

Draft Annual Governance Statement

2024/25



SOUTH
KESTEVEN
DISTRICT
COUNCIL

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Foreword

Welcome to South Kesteven District Council's Annual Governance Statement for the period 1 April 2024 to 31 March 2025.

Governance is about how local government bodies ensure that they are doing the right things in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. This includes complying with legislation, making evidence-based decisions within a clear framework, displaying a healthy culture, behaviour and values, whilst ensuring transparency, equity and accountability, engaging with and where appropriate, leading their communities.

The Annual Governance Statement (AGS) is a public report by the Council on the extent to which it complies with its governance code, legislation, directives and regulations and its performance and effectiveness of its governance arrangements during the year, and any planned changes in the coming period following assessment by external bodies including auditors, other regulators and peers. It conforms to the Council's Local Code of Corporate Governance and covers all significant corporate systems, processes, and controls across all Council activities.

The Council expects all members, officers, partners and contractors to adhere to the highest standards of public service with particular reference to the Officer and Member Code of Conduct, Constitution, Corporate Vision and Values, and Corporate Priorities as well as applicable statutory requirements.

This document describes the Council's governance arrangements and their effectiveness. This document is drawn from a number of assurance mechanisms which includes external audit, the Council's overall governance and decision making framework, the Scrutiny function, the work of advisors and regulators, the Governance and Audit Committee and the internal audit function.

The system of internal control is an important part of the governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, priorities, aims and objectives, and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise risks to the achievements of the Council's policies, priorities, aims and objectives. It also evaluates the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. Strategic risks are reported to the Governance and Audit Committee bi-annually.

As part of this, alongside our governance framework the Council has a new Corporate Plan 2024-27 in place to bring focus and clarity to our vision and priorities for South Kesteven to be a thriving district in which to live, work and visit.

The Council is committed to continuous improvement and is confident that it has established robust foundations enabling it to continue to develop and strengthen its governance arrangements.



Karen Bradford
Chief Executive
South Kesteven
District Council

Cllr Ashley Baxter
Leader of the Council
South Kesteven
District Council

Key elements of the Council's Governance Framework 2024/25

Full Council	<ul style="list-style-type: none">Approves amendments to the Constitution and all associated Procedure Rules, Protocols and CodesApproves Strategies, Policies and Plans which make up the policy framework such as the Corporate Plan and Local Development PlanApproves the Council's budget and Medium-Term Financial Strategy, including the setting of Council TaxHolds meetings in public unless exemptions apply. All meetings are broadcast live and decisions are publicly available in minutes
Cabinet	<ul style="list-style-type: none">Takes the majority of the Council's decisions on matters outside of the Council's budget and policy frameworksSets priorities in line with the Council's vision and recommends budget proposals to underpin deliveryReviews the Council's financial performance, performance of services and risk managementHolds meetings in public unless exemptions apply. All meetings are broadcast live and decisions are publicly available in minutes
Governance and Audit Committee	<ul style="list-style-type: none">Reviews and approves Financial Statements on behalf of the CouncilReviews Financial Regulations, Contract Procedure Rules, and the Treasury Management Strategy as well as any amendments to the ConstitutionReviews and scrutinises governance arrangements, including the Local Code of Corporate Governance, internal and external audit reports, and management of riskReviews annual reports for Safeguarding, Health & Safety, Business Continuity, and complaints made to the Local Government OmbudsmanHolds meetings in public unless exemptions apply. All meetings are broadcast live, and decisions are publicly available in minutes
Overview and Scrutiny Committees	<ul style="list-style-type: none">Provides a critical friend challenge to the Cabinet and holds decision-takers to accountMakes recommendations to decision-takers as part of pre-decision scrutinyMakes recommendations to decision-takers as part of policy or strategy developmentCan hold calls for evidence from internal or external stakeholdersHolds meetings in public unless exemptions apply. All meetings are broadcast live and decisions are publicly available in minutes
Standards Committee	<ul style="list-style-type: none">Oversees processes relating to Councillor Code of Conduct complaintsActs as a Hearing Review Panel for Code of Conduct complaint cases which are referred for formal reviewPromotes high standards in public officeHolds meetings in public unless exemptions apply. All meetings are broadcast live and decisions are publicly available in minutes

Statutory Officers Group	<ul style="list-style-type: none"> Monthly meetings of the Head of Paid Service, Chief Finance Officer, and Monitoring Officer to ensure good administrative, financial, and ethical governance in the exercise of its functions Work collaboratively to achieve high standards of corporate governance and uphold the Seven Principles of Public Life in accordance with the Code of Practice on Good Governance for Local Authority Statutory Officers
Management	<ul style="list-style-type: none"> Reviews performance management and projects including progress against milestones, resource allocation, risks, and performance Completes Annual Assurance Statements and contributes to the effective corporate management and governance of the Council
Risk Management	<ul style="list-style-type: none"> Reviews risk registers for strategic, operational and fraud risks. Strategic risks considered by Corporate Management Team quarterly and Governance and Audit Committee bi-annually
Internal Audit	<ul style="list-style-type: none"> Sets the Internal Audit Strategy to meet the Council's overall strategic direction and provide assurance on risk management, governance, and internal control arrangements Undertakes annual programme of audits and presents progress reports against the plan Makes recommendations for improvement in systems and controls and value for money Provides the Head of Internal Audit Opinion on the overall adequacy and effectiveness of the Council's risk management, control, and governance processes



How we comply with the Chartered Institute of Public Finance and Accountancy (CIPFA) Solace Framework

The Council has approved and adopted a Local Code of Corporate Governance based on the requirements of the CIPFA/Solace Delivering Good Governance in Local Government Framework 2016. Set out below is how the Council has complied with the seven principles set out in the CIPFA/Solace Framework during 2024/25.

Principle A

Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law

The Council has defined and communicated the standards of conduct and personal behaviour expected of elected Members and Officers through its Member and Officer Codes of Conduct, together with a Member/ Officer Protocol, included as part of its Constitution to ensure integrity.

Member Code of Conduct training formed part of the comprehensive induction programme for Members following the quadrennial elections in May 2023, with further refresh sessions being held throughout the term of office on an annual basis. The Council has agreed that it is mandatory for all Councillors to attend training on the Councillor Code of Conduct every year.

A new procedure for dealing with complaints against Councillors was approved in September 2023 which follows good practice set out in LGA guidance. Any complaints submitted are assessed or investigated by the Monitoring Officer in consultation with the Council's Independent Person/s in accordance with the approved procedure. The Standards Committee, introduced in May 2023, oversees the process associated with Code of Conduct complaints and promotes high standards of behaviour and conduct in public office.

The Council has a Counter Fraud, Bribery and Corruption Strategy, and a Whistleblowing Policy which provides protection for individuals to raise concerns in confidence and ensures that any concerns raised are investigated.

The Council's Customer Feedback Process provides members of the public with an avenue to raise any concern or complaint as well as provide compliments to specific service areas or individual members of staff.

The Governance Framework brings together an

underlying set of legislative requirements, good practice principles and management processes. It comprises the systems, processes, culture, and values by which the Council is directed and controlled, and through which it is accountable to, engages with and informs the local community. It enables the Council to monitor the achievement of its strategic objectives.

Whenever the Council makes decisions at its meetings it ensures legal and governance implications are considered. To assist with this, all reports include comments on any legal and governance implications, which are signed off by the Monitoring Officer or Deputy Monitoring Officer. Where report writers have sought or received legal advice from third parties, such as Legal Services Lincolnshire, they are normally referenced within their report.

Principle B

Ensuring openness and comprehensive stakeholder engagement

All Committee meetings are open to the public with agenda papers, reports and decisions being published on the Council's website, except those determined as exempt from publication. Additionally, most of the Council's Committee meetings are broadcast live via its webcasting system.

The Council can exclude the press and public from meetings for reasons set out in Schedule 12A of the Local Government Act 1972 (as amended).

The Council has robust arrangements in place to deal with residents' complaints, Freedom of Information requests, Subject Access Requests, data breaches and whistleblowing allegations.

The Council's Constitution sets out how the authority engages with stakeholders and partners.

The Council has a Partnerships Register that confirms the arrangements it has in place with partners and shared working practices.

During 2024/25 several statutory consultations were undertaken which included:

- **Planning Policy Consultation – Regulation 18 Draft Local Plan (2021-2041):** To consult with the public and stakeholders on the Draft Local Plan (2021-2041)

2,439 individual comments were received on the Draft Local Plan consultation, made by 794 respondents, and were made on areas including policies, site allocations, chapters, figures, paragraphs, and evidence base work. Three petitions were also received

- **Contaminated Land Strategy Consultation:** To consult on the content of the Council's Contaminated Land Strategy

75% of respondents agreed with the draft Contaminated Land Strategy

- **Public Space Protection Order – Market Deeping Cemetery:** To consult on the re-establishment of the Council's Public Spaces Protection Order for requiring someone in charge of a dog to always having it on a lead whilst in the cemetery

76% of respondents supported the proposal to reinstate a PSPO to always keep a dog on a fixed length lead whilst in the Market Deeping Cemetery

- **Council Tax Support Scheme 2025/26:** To measure the degree of support for the Council's Council Tax Support Scheme

94% of respondents thought that the discretionary payment scheme should continue in 2025/26

- **Council Tax Consultation:** To consult on levels of council tax for 2025/26

55% of respondents supported the proposal to increase the Council's element of council tax by 3%

- **Air Quality Action Plan:** To consult on the content of an Air Quality Action Plan for Grantham

79% of respondents thought that traffic management should be improved at key junctions in Grantham Town Centre

The Council also undertook several discretionary consultations which included:

- **Customer Experience Strategy:** To inform the content of the Council's Customer Experience Strategy

Key concepts highlighted by respondents as being pivotal to a customers' charter included efficiency, availability, knowledge, and being kept informed

- **Housing Repair and Maintenance Policy:** To consult on the repair and maintenance policy

84% supported a proposal to restrict the provision of non-urgent repairs to a tenant who continually refuses access to one of the Council's properties to carry out essential health and safety checks

- **Wyndham Park Dog Exercise/Biodiversity Paddock:** To establish degree of support for an exercise paddock for dogs in Wyndham Park which would also promote biodiversity

71% of respondents supported the creation of an area set aside for nature in Wyndham Park, which is also an area where dogs can be exercised off lead safely and securely.

- **Arts and Culture Opportunities in Bourne and the Deepings:** To establish if residents in Bourne and the Deepings would be more likely to participate in arts activities if available locally and to establish what would encourage arts practitioners to either start providing activities or increase their provision to inform a bid for funding from the Arts Council.

81% said that they would be more likely to participate in arts and cultural activities if they were available locally. Arts practitioners asked for a space dedicated to exhibiting, creating, and running workshops.

- **Public Space Protection Order – Restricting dogs on leads:** To consult on the potential introduction of a PSPO to restrict the number of dogs on leads one person could walk

37% supported the proposal which, if approved, would require an individual walking dogs on leads to restrict the number of dogs they walk at the same time. 59% of respondents did not support the proposal, and 4% were not sure.

Principles C and D

Defining outcomes in terms of sustainable economic, social and environmental benefits and determining the interventions necessary to optimise the achievement of the intended outcomes

LeisureSK Ltd was established in September 2020 and took over the management of the Council's three leisure facilities in Grantham, Bourne and Stamford in January 2021. The Council and LeisureSK Ltd entered a new ten year contract on 1 April 2025 which is based upon agency principles. The leisure contract details the level of service to be provided and includes key performance indicators to measure and monitor performance. Under the terms of the contract, LeisureSK Ltd is responsible for the provision of a high quality, accessible leisure service across the district which is attractive to residents and visitors.

The main aim of the arrangement is to facilitate the improvement of the health and wellbeing of the district through a range of outcomes including increasing levels of physical activity across the district, attracting increasing numbers of users to the leisure facilities, providing a high standard of customer care, and identifying opportunities to engage with residents outside of traditional leisure activities.

There is a Council appointed Board of Directors for LeisureSK Ltd which is responsible for overseeing the strategic direction of the company and its financial and operational performance. Membership of the Board of Directors is complemented by a Non-Executive Director who was recruited in recognition of their significant leisure knowledge and experience.

Council Officers perform the 'client' role ensuring robust contract monitoring arrangements are in place to ensure that LeisureSK Ltd deliver on the

contract objectives and key performance indicators.

LeisureSK's Articles of Association provide that the Council as owner of the company has certain powers including the right to ask directors to take, or refrain from taking, any action and the Members Agreement provides that the Council has unrestricted access to any company information or documents it requires.

The performance of LeisureSK Ltd is monitored by the Council's Culture and Leisure Overview and Scrutiny Committee which receives regular presentations and reports on the financial and operational performance of the company.

Principle E

Developing the entity's capacity, including the capability of its leadership and the individuals within it

The Council has an adopted People Strategy 2022-2025 which is built around three themes:

- Attract the right people, retain, and develop excellent skills, define, and embed the right culture
- Engaging and valuing our people to run our business effectively
- Effective leadership to encourage, inspire and navigate change

The aim of the People Strategy is to provide an immediate and on-going and long-term framework for engaging, sustaining, developing, and managing our people to be fit for purpose in supporting the Council's vision, goals and the aspirations outlined in the Corporate Plan. To address this, we will:

- Attract and recruit high calibre staff regionally
- Develop and support our staff to fulfil their potential and help us deliver our aspirations



Five new freighters join the Council's fleet of colourful waste freighters carrying vital health and wellbeing messages. In addition to the pink lorry promoting Breast Cancer awareness and a bright blue lorry promoting Prostate Cancer awareness, the new freighters are painted in the distinctive brand colours of the organisation they represent: Samaritans (lime green), Roy Castle Lung Cancer Foundation (orange), Bowel Cancer UK (teal), Kidney Research UK (purple) and Royal British Legion (dark blue)

- Engage to create an inspired workforce
- Improve the equality, diversity, and inclusion of the Council
- Retain and reward our staff through recognising their contribution
- Create and maintain a progressive, collaborative, and healthy working environment

To build on this, an updated People Strategy is being developed.

During 2024/25 significant leadership development has been undertaken to increase the capability and competency of the senior leadership team.

The Council has 33 apprenticeships and during 2024/25, 669 employees attended 131 learning events.

The Council has a scheme of delegation that sets out how decisions are made within the Council both at Member level and officer level. The Council has effective arrangements for the discharge of the statutory Head of Paid Service, Section 151 Officer and Monitoring Officer functions and complies with the relevant requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) statement on the Role of the Chief Financial Officer in Local Government.

Principle F

Managing risks and performance through robust internal control and strong public financial management

The Council has effective risk management which is embedded across all areas of the business.

The authority recognises that risk management is an integral part of all activities and must be considered in all aspects of decision making.

The Council's Risk Management Framework sets out its approach to identifying and controlling risks. Risk registers are maintained at strategic and service area level. Strategic risks are reviewed by the Corporate Management Team and reported to the Governance and Audit Committee biannually.

During 2024/25 the Council held several facilitated strategic risk workshops with the Corporate Management Team to review and develop the Council's strategic risks including the development of an Emerging Risk Radar.

The Council's project methodology ensures that all risks are captured and monitored to enable the successful delivery of projects. These are reported every two months to Corporate Management Team.

The Council's Counter Fraud, Bribery, and Corruption Strategy, structured on the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption, sets out the importance of achieving intended outcomes, whilst acting in the public interest, and being seen to do so.

Financial management is a key element of the structure and processes that comprise the Council's governance arrangements and it will be undertaking an assessment against the CIPFA Financial Management Code and developing an action plan.

Underpinning the delivery of the Council's Corporate Plan 2024-27 and priorities is the ethos of an effective Council. This includes effective financial management to achieve efficiencies and savings in the short and medium terms.

Strategic Risks 2024/25

1. Successful/serious cyber security attack on the Council
2. Serious safeguarding failure by the Council
3. Serious health, safety, and well-being failure by the Council
4. Ineffective financial management
5. Unable to maintain and build quality and consistency in service provision by the Council
6. Unable to maintain and build sufficient staffing capacity and capability
7. Failure to explore digital transformation of Council Services
8. Not maintaining and developing fruitful partnerships and collaborations
9. #TEAMSK values/culture are not lived
10. Unable to meet requirements of new regulations and legislation affecting the Council
11. Not sufficiently engaging with and responding to climate change
12. Not effectively engaging without key external stakeholders
13. Governance failure
14. Significant fraud/theft successfully committed against the Council
15. Unable to effectively respond to political priorities
16. Homelessness and poor housing conditions
17. Local Government Reorganisation
18. Devolution

Principle G

Implementing good practices in transparency, reporting and audit to deliver effective accountability

The Council is open and accessible to the community, service users and employees. It is committed to openness and transparency in all that it does, and this is underpinned by the Corporate Plan. The Council ensures that clear channels of communication are in place with all sections of the community and other stakeholders, and it monitors these to ensure that they are operating effectively.

Every effort is made to ensure that information is concise and easy to understand. In accordance with the Local Government Transparency Code the Council publishes how it spends its money, how it uses its assets, how it makes decisions and have regard to issues important to local people.

The Council has a comprehensive consultation process for published reports which ensures senior management, and Members, own the contents. The Council is committed to publishing information on its performance in a timely manner and report performance against targets and financial targets on a regular basis to committees.

The Council's internal auditors, BDO LLP, report directly to the Governance and Audit Committee on all aspects of its work, including tracking the implementation of management actions arising from internal service audits. The Committee also has the opportunity to suggest items for the annual internal audit work programme approved by Governance and Audit Committee.

The Council welcomes peer challenge, reviews and inspections from regulatory bodies and it participates in national benchmarking exercises to obtain comparative data on performance.



Governance Framework for 2024/25

The Governance Framework shown below has been in place throughout the financial year which ended on 31 March 2025 and continues to be in place up to the date of the approval of the Statement of Accounts.

Assurances required

- Delivery of Council's aims and objectives
- Services deliver value for money
- Engagement with stakeholders and public accountability
- Budget and financial management
- Roles and responsibilities of Members and Officers
- Standards of conduct and behaviour
- Compliance with laws, regulations, internal policies, and procedures
- Management of risk
- Effectiveness of internal controls

Sources of assurance

- Constitution, Scheme of Delegation, Financial Regulations, Contract Procedure Rules and specific Rules of Procedure for the Council's bodies
- Council, Cabinet and Committees including Governance and Audit and Overview and Scrutiny Committees
- Statutory Officers Group
- Corporate Information Governance Group
- Medium Term Financial Strategy
- Human resources policies and procedures
- Whistleblowing Policy
- Counter fraud procedures
- Risk management and internal control frameworks
- Performance management framework
- Partnership governance arrangements
- Codes of Conduct
- Corporate Management Team
- Annual Assurance Statements
- Customer complaints system
- Freedom of Information system

Assurances received

- Statement of Accounts
- External audit reports
- Internal audit reports
- Risk management reports
- Counter fraud reports
- Independent and external sources
- Local Government Ombudsman reports
- Reviews by Overview and Scrutiny Committees and Governance and Audit Committee
- Member/officer working groups
- Customer feedback eg complaints
- Freedom of Information requests
- Data Subject Access Requests
- Whistleblowing reports
- Health and Safety Executive inspections

Review of effectiveness

Internal audit

The Council's internal auditors, BDO LLP, were required to provide an opinion on the overall adequacy and effectiveness of the Council's risk management, control, and governance processes.

Seven assurance, one consultancy (Arts Council Grant) and two follow up reviews were undertaken during 2024/25, with the seven assurance reviews resulting in the following assurance levels:

Audit	Design Opinion	Design Effectiveness
Arts Council Grant	N/A	N/A
Social Housing Decarbonisation Fund	Moderate	Moderate
Staffing Capacity and Capability	Moderate	Substantial
Homelessness	Moderate	Moderate
Income Generation	Substantial	Moderate
Business Continuity and Disaster Recovery	Moderate	Moderate
Council Tax and NNDR	Substantial	Moderate
Data Protection, FOI, EIR and SAR	Moderate	Moderate

For the twelve months ended 31 March 2025, based on the work undertaken, the BDO LLP Head of Internal Audit opinion was:

Overall, we provide **Moderate** Assurance that there is a sound system of internal controls, designed to meet the Council's objectives, and that controls are being applied consistently across various services.

Level of Assurance	Design Opinion	Findings	Effectiveness Opinion	Findings
Moderate	In the main, there are appropriate procedures and controls in place to mitigate the key risks reviewed, albeit with some that are not fully effective.	Generally a sound system of internal control designed to achieve system objectives with some exceptions.	A small number of exceptions found in testing of the procedures and controls.	Evidence of noncompliance with some controls that may put some of the system objectives at risk.

External audit

The Council's external auditors, KPMG LLP, are required to consider whether the Annual Governance Statement (2023/24 and 2024/25) complies with Delivering Good Governance in Local Government 2016 published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (Solace).

Under the National Audit Office (NAO) Code of Audit Practice ('the Code'), external audit are required to consider whether the Council has put in place proper arrangements to secure economy, efficiency, and effectiveness in its use of resources.

External audit are required to report their commentary on the Council's arrangements under specified criteria. External audit have reported on the Council's arrangements for 2023/24 and 2024/25 and have concluded the following in respect of Value for Money for both years:

Domain	Significant risk identified?
Financial sustainability	No significant risks identified
Governance	No significant risks identified
Improving economy, efficiency, and effectiveness	No significant risks identified

Assurance Statement 2024/25

Officers of the Senior Team produced an Annual Assurance Statement for 2024/25 which assessed the effectiveness of the key control environment within their areas of responsibility.

Management assurance is a key assurance mechanism on which the Council seeks to obtain visibility over. The Council recognise that management may not be able to provide a positive assurance in all cases and would prefer a conclusion to be reached that is objective and honest with a view to then addressing any areas of concern in the future as may be required.

Senior Team were asked to agree, or otherwise, to various statements based on their knowledge and understanding across seven core areas of assurance:

- Probity and Regulatory
- Procurement
- Governance
- Human Resources
- Health and Safety
- IT and Data Management
- Business Continuity

The overall assurance level revealed that managers 'Fully Agreed' with 83% of the statements on assurance with the remainder being 14% 'Partially Agreed'; 1% 'Not Agreed' and 2% 'Don't Know'.

Themes for improvement were identified for Procurement, Health and Safety, and Business Continuity.

The responses were reported to Statutory Officers Group for review. Actions arising from the completion of the Assurance Statement have been captured and will be monitored during 2025/26.

Governance and Audit Committee

Governance and Audit Committee is well established with its terms of reference complying fully with CIPFA guidance.

The key areas covered by the Governance and Audit Committee's terms of reference are:

- accounts and financial reporting
- financial regulations
- treasury management
- internal and external audit activity
- risk management
- governance
- counter fraud and bribery
- contract procedure rules
- regulatory framework
- the ombudsman process

In addition, Governance and Audit Committee receive annual reports on:

- Business Continuity
- Health & Safety
- Safeguarding



Follow-up on last year's key areas of focus

Last year's Annual Governance Statement identified nine areas of focus, and the table below sets out the action taken to address those areas:

Key area of focus identified for 2024/25	Action taken
East Midlands Councillor Development Charter	The new Councillor Working Group has met on a number of occasions with several items on the action plan being completed. Evidence has been stored for a future submission for charter status
Little Ponton and Stroxtton Community Governance Review	Full Council did not propose any changes to the community governance structure for the parish of Little Ponton and Stroxtton, ending the Community Governance Review process
Review of the Officer Code of Conduct	This has been moved into 2025//26 when the new Director of Law and Governance is in post.
Lead officer established, who is an Accredited Counter Fraud Specialist, to investigate all whistleblowing reports	All whistleblowing reports have been investigated by the Accredited Counter Fraud Specialist
Lessons learnt report to be produced at the end of each key event/project	Lessons learnt report is produced at the end of every corporate project which is then shared to the relevant board
Use of data (Oflog, Government, benchmarking) to be used to assist in decision making	Work ongoing. A report has been presented to Cabinet in respect of the government's Productivity Plan. The information from the State of the District was used for the Economic Strategy and to support projects within the district. Data is benchmarked across other districts and is available on the Council's website
Lesson learnt review on complaints to stop reoccurrences	Work ongoing. Enhancements to the complaints process are underway. Refresher training will be undertaken with service areas to reinforce the importance of capturing the reasons complaints have arisen along with understanding the frequently raised repeat issues to identify solutions.
Investment in technology – Asset Management system and Financial System	New asset management system implemented. New financial system goes live in July 2025
Leisure Option Appraisal	As a result of the leisure option appraisal, Cabinet in September 2024, agreed a new ten-year contract, based on agency principles, which commenced on 1 April 2025

Governance issues

Key area of focus for 2025/26	Action owner	Deadline
Recruitment of a new Director of Law & Governance		
Appointment of an interim Data Protection Officer		
Onboarding of new Director of Law & Governance, Data Protection Officer, and Deputy Monitoring Officer		
Ensure Freedom of Information and Subject Access Request processes are reviewed and established		
Review Local Government Reorganisation governance challenges		
Review of the Constitution to ensure Member Code of Conduct is up to date and relevant		
Review of the Officer Code of Conduct		
New governance structure to be developed for LeisureSK Ltd based on the agency principles		
Ensure compliance with the delivery of the 2025/26 UKSPF requirements		

Contact Details

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

South Kesteven District Council

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 www.southkesteven.gov.uk



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