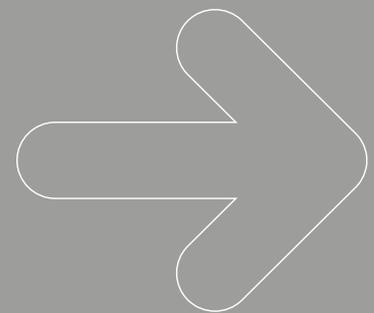
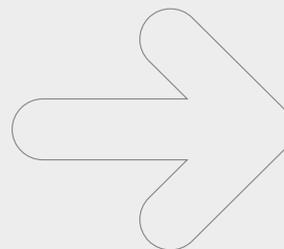




Efficiency Plan



Background



In March 2016 Government announced that Councils will have an opportunity to sign up to a guaranteed four year settlement including 2016/17 if they can demonstrate that they have an efficiency plan and respond to the offer by 14th October 2016.

South Kesteven District Council has developed an efficiency plan in order to qualify for the four year funding settlement for the period 2016/17 – 2019/20. Our efficiency plan supports our corporate ambitions and is aligned to our key strategic framework and the recently updated Medium Term Financial Strategy.

Our approach

Our approach has been developed by working together and involving all members to create a clear vision for our community.

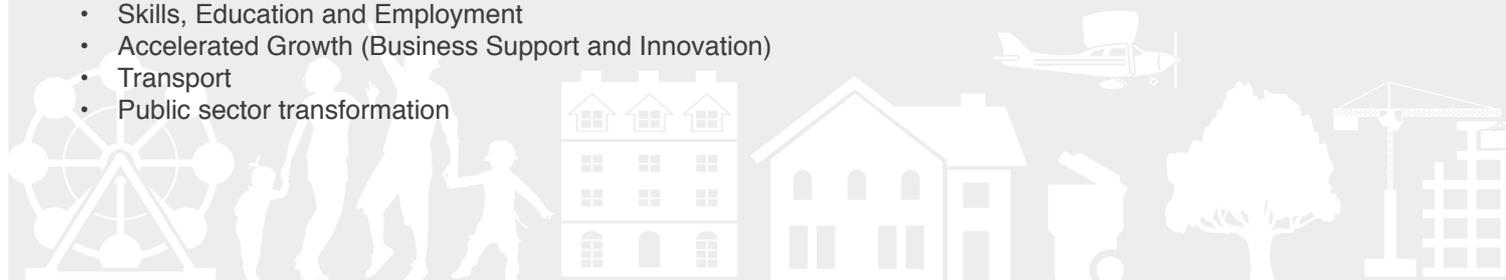
Ahead of the settlement announcement we had already set an ambition to be financially self-sufficient by 2019 and this has been stated in our Corporate Plan. To achieve this ambition we have developed a transformation programme that is responding positively to the financial pressures, delivering sustainable savings and efficiencies and continuing to deliver key front line services that our residents have told us are important to them. Since 2010 we have delivered savings of over £3m by developing and implementing our transformation programme. To date we have:

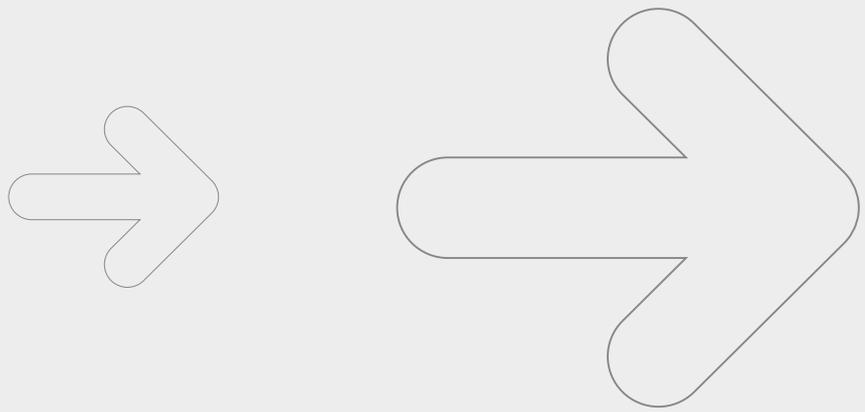
- Realigned our resources and protected front line services
- Introduced new income streams by undertaking commercial lettings and sharing office space
- Centralised and streamlined our commissioning and procurement – enabling us to access cost effective procurement opportunities through collaborative working with our local authority colleagues
- Developed close partnerships with neighbouring authorities to strengthen service delivery, reduce costs and build in resource resilience in the key services of Development Control, ICT and Building Control.
- Introduced our flexible organisation programme incorporating digital services for customers by investing in ICT.

As part of our drive to deliver savings and efficiencies we continue to develop the culture of our council to encourage managers and teams to lead change and embrace innovation and new ways of working. We monitor our savings, efficiencies and strategic outcomes through our integrated performance management framework that ensures plans are kept on track for delivery.

We are currently working with our neighbouring colleagues to develop our devolution deal which will, through the transfer of powers to the combined authority enable resources to be focussed on:

- Skills, Education and Employment
- Accelerated Growth (Business Support and Innovation)
- Transport
- Public sector transformation





Corporate Plan

The Corporate Plan covers the period 2016 to 2020 and has a sharp focus on two specific themes which will help deliver our key outcomes by 2020.

- **We will be open for business**

Providing opportunities for sustainable growth by facilitating the development of a wide range of homes that people need and encouraging businesses to locate and expand in the district.

This will involve:

- o Creating the right environment for housing and business growth - underpinning the importance of continuing New Homes Bonus funding
- o Creating a local community where people want to live, work and invest
- o Putting our customers at the heart of everything we do

- **We will be commercially and customer focused**

Ending our reliance on annual Government grants and making it easier for people to do business with us.

This will involve:

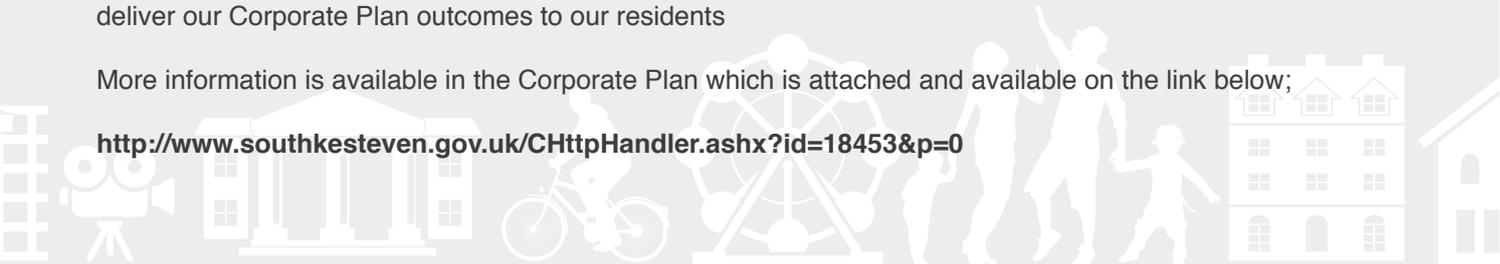
- o Working towards being self sufficient by 2019
- o Using customer insight and intelligence to inform future service delivery models
- o The effective use of resources

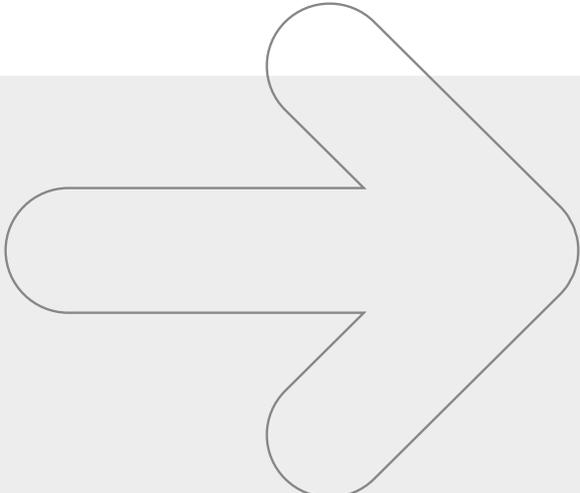
Within each of these strands key activities are identified with clear outcomes at the end of the four year plan. More specifically, the Council is changing the way it does business with the objective of reducing costs and generating income streams for the Council in future years. This will see the introduction of a new commercial investment strategy and the establishment of a Locally Authority Controlled Company. These initiatives, together with the ongoing development of strategic partnerships are transforming the way services are delivered to the local community and businesses. We welcome further devolvement of powers, through the transfer of additional funding.

These are exciting times for the Council and the certainty of a four year settlement will greatly assist us to deliver our Corporate Plan outcomes to our residents

More information is available in the Corporate Plan which is attached and available on the link below;

<http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=18453&p=0>





Medium Term Financial Strategy

This provides the financial planning framework for the delivery of services to the residents of South Kesteven and is our strategic financial plan. It sets the context for the resource planning process and its integration with other strategic documents and how it underpins the actions contained in the Corporate Plan. It details how we will support the Council in operating differently to support the strategic objectives.

The Medium Term Financial Strategy sets out the strategic financial principles in which the Council shall operate to enable the Council to achieve its corporate ambitions and set budgets annually.

The MTFs has established an operating framework that provides us with the ability to maximise our resources and align them to deliver our priorities and ambitions. This framework is underpinned by a set of principles that supports this flexible and responsive approach to meet unforeseen pressures and accelerate the delivery of our ambitions.

The Medium Term Financial Strategy is attached and can also be found on the link below;

Budgeting Cycle

We have consistently produced a balanced budget despite the financial challenges we have faced. In February 2016, we again produced a balanced budget for 2016/17 and for the following two years. The annual budget is prepared using the principles set out in the Medium Term Financial Strategy as set out above with a particular focus on flexibility and utilising our earmarked reserves to drive forward strategic outcomes.

Moving forward we are moving towards outcome based budgeting with a closer focus on aligning resources to outcomes that are cross cutting and customer focussed. This programme of realignment will run in parallel with the term of the Medium Term Financial Strategy.

Full details of the budget for 2016/17 to 2019/20 are available on the link below;
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=261&Mid=3203&Ver=4>





Delivering Good Governance

We are committed to ensuring good governance principles and management practices are adopted in all areas of its business. Good governance and financial arrangements provide us with a solid foundation on which to build its programmes of work and services and to deliver against the aspirations of the Council and its residents. 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 accounts to, engages with and leads the local community. It enables the Council to monitor the achievement of its strategic objectives.

The Annual Governance Statement for 2015/16 covers all significant corporate systems, processes and controls spanning the whole range of the Council's activities. It provides an overview of the Council's key governance systems and explains how they are tested and the assurances that can be relied on to show that the systems are working effectively.

<http://moderngovsvr:8080/ieListDocuments.aspx?CId=498&MId=3344&Ver=4>

Summary

The Efficiency plan demonstrates we are responding to the financial challenges and driving forward the ambitions set out in our Corporate Plan. The opportunity of securing a four year funding deal will provide us with financial resilience to continue to work with our partners on delivering our outcomes.



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This efficiency plan is also available in
larger print and braille, on our website,
on CD or in other languages.

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