

Appendix A – Corporate Plan 2020-23: Clean & Sustainable Environment – End of Plan Action Review

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Corporate Plan 2020-2023 Priority	Overview & Scrutiny Committee	Corporate Plan 2020-2023 Action	Corporate Plan 2020-2023 Success Criteria	KPI	Target	SKDC Control	End of Plan Status	Summary Commentary
Clean & Sustainable Environment	Environment	Reduce the Council's carbon footprint by at least 30% by 2030 and endeavour to become net-zero carbon as soon as viable before 2050.	SKDC consistently taking steps to reduce its carbon emissions, working towards achieving net-zero carbon as soon as viable.	1. Reduction in SKDC carbon emissions.	6840	Within SKDC control	Achieved	South Kesteven District Council made a formal declaration of a climate emergency on 26 September 2019 with cross party support. Alongside this, the Council confirmed the political ambition to reduce the organisation's carbon footprint by at least 30% by 2030 against the baseline of 2018/19 (7,600 CO2e tonnes). Achievement means yearly emissions of 5,320 CO2e tonnes in 2030/31. Since 2019/20, SKDC have reduced emissions by 23.90% or 1,817 CO2e tonnes (2022/23). A significant contributor to this sharp reduction is due to reduced gas, electric and fuel oil consumption for the leisure centres through closure of the Deepings leisure centre, as well as slightly reduced consumption at the Stamford, Bourne and Grantham facilities. This contributed towards a reduction in carbon emissions from the leisure centres alone of over 41%. The carbon emissions from the operation of the Council's vehicle fleet remains stubbornly high, demonstrating little change since 2018/19. Although the Council has made good progress, significant further work is required to achieve 2030 target. This will be driven by the Climate Action Strategy (adopted October 2023) and accompanying action plan (in development). The 2023/24 carbon accounts are compiled over the summer will be presented to the Committee in Q3 2024/25.
Clean & Sustainable Environment	Environment	Deliver the 'Big Clean' programme and maintain higher street standards.	Maintain the higher street standard	1. Percentage of streets that meet the clean streets standard	90%	Within SKDC control	Unachieved	The 'Big Clean' was launched in 2017 as a programme to improve the overall appearance of the district. This was an effort above and beyond business-as-usual street cleansing. The Big Clean team continue to operate along with routine street cleansing across the district to maintain the higher street standard into 2020. Monitoring of the higher street standard across the district was impacted by staffing levels and reprioritisation of resources during the pandemic saw the programme and monitoring cease in 2021/22.
Clean & Sustainable Environment	Environment	Continue to innovate our approach to waste management to build on our strengths and maximise commercial and other opportunities.	Continuing to develop our offer beyond statutory minimums.	1. Number of garden waste bins.	36,252	Within SKDC control	Achieved	The Council runs a garden waste collection and commercial waste service. As of Q4 2023/24, the Council collects 36,805 bins from 31,398 customers. The garden waste service has proven to be popular with the vast majority of customers and has successfully recovered from the pandemic period. The commercial waste had 771 customers as of Q4 2023/24. Since the start of 2022/23, the commercial waste offer has ran at maximum capacity, thus the team have been unable to actively prospect new business. The existing customer base has been maintained. Further growth is dependent on investment in additional capacity. A decision on the future of the business will be made in the coming months.
				2. % Growth (Garden Waste Service)	1% growth in year			
				3. Commercial waste customers	Baseline for growth			
Clean & Sustainable Environment	Environment	Maintain and enhance our green areas across the District, aiming to secure Green Flag status for Queen Elizabeth Park, Dysart Park and other relevant areas.	Public Satisfaction	1. Public satisfaction from visitors to Wyndham Park	90+%	Within SKDC control	Achieved	All three Grantham parks have achieved and retained Green Flag status. The first time for the Queen Elizabeth and Dysart Parks in 2021 and 2022 respectively. Public satisfaction with the provision has remained high on target over the Plan's life. The Council also successfully delivered the Witham Sleas Blue Green Corridor, a £1.2 million biodiversity project delivered alongside North Kesteven District Council, the Environment Agency and the National Trust. The project improved 5.29 hectares of previously managed area in order to attain a better conservation status. The project also enhanced access for 13,700 residents of Grantham and Sleaford.
				2. Public satisfaction from visitors to Queen Elizabeth Park	80+%			
				3. Green Flag status	Maintain Green Flag status for Wyndham Park, Queen Elizabeth Park & Dysart Park.			

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Clean & Sustainable Environment	Environment	Work proactively with Environment SK to deliver high quality services and maximise commercial opportunities.	High performing and commercially successful company.	1. Client side reporting criteria	No Set Target	Within SKDC control	Unachieved	From March 2019 to April 2023, the Council’s grounds maintenance service was provided by EnvironmentSK Ltd, a wholly owned Council company. There was a history of the Council under-funding EnvironmentSK Ltd for the work undertaken. This has resulted from out of date and inaccurate core data and has presented operational and financial difficulties for the company. A fundamental review of the Council’s land and grounds maintenance responsibilities was undertaken in 2022. The outcome of this work was the dissolution of EnvironmentSK, the insourcing of the grounds maintenance function to the Council from 1 April 2023 and the subsequent integration with the Street Scene service with effect from 1 July 2023. The successful integration of the two services, together with a revised grounds maintenance specification has ensured a high level of service delivery, whilst removing an anticipated £384k budget pressure. As well as removing the budget pressure the successful integration of the two teams has realised circa £200k of savings for the Council in financial year 2023/24.
Clean & Sustainable Environment	Environment	Work with the Lincolnshire Waste Partnership (LWP) to reduce waste and further improve recycling.	LWP wide success in improving Lincolnshire's waste performance.	1. Residual waste tonnes per 1000 households.	<44 t/1000 households	Within SKDC control	Unachieved	<p>The Council has continued to improve and innovate its waste performance as part of the Lincolnshire Waste Partnership. The Council commenced the rollout of twin-stream recycling collections in February 2024 and approved the kerbside collection of batteries in separate bags in November 2023.</p> <p>Note the Council is currently awaiting the publication of 2023/24 waste statistics from Lincolnshire County Council.</p> <p>The district lags behind national trends and peer authorities however. The SKDC recycling contamination rate is 16.4% compared to a median of CIPFA Peers of 6.3% and the England median of 5.5%. The recycling rate in SKDC is 39.7% compared to the median of CIPFA Peers of 40.2% and the England median of 41.9%.</p>
				2. Contribution to increasing the proportion of recycling, as set out in the LWP strategy.	42.5%			
				3. Reduced non-target recyclable materials in the recycling stream.	<30%			
Clean & Sustainable Environment	Environment	Recognise the changes in environmentally friendly modes of transport and seek to work with others to adapt required infrastructure.	Understanding of demand for Electric Vehicle Charging Points and other infrastructure requirements.	1. Number of miles generated	35,000	Within SKDC control	Achieved	<p>Twelve public electric vehicle charging points (EVCP) have been installed in the district:</p> <ul style="list-style-type: none"> • Welham Street Car Park, Grantham - 4 chargers • North Street Car Park, Stamford - 4 chargers • Burghley Street, Car Park, Bourne - 2 chargers • Community Centre Car Park, Market Deeping - 2 chargers <p>The chargers are managed on the Council’s behalf by Swarco. Usage has gradually increased since installation. In Q4 2021/22 utilisation was 11.65%. By Q4 2023/24 utilisation had risen to 18.29% with 799 separate drivers making use of the charge points throughout the 2023/24 period. Stamford continues to be the most popular facility within the district within between 35-40% utilisation in the period.</p>
				2. Carbon Tonnes saved	7 Tonnes			
				3. Charging Point Utilisation Percentage	10%			
Clean & Sustainable Environment	Environment	Explore opportunities to build on the success of the food waste pilot and ensure the service is sustainable.	Continuation of the food waste pilot area collection	1. Food waste tonnes collected	Deliver service in line with outcomes from review	Within SKDC control	Achieved	A food waste collection trial was undertaken with 4700 households from 2018 to March 2022. The scheme was initially funded by the Lincolnshire Waste Partnership. It was then anticipated that the government would introduce a national food waste collection scheme in 2022/23. That has since been delayed to March 2026. That made the SKDC trial financially unsustainable, and the scheme was stopped for budgetary reasons in March 2022.

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Clean & Sustainable Environment	Environment	Build a new, modern depot which is fit for the future.	Delivery of a new depot (original target completion date 2023/24)	1. Design and costs approval	Q4 2021/22	Within SKDC control	Unachieved	Delivery of a new depot at Turnpike Close, Grantham. The current depot at Alexandra Road, Grantham is no longer fit for purpose. It does not allow for the service expansion needed to respond to district's projected growth or the requirements of the Environment Act 2021 and so does not meet current and future operational needs. The Turnpike Close site was acquired in April 2021. £8.8 million has been allocated to the General Fund Capital Programme to fund the project. The planning application was approved 19th January 2024. The contract award was agreed subject to value engineering with the Lindum Group on 16 April 2024. finance of the depot is reported to FEDCO at each meeting, the Council has been undertaking some value engineering options to be able to enter into a contract with Lindum Group therefore the handover date has been pushed to Q1 25/26. The project submits reports to every Finance and Economic Scrutiny meeting as agreed by Council.
				2. Budget approval	Q1 2022/23			
				3. Planning application submission and approval	Q2 2022/23			
				4. Procurement	Q2 2022/23			
				5. Construction commenced	Q2 2024/25			
				6. Construction Completion	Q2 2025/26			