

Corporate Plan 2024-27: District SWOT							
STRENGTHS				WEAKNESSES			
High Quality of Life (STREN1)	Community Safety (STREN2)	Overall Low Levels of Deprivation (STREN3)	Health Outcomes (STREN4)	Pockets of Severe Deprivation (WEAK1)	Fuel Poverty (WEAK2)	Child Poverty (WEAK3)	Weight & Physical Activity (WEAK4)
Climate Action Strategy (STREN5)	Living Environment (STREN6)	Renewable Energy (STREN7)	New Depot (STREN8)	Recycling Rate (WEAK5)	Condition of Housing Stock (WEAK6)	Contaminated Recycling (WEAK7)	Productivity (WEAK8)
High Living Standards (STREN9)	Skills Profile (STREN10)	Local Economy (STREN11)	Resilient Visitor Economy (STREN12)	Digital Infrastructure (WEAK9)	Economic Inactivity (WEAK10)	Resident vs Workplace Earnings Disparity (WEAK11)	Rising Housing Need (WEAK12)
Connectivity (external North/South) (STREN13)	Home Ownership & Occupancy (STREN14)	Relative Affordability of Housing (STREN15)	Overall low levels of Homelessness (STREN16)	Internal Connectivity (WEAK13)	An Improving Housing Service (WEAK14)	Planning Application Performance (WEAK15)	Budgetary Pressures (WEAK16)
The Local Plan and 5.01-year land supply (STREN17)	Prudent Financial Management (STREN18)	Strong Governance (STREN19)	#TEAMSK (STREN20)				
Opportunities				THREATS			
Incoming Residents (OPP1)	Community Power (OPP2)	The Transition to Net Zero – Retrofitting (OPP3)	Decarbonisation of the Leisure Centres (OPP4)	A Changing Population (THREAT1)	Outmigration of Young People (THREAT2)	Cost of Leisure Offer (THREAT3)	Rising Inequality (THREAT4)
The Green Economy (OPP5)	Business Base (OPP6)	Regeneration Opportunities (OPP7)	Planning Reform (OPP8)	Rural Challenges to Net Zero (THREAT5)	National Energy Security & Supply Resilience (THREAT6)	Challenging Economic Outlook (THREAT7)	Economic Underperformance & Deepening Inequality (THREAT8)
Housing Grants (OPP9)	HRA Account Balance (OPP10)	A New Council Term (OPP11)	Greater Lincolnshire Devolution (OPP12)	Impact of Government methodologies of resourcing (THREAT9)		Recruitment & Retention (THREAT10)	

<b>Corporate Plan 2024-27: Ambitions Development Summary – Rationale and SWOT Linkages</b>					
<b>Code</b>	<b>Priority</b>	<b>Ambition 2024-27</b>	<b>Former Equivalent Ambition (2020-23)</b>	<b>SWOT Linkages</b>	<b>Rationale</b>
COM1	Connecting Communities	Enable opportunities for increased public engagement to empower and connect our communities.	NEW AMBITION	Community Power (OPP2) Rising Inequality (THREAT4) A Changing Population (THREAT1)	New Ambition. Added to reflect the Council’s Community Engagement & Development Strategy. Public engagement was highlighted in the October workshops as a key priority of the Elected Members.
COM2	Connecting Communities	Deliver and facilitate a sustainable leisure and culture offer.	Investing in the health of our district by improving leisure provision.	Weight & Physical Activity (WEAK4) Living Environment (STREN6) Cost of Leisure Offer (THREAT3)	Refocused Ambition. Health & wellbeing has a new dedicated Ambition (COM4). This Ambition now focuses solely on delivering the leisure & culture offer. Sustainability is emphasised meaning both environmental via decarbonisation and energy efficiency schemes and financial given the pressures from energy costs on the sector.
COM3	Connecting Communities	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.	Working effectively with partners in the voluntary, private and public sectors for the benefit of communities.	Community Power (OPP2) Pockets of Severe Deprivation (WEAK1) Child Poverty (WEAK3) Fuel Poverty (WEAK2) Community Safety (STREN2)	Reworded to reflect the scope of the Community Engagement & Development Strategy
COM4	Connecting Communities	Encourage sport and physical activity to support healthy lifestyles reducing health inequalities.	NEW AMBITION	Weight & Physical Activity (WEAK4) Health Outcomes (STREN4) A Changing Population (THREAT1)	New Ambition. Added to reflect the Council’s developing work in this domain, as expressed by the Local Health & Wellbeing Action Plan, and Sport & Physical Strategy 2021-26.
COM5	Connecting Communities	Celebrate and promote the strong heritage and rich culture of South Kesteven	Building on, and celebrating, the rich heritage and culture of the district	High Quality of Life (STREN1) Health Outcomes (STREN4) Living Environment (STREN6) Resilient Visitor Economy (STREN12)	Slightly reworded, replacing ‘building on’ with the more succinct and actionable ‘promote’.
ENVIRO1	Sustainable South Kesteven	Lead by example in reducing our operational carbon footprint by 30% between 2019 and 2030.	Tackling climate change by reducing the council’s carbon footprint.	Climate Action Strategy (STREN5) Decarbonisation of the Leisure Centres (OPP4)	Reworded to specify the carbon target set by the SKDC Declaration of a Climate Emergency in 2019 and reaffirmed by the Climate Change Action Strategy 2023.
ENVIRO2	Sustainable South Kesteven	Lead and champion the local response to climate change with the ambition of a net zero district by 2041.		Climate Action Strategy (STREN5) Condition of Housing Stock (WEAK6) The Transition to Net Zero – Retrofitting (OPP3) The Green Economy (OPP5)	New Ambition. The Climate Change Action Strategy 2023 clarifies the Council’s scope of action. The Council has direct control over its own estate but can only influence the wider district. This Ambition makes explicit the distinction between direct control and championing & influencing.
ENVIRO3	Sustainable South Kesteven	Significantly increase tree planting across the district and manage, care and protect the existing tree cover.	NEW AMBITION	Climate Action Strategy (STREN5) Living Environment (STREN6)	New Ambition. Added to reflect the Council’s developing work in this domain as expressed by the Climate Change Action Strategy 2023 and the in-development Tree & Woodland Strategy.
ENVIRO4	Sustainable South Kesteven	Ensure the district is always a safe, clean and pleasant place to live, work and visit.	Ensuring that the district is a clean and pleasant place to live.	Community Safety (STREN2) Living Environment (STREN6)	Slightly reworded. ‘Safe’ is added to emphasise the Council’s role in community safety.
ENVIRO5	Sustainable South Kesteven	Protect and enhance the natural environment and wildlife habitats, working to actively restore and rehabilitate damaged eco-systems.	Improving our parks and open spaces.	Climate Action Strategy (STREN5) Living Environment (STREN6)	Reworded Ambition. The implied scope of the 2020-23 is made explicit, with the new wording to reflect the enhanced biodiversity duty introduced by the Environment Act 2021.
ENVIRO6	Sustainable South Kesteven	Provide an excellent and value for money waste & recycling collection service.	NEW AMBITION	New Depot (STREN8) Recycling Rate (WEAK5) Contaminated Recycling (WEAK7)	New Ambition. Waste & Recycling is a fundamental and high-profile service that will directly impact the lives of all residents. Its significance requires a dedicated Ambition.
ECON1	Enabling Economic Opportunity	Work to support businesses to protect existing jobs and create new opportunities for all.	Protecting and creating jobs within the district.	Local Economy (STREN11) Challenging Economic Outlook (THREAT7)	Reworded to clarify that the Council’s role is to support and enable business rather than directly creating jobs itself.
ECON2	Enabling Economic Opportunity	Promote the District as an attractive place to visit, work, invest, study and do business.	NEW AMBITION	Local Economy (STREN11) Challenging Economic Outlook (THREAT7) Connectivity (external North/South) (STREN13) Resilient Visitor Economy (STREN12)	New Ambition. Added to reflect the scope of the Economic Development team and the emerging refreshed Economic Development Strategy.

Corporate Plan 2024-27 Background Papers: District SWOT & Ambitions Development Summary

ECON3	Enabling Economic Opportunity	Attract investment to improve infrastructure, support regeneration and drive economic growth.	Developing the centres and high streets of our four towns. Securing investment for infrastructure to support ongoing and sustainable growth	Local Economy (STREN11) Regeneration Opportunities (OPP7) Digital Infrastructure (WEAK9) Internal Connectivity (WEAK13)	Combined the two Ambitions into one. The focus has been shifted from infrastructure investment to broader regeneration and enhancement. The geographic scope of the Ambition has been broadened from the four market towns to the district as a whole. Making it clear that the Council will not neglect the interests of rural areas.
ECON4	Enabling Economic Opportunity	Ensure an adequate supply of suitable land is allocated for commercial use and facilitated through the Local Plan.	NEW AMBITION	Local Economy (STREN11) The Local Plan and 5.01-year land supply (STREN17)	New Ambition. Added to highlight the importance of the Local Plan as a key facilitation mechanism.
ECON5	Enabling Economic Opportunity	Maintain and strengthen relationships with the business community to understand and support their needs and aspirations.	NEW AMBITION	Local Economy (STREN11) Business Base (OPP6) The Green Economy (OPP5)	New Ambition. Added to reflect the Council's enhanced links with business forged over COVID and the recent establishment of the Local Economic Forum. Aligns with the current work of the Economic Development team and a strand of the emerging refreshed Economic Development Strategy.
ECON6	Enabling Economic Opportunity	Develop links with educational institutions to upskill residents and to meet the needs of the current and future economy.	NEW AMBITION	Skills Profile (STREN10) Economic Inactivity (WEAK10) Resident vs Workplace Earnings Disparity (WEAK11)	New Ambition. The idea of the Council using its influence in this domain was repeatedly raised in the October 2023 Member workshops. Aligns with a strand of the emerging refreshed Economic Development Strategy.
HOUS1	Housing	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.	Ensuring new developments are in keeping with the character of South Kesteven and benefit the people who already live here.	Home Ownership & Occupancy (STREN14) The Local Plan and 5.01-year land supply (STREN17) Relative Affordability of Housing (STREN15) Planning Reform (OPP8) Incoming Residents (OPP1)	Reworded Ambition. Retaining the basic thrust of ensuring that new development is suitable for the district. Highlights the importance of sustainability, the need for community facilities to accompany development and the Local Plan as a key facilitation mechanism.
HOUS2	Housing	Deliver exemplary and high-quality services for housing and homelessness.	Providing high quality homes and services to those who rent property from the council.	An Improving Housing Service (WEAK14) Rising Housing Need (WEAK12) Overall low levels of Homelessness (STREN16)	New Ambitions. HOUS2 focuses on the delivery of housing services with the addition of homelessness. HOUS3 is focused on how the services are delivered, emphasising engagement with tenants.
HOUS3	Housing	Engage effectively with our tenants to shape the services we deliver.		An Improving Housing Service (WEAK14)	
HOUS4	Housing	Increase the supply of sustainable and high-quality Council provided housing.	Offering the new homes that people need, at a price they can afford.	Housing Grants (OPP9) Incoming Residents (OPP1) Rising Housing Need (WEAK12)	New Ambitions. The outgoing Ambition was ambiguously worded. It was unclear who would be offering the new homes: the Council or the market, and what the Council's role would be if the latter. The separated Ambitions are to resolve this issue. Ambition HOUS4 focuses on the HRA pipeline. Ambition HOUS5 focuses on the Council's role in facilitating development through the Local Plan and as a Planning Authority.
HOUS5	Housing	Work with developers and private landlords to ensure sustainable, affordable and high-quality housing is facilitated.		Incoming Residents (OPP1) Relative Affordability of Housing (STREN15) Planning Application Performance (WEAK15) The Local Plan and 5.01-year land supply (STREN17) Planning Reform (OPP8) Condition of Housing Stock (WEAK6)	
COUN1	Effective Council	Provide excellent, value-for-money and financially sustainable services.	Managing our finances and assets effectively.	Prudent Financial Management (STREN18) HRA Account Balance (OPP10) Budgetary Pressures (WEAK16)	Refocused Ambition. COUN1 focuses on financial sustainability and service delivery. Theme 5 – Use of Resources, Theme 6 Service Delivery
COUN2	Effective Council	Manage our resources and assets effectively with open and accountable decision making.		Strong Governance (STREN19) Budgetary Pressures (WEAK16)	New Ambition. Expanded and refocused the previous finance and asset management Ambition to emphasise decision making in the management of resources. Aligned to DLUHC draft Best Value Duty guidance theme 2 - Leadership, and theme 3 – Governance.
COUN3	Effective Council	Actively and effectively engage with and listen to our residents, placing their needs and concerns at the heart of everything we do.	NEW AMBITION	Community Power (OPP2)	New Ambition. Created to emphasise the focus of the Administration in delivering effective engagement. Aligned to DLUHC draft Best Value Duty guidance theme 7 - Partnerships and Community Engagement.

COUN4	Effective Council	Embrace and maximise opportunities for innovation, improvement and securing external funding.	Embedding an approach that seeks to continuously improve our service delivery, including good governance and staff and customer experience	Prudent Financial Management (STREN18) Impact of Government methodologies of resourcing (THREAT9) Housing Grants (OPP9) Regeneration Opportunities (OPP7)	Reworded Ambition. Retains the same focus on continuous improvement but reframed to encompass innovation and funding opportunities. Workforce is now covered by Ambition COUN5 and Governance by Ambition COUN6. Aligned to DLUHC draft Best Value Duty guidance theme 1 – Continuous Improvement
COUN5	Effective Council	Through #TEAMSK retain a highly skilled, empowered, motivated and professional workforce.	NEW AMBITION	#TEAMSK (STREN20) Recruitment & Retention (THREAT10)	New Ambition. Added to reflect the Council's People Strategy. Workforce is significant enough to be separated from continuous improvement as its own Ambition. Aligned to DLUHC draft Best Value Duty guidance theme 4 – Culture
COUN6	Effective Council	Uphold a healthy and robust local democracy, where our Elected Members champion their wards, communities and the District as a whole.	NEW AMBITION	Strong Governance (STREN19) A New Council Term (OPP11) Greater Lincolnshire Devolution (OPP12)	New Ambition. Added to recognise that effective councillors, in their roles as political operatives providing political leadership, decision making, scrutiny and opposition, and as community leaders are an essential component of an effective council. Concerned with Constitution, governance and Member development. Aligned to DLUHC draft Best Value Duty guidance theme 2 - Leadership