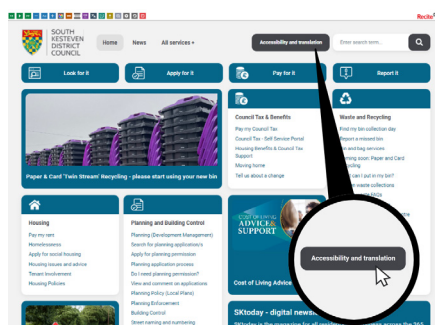
2034 Outcomes

- 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. ✓

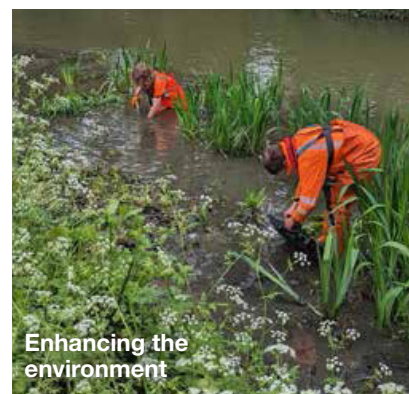




Waste freighter raising awareness of breast cancer



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.

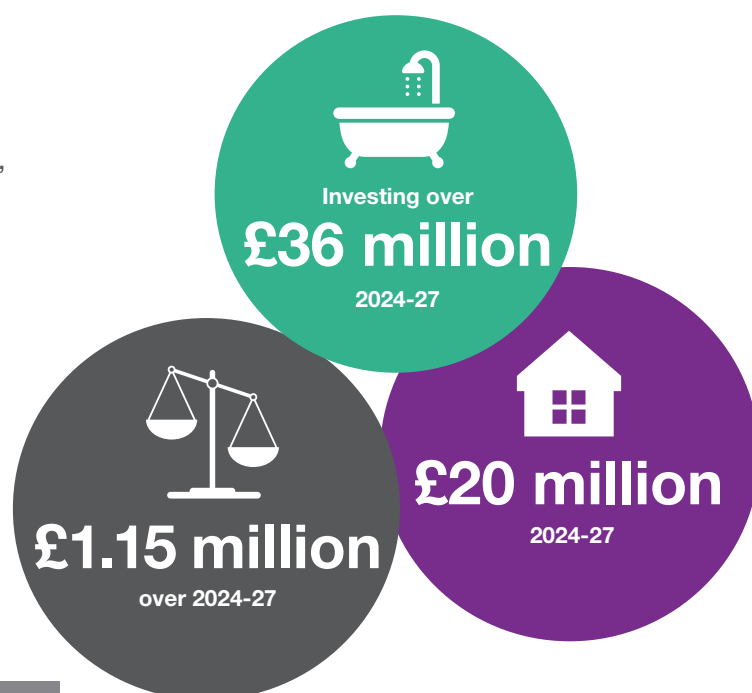
The Council is fully committed to achieving this target and will continue to adopt approaches which include streamlining the organisation, so that it is ready for the challenges ahead, modernising processes and procedures, and rationalising assets and operating costs where possible.

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 ₂ 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.

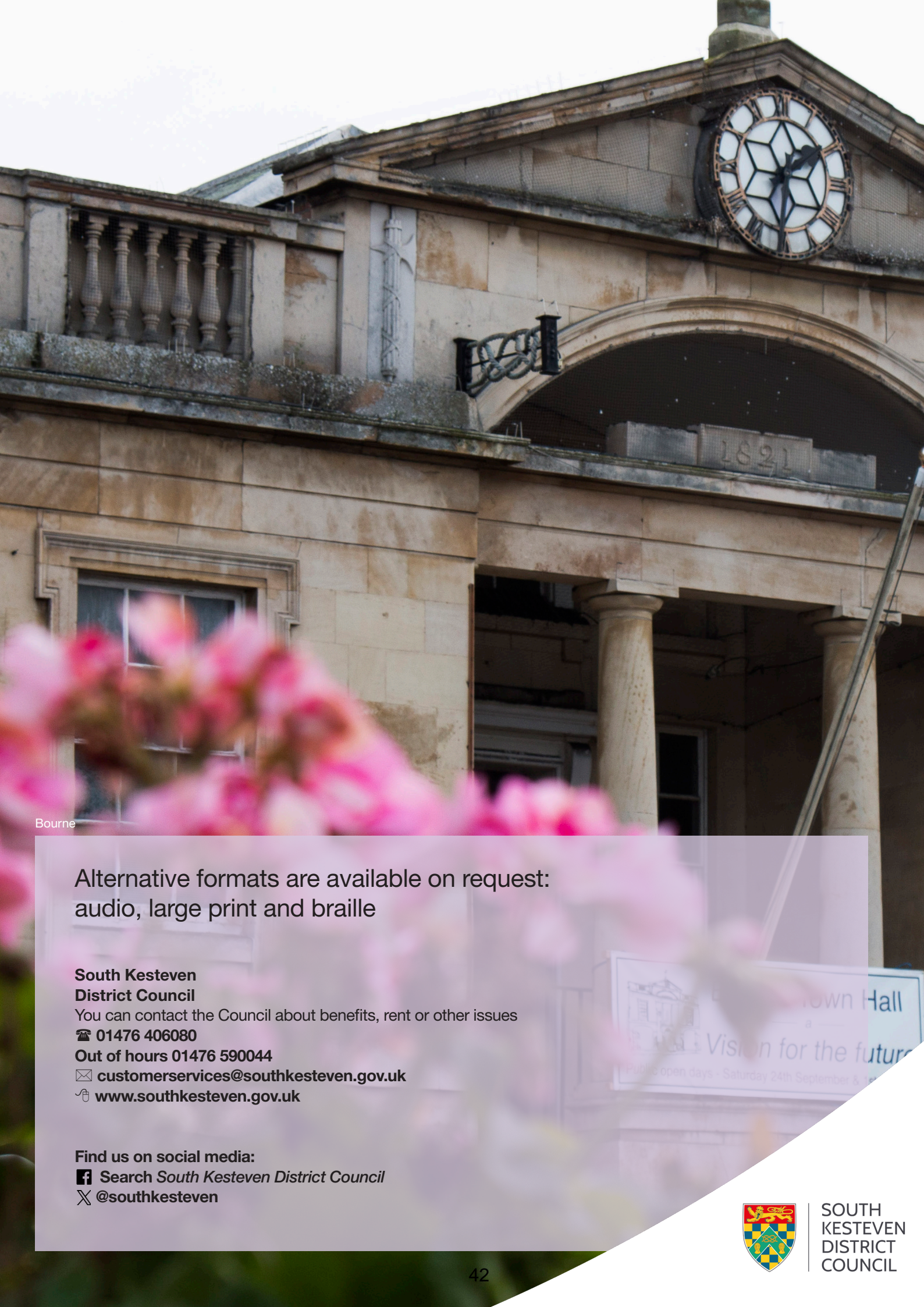
It is the responsibility of all Officers and elected Members to implement the principles of equality, diversity and inclusion.

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



Bourne

Alternative formats are available on request:
audio, large print and braille

**South Kesteven
District Council**

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

☎ **01476 406080**

Out of hours 01476 590044

✉ **customerservices@southkesteven.gov.uk**

🌐 **www.southkesteven.gov.uk**

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**SOUTH
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DISTRICT
COUNCIL**

Corporate Plan 2024-27 – Draft Provisional KPI Suite – Rural & Communities OSC									
Priority	Code	Overview & Scrutiny Committee	Provisional Action	Action Summary	Service Area	Provisional Owner/s	Proposed KPI Measure/s	Provisional Targets	Notes
Connecting Communities	COM1	Rural & Communities	Deliver the Local Health and Wellbeing Action Plan	Monitor progress of delivering document contents	Leisure, Culture & Place	Assistant Director (Leisure, Culture & Place)	% 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.)	N/A
Connecting Communities	COM7	Rural & Communities	Deliver the Community Engagement and Development Strategy and accompanying action plan.	Delivery of document and performance of community engagement team	Community Engagement	Head of Service (Revenues, Benefits, Customer Service and Community)	% 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.)	N/A
							Number of Community Engagement events held across the district for the benefit of residents and the voluntary and community sector	15	
							£ levered by the SK Community Fund	£37,000.00 Subject to available programme and budgets	
Connecting Communities	COM8	Rural & Communities	Continue to deliver an accredited, effective and legislatively compliant CCTV service in partnership with Lincolnshire Police.	Performance of CCTV service.	Public Protection	Head of Service (Public Protection)	% Public Realm CCTV cameras working at all times (Monthly)	90% (presented as an average for quarterly reports).	N/A
							Achievement of successful annual review by Surveillance Camera Commissioner	Success - issuing of a certificate	
Connecting Communities	COM9	Rural & Communities	Deliver the Safer Streets programme and seek opportunities to develop a legacy applied districtwide once the funding period ends	Delivery of Safer Streets programme.	Public Protection	Head of Service (Public Protection)	% 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.)	N/A
							% of funding spent	100% by March 2025	
Housing	HOUS2	Rural & 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.	To monitor the effectiveness of supported living & adaptations	Public Protection – Private Sector Housing	Head of Service (Public Protection)	Number of Adaptions Completed	100 completed adaptations per year	N/A

Priority	Code	Overview & Scrutiny Committee	Provisional Action	Action Summary	Service Area	Provisional Owner/s	Proposed KPI Measure/s	Provisional Targets	Notes
Connecting Communities	COM11	Rural & Communities	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.	Armed Forces Community Covenant	Community Engagement	Head of Service (Revenues, Benefits, Customer Service and Community)	% of total actions on target/complete (Armed Forces Covenant Action of Community Engagement and Development Strategy)	100% complete by end of the Plan (actions delivered in accordance with the timelines set out in the action plan.)	N/A
							Number of engagement events delivered annually that raise awareness of the Armed Forces community and bring together business, community and the defence sector to explore opportunities for collaboration	7	
							Number of events delivered within the district that mark national commemorations relating to the Armed Forces community	1	
Effective Council	COUN1	Rural & Communities	Continue to work in partnership with relevant partners to deliver and support targeted initiatives across the district to help communities.	Participation in and effectiveness of partnership arrangements	Public Protection	Head of Service (Public Protection)	Attendance at partnership meetings	Ensure attendance at partnership meetings- (75%) (A list of Partnership meetings will be logged and attendance will be monitored).	N/A
Effective Council	COUN2	Rural & Communities	Ensure the administration of licenses and approvals relating to both national legislation and discretionary, are effective, efficient, timely and consistent.	Performance of licensing team	Public Protection – Licensing	Head of Service (Public Protection)	% of Regulatory Services service requests with an initial response within a defined timescale (5 working days)	95%	N/A
Effective Council	COUN5	Rural & Communities	Deliver the refreshed Customer Experience Strategy and accompanying action plan.	Customer Services performance	Customer Services	Head of Service (Revenues, Benefits, Customer Service and Community)	Approval of refreshed Customer Experience Strategy	Successful Adoption by end of 2024.	N/A
							% 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.)	
							Volume of calls offered (% handled)	85%	

Strategic Socio-Economic Indicator (SSEI) Suite: Rural & Communities OSC (February 2024)

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

1. Total Resident Population - Census 2021
2. Proportion of the population aged 16-64 - Census 2021
3. Proportion of the population aged 0-15 - Census 2021
4. Proportion of the population aged 65+ - Census 2021
5. Proportion of the population aged 85+ - Census 2021
6. Median Age of Population - Census 2021
7. Population Density - Census 2021
8. Veteran population - Census 2021
9. 25 Year Population Projection (2018-2043) - Growth
10. One Person Household - aged 66+
11. Lone Parent Household with Dependent Children
12. Total Recorded Crime Rate per 1000 residents
13. Crime Severity Score
14. Deaths from Drug Misuse per 100,000 residents
15. Rate of complaints about noise per 1,000 population
16. Proportion of Offenders who re-offend
17. Indices of Multiple Deprivation (IMD) 2019 Ranking
18. CPP Cost of Living Vulnerability Index
19. Good Credit Index Score
20. Prevalence of Fuel Poverty
21. Prevalence of Child Poverty – Relative
22. Prevalence of Child Poverty - Absolute
23. Inequality in life expectancy at birth - male
24. Inequality in life expectancy at birth - female
25. Proportion of Residents providing unpaid care - Census 2021
26. Residents claiming Job Seekers Allowance long term - 16-64
27. Residents claiming Universal Credit
28. Number of Council Tax Support Claimants - Households
29. General Health of Residents (self described) - Census 2021
30. Life Expectancy at Birth - Male
31. Life Expectancy at Birth - Female
32. Health Index - Overall
33. Health Index - Healthy People
34. Health Index - Healthy Lives
35. Health Index - Healthy Places
36. Standardised Mortality Ratio (SMR) - All ages & causes
37. Standardised Mortality Ratio (SMR) - Under 75 all causes
38. Admission Episodes for Alcohol-Related Conditions
39. Smoking Prevalence in Adults
40. Suicide Rate - per 100,000 residents

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**SOUTH
KESTEVEN
DISTRICT
COUNCIL**



Rural and Communities Overview and Scrutiny Committee


Thursday, 28 March 2024

Report of Phil Dilks Cabinet Member
for Housing & Planning

Change4Lincs (C4L) Update

Report Author

Sarah McQueen, Head of Service (Housing Options)

 sarah.mcqueen@southkesteven.gov.uk

Purpose of Report

This report seeks to update Committee on the Change4Lincs partnership and the progress that has been made by the team.

Recommendations

That the Committee:

- 1. Notes the latest update for the Change4Lincs partnership initiative.**

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

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 Grant funding has been awarded for the period to 31 March 2025 and has been included in the approved budget for 2024/25. There is no cost to the Council for the additional costs of emergency accommodation as these will be funded from the grant.

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

Legal and Governance

- 1.2 There are no significant legal and governance implications arising from this report, which is for noting.

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

2. Background to the Report

- 2.1 Change4Lincs is an initiative which has been set up to tackle rough sleeping across Lincolnshire for South Kesteven, North Kesteven, West Lindsey and South Holland.
- 2.2 The scheme is hosted by South Kesteven District Council and is delivered in partnership with North Kesteven District Council, West Lindsey District Council and South Holland District Council from pooling the Rough Sleeper Initiative

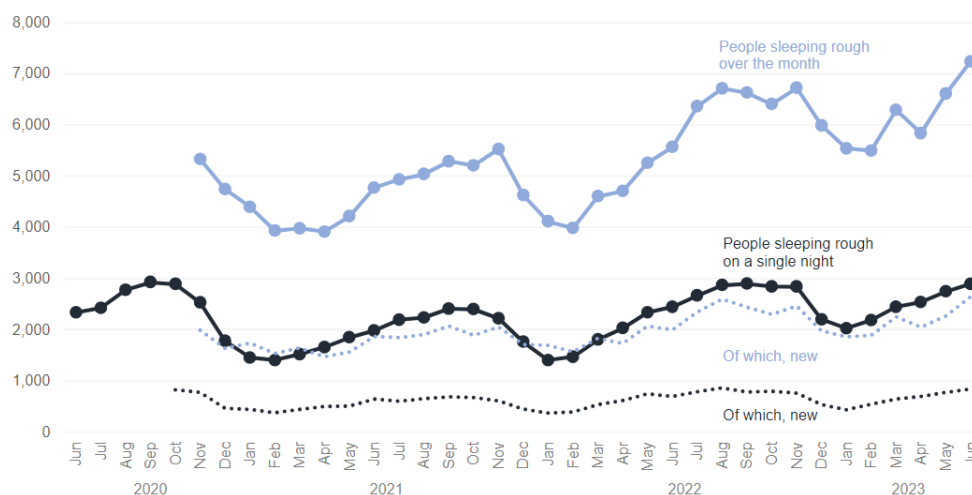
funding to create this scheme. The initiative was launched in October 2020 and funding is secured until March 2025.

- 2.3 Regular Change4Lincs Strategic Partnership Meetings have been initiated, the last meeting took place on 21st February 2024. This allows the progress of the initiative to be reviewed and feedback received from the partners. In addition, regular operational meetings take place with the Managers from the District Councils.
- 2.4 Rough sleepers can be referred by each local authority as well as the general public who may have concerns about a known rough sleeper. The outreach team then seek to visit the rough sleeper onsite to capture all relevant information discuss their options and pass on to the support workers.
- 2.6 The package of support provided by the team is a bespoke package for each client dependant on their need. Support includes help with budgeting, benefit claims, signposting to mental health services and substance misuse services.
- 2.7 Support has the clear aim of supporting clients back into settled accommodation.
- 2.8 As funding is only currently in place to run this service until March 2025, discussions are being held with districts in relation to the future of this service and whether the partnership will continue in its current format. Central Government are yet to announce Rough Sleeper initiative funding for 2025/2026 so once this is announced, it will be at this point that the four districts will decide if a joint bid will be submitted.

3. Key Considerations

- 3.1 Over the past years, the number of rough sleepers has increased which is a national trend.
- 3.2 The below graph shows the national figures from 2020 to June 2023. The blue line is the number of people sleeping rough over the month which is where you can see a steep increase to June 2023.

Figure 1: People sleeping rough on a single night and over the course of the month, June 2020 to June 2023



Source: [Support for people sleeping rough in England, June 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/support-for-people-sleeping-rough-in-england-june-2023)

- 3.3 Central government collates an annual Rough Sleeper count each November where each local authority report their rough sleeper numbers based on a single night figure.
- 3.4 South Kesteven's Rough Sleeper figures reflect the national trend and show an increase from 7 reported in the 2022 annual return to 9 reported in the 2023 annual return.
- 3.5 Table 1 illustrates the Rough sleeper figures across our Chartered Institute of Public Finance & Accountancy (CIPFA) family which are Local Authorities with similar attributes to each other so can be used for benchmarking purposes.

Table 1: Rough Sleeper Figures across our CIPFA family

Local Authority	2022	2023	Trend
Amber Valley	0	1	Increase

Bassetlaw	8	5	Decrease
Braintree	3	7	Increase
Breckland	15	6	Decrease
Broxtowe	2	1	Decrease
Chorley	6	6	Same
Gedling	1	4	Increase
Harrogate	Part of North Yorkshire Council so data not available		
High Peak	3	3	Same
Hinckley and Bosworth	3	5	Increase
Mendip	Part of Somerset Council so data not available		
Newark and Sherwood	3	1	Decrease
Stafford	10	12	Increase
Stroud	3	5	Increase
West Suffolk	6	8	Increase
South Kesteven	7	9	Increase

- 3.7 Of the 16 Local authorities, 8 have seen an increase in their Rough Sleeper figures , 2 have stayed the same, 4 have seen a decrease and 2 were not able to report figures for just their local authority.
- 3.8 Table 2 shows the demand on the Change4Lincs service from April 2023 to February 2024. The figures in show a significant increase in the demand for the service – the total number of referrals has increased by 70%.The figures in brackets are the previous year's figures for comparison purposes.

Table 2: Referrals and accommodation placements:

District	Total Number of referrals	Outreach referrals	Support referrals	Placed in Temporary accommodation via C4L
South Kesteven	175 (63)	127 (56)	45 (7)	7 (26)
North Kesteven	66 (60)	47 (47)	19 (13)	3 (11)
West Lindsey	67 (46)	59 (33)	8 (13)	1 (6)
South Holland	99 (70)	98 (69)	1 (1)	4 (28)
Total	407 (239)	331 (205)	73 (34)	16 (71)

- 3.9 Table 3 shows the accommodation outcomes for the clients that have been supported by the service.

Table 3: Outcomes

District	Accommodated via C4L (long term)	Accommodated via supported accommodation	Currently still in Temporary accommodation
South Kesteven	9 (6)	4 (1)	0 (5)
North Kesteven	6 (3)	2 (8)	0 (3)
West Lindsey	1 (4)	5 (2)	0 (1)
South Holland	0 (1)	3 (3)	0 (15)
Total	16 (23)	12 (14)	0 (24)

- 3.10 The team is currently managed by the Change 4 Lincs Team Leader and is supported by our Head of Housing Options.. The team consists of 3 outreach workers, 5 intensive support officers, 1 reconnection and support officer and a lettings officer.
- 3.11 As we reported in the last update, due to overspends on temporary accommodation in previous years, during 2023/2024 we have had to scale back our temporary accommodation offer so that only exceptional cases were accommodated.
- 3.12 However, because we took this stance, it has meant that we have re-couped the overspends so there will be no ongoing impact on the 2024/25 budget.
- 3.13 Through partnership working with each district we will develop a clear plan regarding how this budget is utilised for accommodation to ensure there are no future overspends. The focus will be on very short term accommodation placements with wraparound support to move people on from placements as quickly as possible.
- 3.14 We will continue to work with partners to ensure that the relevant support is accessed and in place.
- 3.15 Supporting Rough Sleepers can be extremely complex and is often far more than just sourcing accommodation so partnership working is essential for this service and we will continue to strengthen our working relationships.

4. Reasons for the Recommendations

- 4.1 This report is for information purposes



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**



Rural and Communities Overview and Scrutiny Committee

28th March 2024

Report of Councillor Patsy Ellis &
Councillor Rhys Baker Cabinet
Members for Environment and Waste

Update on Changing Places Toilet Facilities Project

Report Author

Gyles Teasdale – Property Services Manager



Gyles.teasdale@southkesteven.gov.uk

Purpose of Report

To provide the Committee an update regarding the Changing Places Toilets facilities project across the district.

Recommendations

The Rural and Communities Overview and Scrutiny Committee is asked:

- 1. To review and note the outcomes achieved from the Changing Places Toilets facilities project.**

Decision Information

Does the report contain any exempt or confidential information not for publication?

No

What are the relevant corporate priorities?

Growth and our economy
Healthy and strong communities

Which wards are impacted?

Bourne East, Grantham St Vincents, Grantham Earlesfield, Stamford St Marys

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 The following is a summary of the financial projections of the 3 approved schemes:

The costings for each location are:

Grantham Meres Leisure Centre	£63,656
Grantham Wyndham Park	£66,500
Bourne South Street	£65,000
Total	£195,156

SKDC has the following funding allocated:

Government Grant funding	£120,000
Grantham SEA	£26,500
SKDC budgets	£48,656
Total:	£195,156

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

Legal and Governance

- 1.2 The project funding is awarded by the Department for Levelling Up, Housing and Communities, and SKDC must provide quarterly updates upon progress to retain grant funding.

Completed by: Graham Watts, Assistant Director of Governance and Monitoring Officer

Risk and Mitigation

- 1.3 Risks identified include not being able to bring the project in within the required timescale due to having multiple locations and initial design works showing the selected options as being economically non-viable, relative to available budget.
- 1.4 Construction risks will be reviewed monthly as part of the project and mitigation identified where possible. The works must be undertaken by 31 March 2024 although the funding drawdown has been extended until 30 June 2024.

Tracey Elliott – Governance and Risk Officer

2. Background to the Report

- 2.1 In July 2021 the Department for Levelling Up, Housing and Communities announced the opening for Expressions of Interest bids for a share of a £30M pot to provide Changing Places toilets in existing, publicly accessible buildings.
- 2.2 The funding itself had been announced some months previously and consultation with relevant groups across the district was carried out to determine the preferred locations of the people who would use a Changing Places facility and their carers.
- 2.3 Changing Places toilets are larger accessible toileting facilities for severely disabled people, with equipment such as hoists, curtains, adult-sized changing benches and space for carers.
- 2.4 In March 2022 the Department for Levelling Up, Housing and Communities (DLUHC) informed the Council that its bid had been successful and that it had been awarded the maximum £160,000. This was reported at Cabinet on 29 March 2022
(<http://moderngov.southkesteven.gov.uk/documents/g4155/Printed%20minutes%2029th-Mar-2022%2014.00%20Cabinet.pdf?T=1>)
- 2.5 The funding is awarded to cover a two-year period for completion of the project. DLUHC has confirmed that the works will need to be completed by 31 March 2024 to avoid any of the funding being returned.
- 2.6 Customers who wish to use the facilities will be required to apply for a Radar key in order to gain access.
- 2.7 Rural and Communities were previously provided with an update on this project at their meeting on 11 October 2023. Since then there has been significant progress made at the locations in Grantham and Bourne but sadly there will be no facility at Stamford.

- Grantham: There are 2 completed facilities at Grantham; these are located at Grantham Meres Leisure Centre and Wyndham Park Grantham. The Meres facility will be managed by Leisure SK Ltd and the Wyndham Park facility will be managed by the District Council
- Bourne – there is one facility at South Street which will be transferred and managed by Bourne Town Council following anticipated practical completion in March 2024.
- Stamford – after many months working with the Town Council, the Town Council confirmed on 25th October 2023 that it would be unwilling to contribute towards the funding costs of siting the facility at Cattlemarket Stamford. This late confirmation left insufficient time for the District Council to progress the scheme before the Government deadline of 31 March 2024.

Updated Position for each identified location

2.8 South Street Bourne

This facility has been introduced within the closed former public conveniences at South Street, Bourne and the building has been modified to include a full changing places facility which are equipped with ceiling track hoists, privacy screens, support rails and height-adjustable, adult-sized changing benches. The facility also includes reconfiguration of the former public conveniences and is scheduled to be completed and open from the end of March 2024.

2.9 Wyndham Park Grantham

This facility has been introduced within the Memorial Arch building at Wyndham Park which was being used as a grounds maintenance as an informal storage area. The new facility includes a fully compliant Changing Places provision and is scheduled to open from Monday 5th February 2024.

2.10 Grantham Meres Leisure Centre Grantham

This facility has been introduced utilising a former medical space at the Meres Leisure Centre, which has been relocated as part of the works and has been operational since April 2023.

- 2.11 In all cases the design and layout has complied with the Changing Places standard which has enabled the grant to be awarded to contribute towards the funding of the 3 locations. The Government, whilst recognising that the allocated £40,000 per location does not meet the actual costs of installing the facility, has been unable to offer additional funding and therefore the financial shortfall has had to be met by the Council's own budgets.

- 2.12 This report provides the final position of the Changing Places project and brings it to a conclusion. Should any further Changing Places funding announcements be made then the OSC will be notified accordingly.

3. Key Considerations

- 3.1 This report is to provide Members with an update on progress and provide assurance that there are substantial governance arrangements in place.

4. Other Options Considered

- 4.1 None – funding availability is for Changing Places toilet facilities specifically and is therefore ring fenced accordingly.

5. Reasons for the Recommendations

- 5.1 To provide an update, there are no recommendations for the Committee.

6. Consultation

- 6.1 Consultation was carried out with disabled groups (physical, learning and multiple disabilities), carers groups, sports and leisure groups for the disabled, older persons care organisations, community groups and town councils. Locations have been amended to meet the needs of the individuals for whom these facilities will be provided following feedback received.

7. Background Papers

- 7.1 Rural and Communities Overview and Scrutiny Committee

[Agenda for Rural and Communities Overview and Scrutiny Committee on Wednesday, 11th October, 2023, 2.00 pm | South Kesteven District Council](#)

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Rural and Communities Overview and Scrutiny Committee 2023/2024

WORK PROGRAMME

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMIITEE HISTORY DATE(S)	CORPORATE PRIORITY
28 March 2024, 2.00pm				
Crime Disorder and Local Partnership working update	Jodie Archer (Head of Housing Services) Ayeisha Kirkham (Head of Service – Public Protection)		Last reported on 16 March 2023	
Draft KPIs	Debbie Roberts (Head of Corporate Projects, Policy and Performance)	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.	Delegated by Council 25 January 2024	High Performing Council
Safeguarding Annual Report	Jodie Archer (Head of Housing Services/Safeguarding Lead)			
Change4Lincs Update	Sarah McQueen (Housing Options Manager)		Last reported 9 February 2023	
Changing Places	Gyles Teasdale (Property Services Manager)	To provide the Committee an update regarding the Changing Places Toilets		

REPORT TITLE	OFFICER	PURPOSE	ORIGINATED/COMMITTEE HISTORY DATE(S)	CORPORATE PRIORITY
		facilities project across the district.		
July 2024				
CCTV	Alison Hall-Wright (Assistant Director of Finance)			

Unscheduled Items

Report title	Issue	Originated	Corporate Priority
Car Parking			
Prevent Update	To provide an update regarding the Councils duties under Prevent	Last heard at Committee on 11 October 2023, update due in October 2024	High performing Council

The Committee's Remit

The remit of the Rural and Communities Overview and Scrutiny Committee will be to work alongside Cabinet Members to assist with the development of policy and to scrutinise decisions in respect of, but not limited to:

- Allotments
- Anti-social behaviour, community safety and local policing
- Benefit claims
- Community engagement & cohesion
- Community funding and volunteering

- Community right to bid
- Community well-being
- Customer services
- Disabled facilities grant
- Equality and diversity

- Parish and town council liaison
- Public conveniences
- Safeguarding and individual wellbeing
- Shop front designs and funding
- Street furniture

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