



SOUTH
KESTEVEN
DISTRICT
COUNCIL



Finance & Economic Overview and Scrutiny Committee

Thursday, 27 June 2024

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

Corporate Plan 2020-23 Key Performance Indicators End-of-Plan and 2023/24 End-Year (Q4) Report

Report Author

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Purpose of Report

This report outlines South Kesteven District Council's performance against the Corporate Plan 2020-23 Key Performance Indicators (KPIs) from January-March 2024, and presents a summary of overall performance over the lifecycle of the Corporate Plan 2020-23.

Recommendations

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 2020-23 priorities and outcomes.**
2. **Use this report to inform and support the ongoing work programme of the Committee.**

Decision Information	
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective Council, Enabling Economic Opportunity, Connecting Communities
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 arising directly from this report.

Completed by: Paul Sutton Interim Head of Finance (Deputy 151)

Legal and Governance

1.2 Regular reporting on agreed actions and measures is to be welcomed from a governance point of view, as it provides a transparent mechanism for reporting on performance. The report highlights that a new KPI suite has been adopted and this will be reflected in future reports.

Completed by: Mandy Braithwaite, Legal Executive

2. Background to the Report

2.1 The South Kesteven Corporate Plan 2020-2023 was approved by Council on the 1st of October 2020. It was agreed by Council that actions, key performance indicators (KPIs) and targets would be developed by the relevant overview and scrutiny committee, which would retain oversight of the performance management arrangements at a strategic level. These actions and indicators were then presented to the Finance, Economic Development & Corporate Services Overview and Scrutiny Committee and agreed on the 23 February 2021.

- 2.2 Regular mid-year (Q2) and end-of-year (Q4) KPI reports were presented to the responsible Committee for scrutiny over the previous four years.
- 2.3 The last prior was the Mid-Year report for 2023/24, which was presented to the Committee on 28 November 2023 and outlined the performance against the Corporate Plan 2020-23 for Quarter 2 2023/24.
- 2.4 2023/24 was the final year of reporting on the Corporate Plan 2020-23 KPI suite. The Corporate Plan 2024-27 was adopted by Council in January 2024.
- 2.5 This report is the last on the Corporate Plan 2020-23, providing an update on performance for the 2023/24 financial year, and a summary overview of the Council's performance over the period 2020/21 to 2023/24.

Corporate Plan 2020-23 End-of-Plan Action Review

- 2.6 The Corporate Plan 2020-23 listed twenty-two actions across the priorities Healthy & Strong Communities, Growth & Our Economy, and High Performing Council, which fell within the remit of this Committee. These actions set the Council's agenda for the life of that Plan.
- 2.7 The first round of performance reporting in 2020/21 introduced a series of criteria for what successful delivery would look like. This criterion has been used as the standard to judge the Council's overall performance against the stated actions.
- 2.8 It should be recognised that the Council is not a static organisation. Over the course of the Plan's lifecycle there were significant changes to the senior political and officer leadership. There also were challenging external conditions, from the pandemic – the longer-term impacts and legacy of which were not clear at the start of the Plan, the onset of the Ukraine conflict in February 2022 and cost of living crisis. Each development will have influenced the Council's priorities and resource allocations.
- 2.9 Furthermore, the stated actions had varying levels of Council control. Most were wholly within the Council's control e.g. undertaking a review of the Constitution and implementing the resultant action plan. Others were substantially outside the Council's control with outside actors involved in partnership with the Council e.g. the establishment of a university centre in Grantham with the University of Lincoln. Finally, some actions were significantly outside the Council's control e.g. supporting the rollout improved broadband and other key infrastructure projects.
- 2.10 For these reasons, the Council's stated success conditions with the context of degree of control, rather than the individual metrics which evolved over the reporting cycle, are preferred as the simplest and most direct form of accountability.
- 2.11 Of the twenty-two stated actions:
 - Seventeen were wholly within the Council's control and successfully achieved.
 - One was wholly within the Council's control and was not successfully achieved.

- Two were substantially outside the Council's control and were not successfully achieved.
- Two were significantly outside the Council's control. One was successfully achieved, and One was not.

2.12 A summary is set in Table 1 below:

Table 1: Summary Review of Corporate Plan 2020-23 Finance & Economic Actions

Action	Success Criteria	SKDC Control	End of Plan Status
Invest in sustainable, high quality leisure facilities across the district	Agreement of a programme of new-build and refurbished leisure centres meeting the needs of the district.	Within SKDC control	Unachieved
Delivery of the St Martins Park development scheme in Stamford.	Secure the redevelopment of the Cummins site to develop new employment opportunities and much needed for homes for Stamford in a high-quality setting.	Substantially outside (partnership with the Burghley House Preservation Trust)	Unachieved
Regeneration of Grantham town centre, supported by the Future High Street (FHSF) bid and delivery of the Heritage Action Zone programme (HAZ).	Delivery of approved HAZ scheme in partnership with Historic England; secure Future High Streets Funding	Within SKDC control	Achieved
Identify funding & other opportunities to support the development of the town centres of Bourne, The Deepings and Stamford, and apply lessons learnt from the Future High Street Fund & other initiatives.	Historic and Regeneration funding secured for locally supported, targeted, schemes in The Deepings, Bourne and Stamford.	Within SKDC control	Achieved
Develop a package of measures to support the recovery of the local economy to safeguard local jobs wherever possible.	One Team approach across the Council, InvestSK and other public and private sector agencies to provide South Kesteven's businesses with accessible and relevant support.	Within SKDC control	Achieved
Review the scope and focus of InvestSK to maximise the support to local businesses and attract inward investment.	Restructure of InvestSK to focus on economic support. Revised business plan	Within SKDC control	Achieved

Action	Success Criteria	SKDC Control	End of Plan Status
Continue to attract investment and encourage diverse businesses to the District and ensure appropriate land and property is available	New businesses attracted to the district utilising existing building stock and bringing allocated employment land to market	Within SKDC control	Achieved
Work with the education providers to increase opportunities for local learning and apprenticeships in the District.	Opening of University Centre in Grantham with strong through-put of learners. Supporting an increase in new learners and apprenticeships in the Council and across the district.	Substantially outside control	Not Achieved
In partnership with LCC bring forward housing and employment opportunities linked to the delivery of the Grantham Southern Relief Road.	Opening of Grantham Southern Relief Road and considered and comprehensive development of residential and commercial opportunities unlocked by the relief road.	Significantly outside control	Not Achieved
Support the roll out of improved broadband and other key infrastructure to support local businesses and rural areas.	Increased broadband coverage across the district	Significantly outside control	Achieved
Implement the Covid-19 Recovery Plan.	Agree Covid recovery plan once 'response' phase is finished	Within SKDC control	Achieved
Deliver a balanced, sustainable financial plan over the medium term.	Development of a medium term balanced financial plan	Within SKDC control	Achieved
Undertake a Constitution review and implement outcomes.	Constitution fully reviewed and adopted by Council	Within SKDC control	Achieved
Implement the findings of the Governance review across the Councils assets (including companies).	Governance Review action plan and milestones in place and complete	Within SKDC control	Achieved
Develop a People Strategy (including a pay review) to support the retention and attraction of high quality staff.	To have adopted a People Strategy, with an agreed action plan, SMART targets and progress being made against them..	Within SKDC control	Achieved
Develop and implement commercial and transformation strategies to deliver additional net revenue benefit.	Agreed strategies and action plans for Commercial and Transformation activities, delivering a net revenue benefit.	Within SKDC control	Achieved

Action	Success Criteria	SKDC Control	End of Plan Status
Undertake a fundamental review of the organisation to meet current and future needs.	N/A – formal & reported KPIs were not assigned to this action.	Within SKDC control	Achieved
Support the implementation of an IT investment roadmap to align future solutions with the Councils ambitions.	Agreed roadmap in place, outlining the process for achieving modern, sustainable and reliable IT provision.	Within SKDC control	Achieved
Embed an agile approach to working by building on the cultural and technological changes.	N/A – formal & reported KPIs were not assigned to this action.	Within SKDC control	Achieved
Maximise the value of the Councils own spend by using local suppliers wherever practical.	Procurement activity incorporating the Council's approved contract procedure rules requirement of utilising local supply chains where possible	Within SKDC control	Achieved
Undertake an Asset Management Review.	Review of all the Council's non-HRA assets in order to assist on a considered programme of disposal, investment & acquisition	Within SKDC control	Achieved
Ensure that support packages are in place for ensuring the welfare of the districts most vulnerable residents and to enable small businesses to flourish in the district	SKDC taking proactive action to support our most vulnerable residents.	Within SKDC control	Achieved

2.13 Appendix A presents a review of the Council's performance against the actions within the remit of this Committee for the Corporate Plan 2020-23.

End-of-Year 2023/24 Update

2.14 Appendix B presents the overall performance against the eleven actions being presented for Q4 2023/24, as well as specific performance against the sub measures contained within those. Specific commentary is provided for each action, which is summarised as follows:

- Nine of the actions are rated Green. These are actions which are on, or above target as planned.
- Two of the actions are rated Amber. This is an action which is currently below the planned target.
- Zero actions are rated Red. This is an action, which is currently significantly below the planned target.

- Eleven actions of the original twenty-two are no longer reported.

Future Reporting

- 2.15 To accompany the Corporate Plan 2024-27, a new suite of KPIs was developed to reflect the priorities, ambitions, and actions of the new Plan. All the new measures are wholly within the Council's control.
- 2.16 The new KPI suite with proposed targets for 2024-27 was presented to, considered, and approved by the Committee on 20 February 2024.
- 2.17 The new KPI suite is included for the Committee's reference, incorporating the alterations and recommendations stipulated by the Committee in the March session.
- 2.18 The Committee will receive the first report on the new KPIs (mid-year 2024/25) in Quarter 3 2024/25.

3. Key Considerations

- 3.1 This is the last presentation of the KPIs for the Corporate Plan 2020-23. A general overview of the Council's performance displays that SKDC achieved eighteen of the twenty-two actions reported to this Committee.
- 3.2 This is also a presentation of the end year (Q4) data for 2023/24.
- 3.3 There is commentary for each of the KPIs with an appropriate update from each area.
- 3.4 The Corporate Plan 2024-27 was adopted in January 2024. A new KPI suite to reflect the new Corporate Plan was approved by Committee in February 2024. The first report using the new KPIs will be presented in Quarter 3 2024/25.

4. Reasons for the Recommendations

- 4.1 This is a regular report where Members are invited to scrutinise and comment on performance.

5. Appendices

- 5.1 Appendix A – Corporate Plan 2020-23: Finance & Economic OSC – End of Plan Action Review
- 5.2 Appendix B - KPI Report: Finance & Economic OSC End-of-Year (Q4) 2023/24
- 5.3 Appendix C - Approved KPI Suite 2024-27