



Please note this is an interactive document.

Please use the arrow buttons to click backwards and forwards through the pages. Hover and click over the bar of graphics at the top of the pages to navigate through the corporate priorities.

Corporate Plan 2020-2023

Be the best district in which to
live, work and visit



Easton Walled Gardens



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

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Our vision for South Kesteven

The events of the past few months have turned our world upside down and left us with a legacy we could not have predicted. But South Kesteven is a district full of promise and potential. It is home to innovative entrepreneurs and savvy start-ups; a base for global enterprise; and an inviting landscape perfectly situated in the heart of England. We have much to be proud of, and much to offer.

Our Corporate Plan clearly sets out how South Kesteven District Council intends to meet that promise and potential. Our vision is to **“be the best district in which to live, work, and visit.”**

We will continue to support businesses and work with partners in all sectors to create the right conditions for sustainable and dynamic growth so that our local economy not only recovers from the Coronavirus pandemic, but recovers stronger than ever.

We will continue to develop a clean and green future, working with others to ensure that how we live and how we work respects and protects our environment and reduces our carbon footprint.

We will develop the immense goodwill and community spirit that already exists so that our communities thrive, are strong and healthy, and we commit to building and maintaining housing that meets the needs of all residents.

Underpinning all of this is how we work as a council. Our Corporate Plan is our promise to you, the residents and businesses of South Kesteven, but it is also our blueprint for ensuring we are the high performing council you deserve; one that attracts and retains the best staff to deliver high-quality services.

Our values and our commitment to diversity and inclusion will help shape how we deliver our services and how we meet our priorities. Within our council and our communities we want everyone to feel welcome and valued.

As a district council, we work hand-in-hand with other public sector partners across Lincolnshire and the wider region so that individually and collectively we deliver for our residents and businesses.

Working in partnership with others is a journey we are on, and it is a road we continue to follow to realise our ambition for South Kesteven.

So as we deliver our priorities over the next three years, you should expect to see continued growth that respects our countryside and our heritage; a reduction in our carbon footprint to protect our environment for present and future generations; a focus on harnessing the community spirit so prevalent in recent months; housing to meet all needs; and an efficient, high performing council that puts local residents and local businesses first, always.



Cllr Kelham Cooke

Leader of the Council
South Kesteven District Council

Karen Bradford

Chief Executive
South Kesteven District Council

 @southkesteven

 @southkdc

 [linkedin.com/company/south-kesteven-council](https://www.linkedin.com/company/south-kesteven-council)

Snapshot

Of South Kesteven

Population figures 2020

143,347

Forecast to grow by around
4.5% over the next ten years,
and by 7.7% between now
and 2040

Just over

1,400

households (1,422)
were on the council's
housing register in 2019

Proportion of those aged
65 or over in South Kesteven is

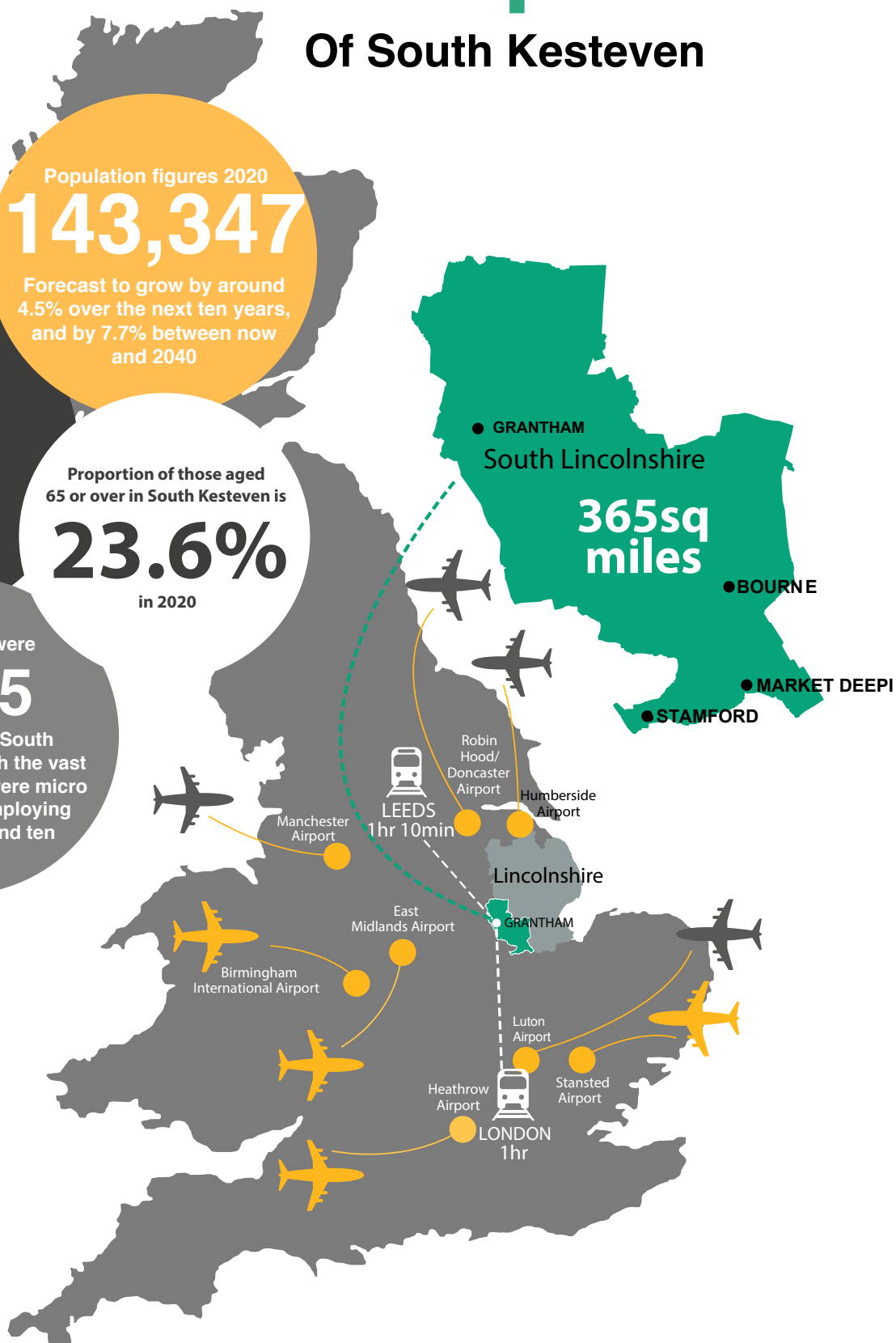
23.6%

in 2020

In 2019, there were

5,935

businesses in South
Kesteven, of which the vast
majority (89.9%) were micro
businesses – employing
between one and ten
people.

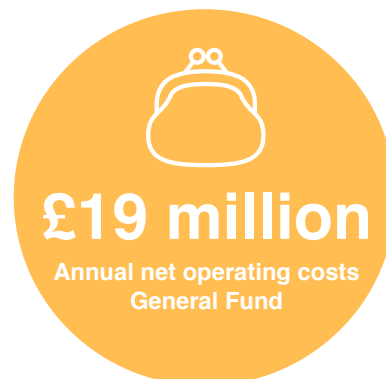


Finance

As an organisation, South Kesteven District Council continues to work hard to generate new income channels and deliver savings and efficiencies. There is a clear focus on becoming financially self-sufficient by 2025 by being more efficient in how services are delivered and identifying new income streams by using assets and reserves with a commercial focus. This approach has already delivered savings of over £1.1 million in the last two years. This change in approach has been vital given the reduction in funding from central Government.

However, this is not the time to be complacent. The impact of the Covid-19 pandemic – the costs of which are estimated to be just over £4 million for the council – combined with a reduction in government grant of £1.8 million over the next three years and net operating costs for the General Fund of around £19 million a year, means that there is still much to be achieved.

The latest estimates forecast that SKDC needs to save £2.3 million over the next three years, to be in a position where we will still have a balanced budget. The council is fully committed to achieving this target and is leaving no stone unturned in its approach to ensure this goal is reached. Measures adopted include streamlining the organisation so that it is ready for the challenges ahead, modernising processes and procedures, making the most of commercial opportunities and rationalising assets and operating costs where possible.



The delivery of the council's priorities set out in the Corporate Plan remains its key focus. Underpinning this is a pledge to provide quality services, a strong commitment to investing in sustainable growth, improving leisure facilities and delivery of an ambitious housing programme that meets the needs of the social housing sector.

Financed from a combination of reserves and grants, the council has committed over £52 million to fund the delivery of new build social and affordable housing and stock acquisition programmes over the next three years. Over the same time period it will also continue to maintain its existing housing stock, by investing over £17 million in a range of programmes including re-roofing, external wall insulation and the replacement of kitchens and bathrooms.

The environment in which the council set out its medium term financial plan remains challenging and uncertain given the financial impact of the ongoing Covid-19 pandemic and the wider funding review of local government. However, the council remains committed to providing quality services to its residents and delivering the actions set out in the Corporate Plan.





➤ Growth and our Economy

Delivering growth of the economy is fundamental to the success of the district, its businesses and residents. We are, therefore, prioritising:

- Protecting and creating jobs within the district.
- Developing the centres and high streets of our four towns.
- Securing investment for infrastructure to support ongoing and sustainable growth.



Market Deeping town centre



Stamford Georgian Costume Ball



Grantham Southern Relief Road



Grantham town centre



French Market, Grantham

Key Achievements

- Securing £900k of Heritage Action Zone funding to restore the culture heritage of buildings in Grantham town centre. ✓
- Securing Single Local Growth funding to support the partnership with Lincolnshire County Council to deliver the Grantham Southern Relief Road. ✓
- Gravity Fields and Stamford Georgian festivals provide more than £700,000 in economic benefit to the district each year. ✓

Key Actions

- Delivery of the St Martin's Park development scheme in Stamford.
- Regeneration of Grantham town centre, supported by the Future High Streets bid and delivery of the Heritage Action Zone programme.
- Identify funding and other opportunities to support development of the town centres of Bourne, Market Deeping and Stamford, and apply lessons learned from the Future High Streets Fund and other initiatives.
- Develop a package of measures to support recovery of the local economy and safeguard local jobs wherever possible.
- Review the scope and focus of InvestSK to maximise the support to local businesses and attract inward investment.
- Continue to attract investment, encourage diverse businesses to the district and ensure appropriate land and property is available.
- Work with education providers to increase opportunities for local learning and apprenticeships in the district.
- In partnership with LCC bring forward housing and employment opportunities linked to the delivery of the Grantham Southern Relief Road.
- Work with partners and attractions to promote visitor economy and increase visitor spend in the district, including the adoption of a Tourism Strategic Framework.
- Support the roll-out of improved broadband and other key infrastructure to support local businesses and rural areas.
- Work closely with markets across South Kesteven and seek to maintain their viability.



➤ Housing that Meets the Needs of all Residents

High quality housing is essential for all and the council is committed to working with partners to provide this by:

- Offering the new homes that people need, at a price they can afford.
- Ensuring new developments are in keeping with the character of South Kesteven and benefit the people who already live here.
- Providing high quality homes and services to those who rent property from the council.





Bathroom fitting



Wherry's Lane, Bourne

Key Achievements

- Adoption of the South Kesteven Local Plan to enable delivery of sustainable housing and business growth in the district. ✓
- Beginning our programme of building high quality new homes of different tenures, including the completion of Wherry's Lane Phase 2 and modular housing in Grantham. ✓
- Developing a leading approach, with Government, to improve the repairs process for rented properties (private and council housing). ✓

Key Actions

- Work in partnership with the housing market to stimulate housing growth.
- Work to reduce and prevent homelessness in our district.
- Increase the supply of high quality, sustainable council housing.
- Undertake a planning review to improve performance and support local sustainable, high quality growth.
- Undertake a housing review to provide the highest quality service possible to our tenants.
- Work with housing associations and developers to ensure quality affordable housing is delivered.
- Ensure the ambitions of the adopted Local Plan are met and a review framework is developed to deliver sustainable growth in the district.
- Work with Homes England, the Ministry of Defence and other partners to develop holistic masterplans for the delivery of Grantham's Southern Urban Extension.
- Ensure that major developments in South Kesteven are high quality, with sustainable, good design.
- Bring private sector empty properties back in to use.



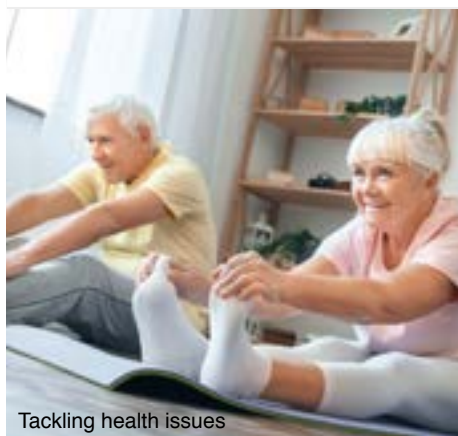
➤ Healthy and Strong Communities

Supporting communities to be healthy is particularly important, especially in light of the Covid-19 crisis, which is why SKDC is:

- Investing in the health of our district by improving leisure provision.
- Working effectively with partners in the voluntary, private and public sectors for the benefit of communities.
- Building on, and celebrating, the rich heritage and culture of the district.



LotterySK supports
Three Counties Dog Rescue



Tackling health issues



Grimsthorpe Castle



Key Achievements

- Creation of the SK Community Hub, working with the community sector to meet the essential needs of over 2,000 vulnerable people as part of the Covid-19 response.
- Development of LotterySK, directing over £120,000 of funding into 110 good causes in our local communities.
- Helped attract over £2.5 million of additional funds for community and voluntary groups in South Kesteven via the SK Community Fund (representing a 750% return on the council's investment).



Key Actions

- Invest in sustainable, high quality leisure facilities across the district.
- Embed the work of the SK Community Hub to support volunteering and the voluntary and community sectors.
- Work with partners from all sectors to tackle health, unemployment and other inequalities in areas of highest need.
- Continue to work in partnership with the police and the community in tackling crime by investing in the CCTV service.
- Celebrate and enhance the rich history of the district.
- Adopt a new cultural strategy covering the local arts, events and festivals programme.
- Develop and adopt a sport and physical activity strategy.
- Embrace the national mental health challenge, ensuring the council places mental wellbeing at the heart of decision-making.
- Make best use of different funding sources to support the voluntary and cultural sector within the district.
- Protect our most vulnerable residents with robust safeguarding processes.
- Improve and invest in local arts and cultural venues.
- Promote and make progress against the council's equality objectives.



➤ Clean and Sustainable Environment

Protecting and improving the environment is vitally important both now and for generations to come. Our work includes:

- Tackling climate change by reducing the council's carbon footprint.
- Ensuring that the district is a clean and pleasant place to live.
- Improving our parks and open spaces.





Queen Elizabeth Park, Grantham



Wyndham Park Visitor Centre

Key Achievements

- Declaration of climate emergency, with the establishment and publication of the council's carbon footprint for the first time and creation of an action plan to improve.
- Big Clean team established to achieve and maintain a higher street standard.
- Wyndham Park project to refurbish the site completed during 2018 and Green Flag secured for the 8th successive year. Queen Elizabeth Park project to refurbish the site completed during 2019 and Management Plan developed to support application for Green Flag status during 2021.



Key Actions

- 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.
- Deliver the Big Clean programme and maintain a higher street standard.
- Continue to innovate our approach to waste management to build on our strengths and maximise commercial and other opportunities.
- 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.
- Work proactively with EnvironmentSK to deliver high quality services and maximise commercial opportunities.
- Work with the Lincolnshire Waste Partnership to reduce waste and further improve recycling.
- Recognise the changes in environmentally friendly modes of transport and seek to work with others to adapt required infrastructure.
- Explore opportunities to build on the success of the food waste collection trial scheme and ensure the service is sustainable.
- Build a new, modern depot that is fit for the future.



➤ High Performing Council

Local residents in South Kesteven are entitled to have high expectations and, therefore, we will prioritise:

- Supporting the district in recovering from Covid-19.
- Managing our finances and assets effectively.
- Embedding an approach that seeks to continuously improve our service delivery, including good governance and staff and customer experience.



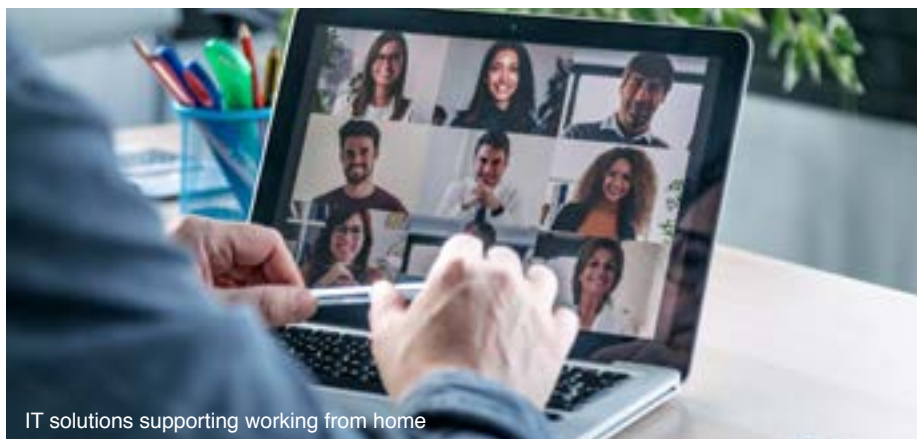
Customer Services



Savoy multiplex cinema, Grantham



Garden waste



IT solutions supporting working from home

Key Achievements

- Opening of a new multiplex cinema in the centre of Grantham.
- Growth of the council's high quality collection services, with an increase of 4% for garden waste and 51% for commercial waste since March 2019.
- Development of a more agile approach, with over 400 staff enabled to work from home during Covid-19 crisis.



Key Actions

- Implement the Covid-19 Recovery Plan.
- Deliver a balanced, sustainable financial plan over the medium term.
- Undertake a constitution review and implement outcomes.
- Implement findings of the governance review across the council's assets (including companies).
- Develop a people strategy (including a pay review) to support the retention and attraction of high quality staff.
- Develop and implement commercial and transformation strategies to deliver additional net revenue benefit.
- Undertake a fundamental review of the organisation to meet current and future needs.
- Support the implementation of an IT investment roadmap to align future solutions with the council's ambitions.
- Embed an agile approach to working by building on cultural and technological changes.
- Deliver the ambitions of the Customer Experience Strategy.
- Maximise the value of the council's own spending by using local suppliers wherever practical.
- Undertake an asset management review.

Managing performance

SKDC will be taking a ‘golden thread’ approach to managing performance and delivering priorities – meaning that every colleague should be able to understand the impact they are having on SKDC achieving our vision, delivering our priorities and realising the key actions.

Vision

“Be the best district in which to live, work and visit”

Council performance

- Council Key Performance Indicators (KPIs) agreed by Scrutiny Committee.
- Three-monthly reports to Corporate Management Team, scrutiny committees and Cabinet.
- Yearly review as part of annual performance report to Cabinet.

Service performance

- Service Plans, actions and KPIs approved by Director and Corporate Management Team.
- Monitored by Director and Corporate Management Team.

Individual performance

- Individual objectives agreed and linked to Corporate Plan.
- Monitored as part of performance appraisal by line manager.

A key part of managing performance is to develop an agreed set of Key Performance Indicators, these will be agreed via scrutiny committees and reviewed on an annual basis. The table below sets out some examples of Actions and KPIs for each priority

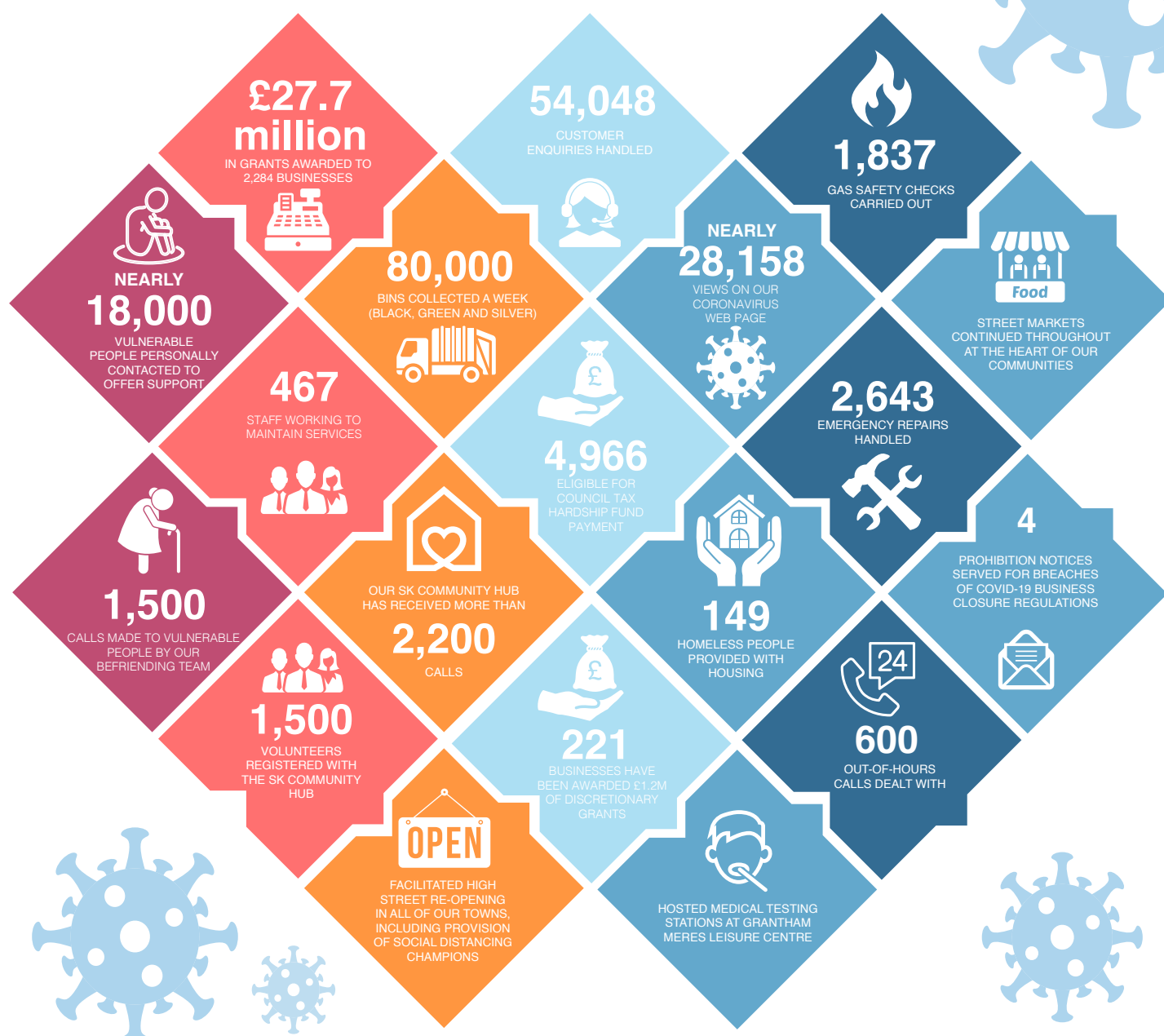
Priority Area	Example Action	Example KPI
Growth and our economy	Develop a package of measures to support the recovery of the local economy to safeguard local jobs wherever possible.	Number of businesses supported by SKDC
		Number of jobs safeguarded/created via SKDC support
Housing that meets the needs of all residents	Undertake a housing review to provide the highest quality service possible to our tenants.	Percentage of responsive repairs completed within target time
		Number of properties fitted with new kitchens and bathrooms
Healthy and strong communities	Make best use of different funding sources to support the voluntary and cultural sectors.	Amount of external funding brought into the district levered with support from SKDC funding streams
Clean and sustainable environment	Deliver the Big Clean programme and maintain a higher street standard.	Percentage of streets that meet Clean Streets Standard
High performing council	Develop and implement commercial and transformation strategies to deliver additional net revenue benefit.	Percentage increase in net income from commercial funding streams
		Amount saved through efficiency improvements

Covid-19 response

In March 2020 the world faced a global pandemic which has had a huge impact on South Kesteven. The council set out three key priorities:

- To protect the health of staff, members and residents.
- To maintain critical services.
- To support local businesses.

Here are some of the ways in which SKDC delivered against those priorities:



Equalities

Our commitment to equalities is about long-term, continuous improvement. It is the responsibility of all officers and elected members to implement the principles of equality and diversity. We aim to ensure that these principles inform decision-making at every level within the council reflecting our ongoing commitment to the elimination of discrimination, the advancement of equality of opportunity for all, and to foster good relations between different communities.

Objective	How will we achieve this?
Strengthen our knowledge and understanding of our communities.	Ensure that the council's services are responsive to different needs and treat service users equitably, with dignity and respect. Listen, involve and respond to our communities effectively. Build a database of voluntary and community groups that serve our communities at grass roots level and work with them to ensure sustainability of provision and service.
Build a culture of equality and inclusion into all the services, functions and projects we deliver.	Incorporate the need to assess and address equality issues into the council's project methodology and democratic processes to ensure consideration of the needs of our customers is at the heart of what we do, from the earliest stage of development through to decision-making and implementation.
Prove our ongoing commitment to equal opportunity by developing a diverse and empowered workforce and by reducing our gender pay gap.	Utilise workforce data to help identify areas for improvement in the diversity and skills of our workforce to seek equality of representation at all levels across the organisation. Develop and deliver against an action plan to specifically address the council's gender pay gap to form part of the work programme of the Employment Committee. Demonstrate a positive culture with strong leadership and organisational commitment to improving equality outcomes.



Cooking in the Community



English to Speakers of Other Languages (ESOL) class

Core values at heart of SKDC

The values of the council determine how we behave and deliver services to our residents and businesses and how we interact with each other.

They focus attention on seven areas:

- **Accountability**, which means ensuring that everyone at every level is responsible of what they do and takes ownership for their actions and decisions.
- **Flexibility**, which means working in different ways, at different times and in different places to meet the needs of our residents and businesses.
- **Agility**, which means working together to get the job done, using our skills to get the best outcome for our residents and businesses.
- **Equity**, which means ensuring that we treat each other with respect, irrespective of rank, position or status. This echoes our commitment to provide consistently good services to both our internal and external customers.
- **Networking**, which means that as a council we recognise that ours is not the only voice or opinion. We embrace the views of others and use formal and informal networks to improve performance and ensure the solutions we deliver meet the needs of our customers.
- **Always learning** means sharing knowledge, skills and expertise to enable the council to go from strength to strength and learn from everything we do.
- **Talent** means harnessing the incredible ability that is within the council and valuing the contribution that everyone can make.

Links to key documents

The South Kesteven Local Plan 2011-2036:

<http://www.southkesteven.gov.uk/index.aspx?articleid=14904>

South Kesteven Economic Development Strategy 2016-2021:

<http://www.southkesteven.gov.uk/index.aspx?articleid=12187>

South Kesteven Housing Strategy 2020-2024:

<http://www.southkesteven.gov.uk/index.aspx?articleid=12186>

South Kesteven Medium Term Financial Strategy 2016/2017 – 2020/2021:

<http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=20056>

South Kesteven Budget 2020-2023:

<http://moderngovsvr:8080/documents/s25022/Council%20Budget%20Report.pdf>

South Kesteven Carbon Footprint and Reduction Opportunities June 2020:

<http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=26489>

Growth and our
Economy

Housing that Meets the
Needs of our Residents

Healthy and
Strong Communities

Clean and Sustainable
Environment

High Performing
Council

Stamford

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

**South Kesteven
District Council**

You can contact the council about benefits, rent or other issues

☎ **01476 406080**

Out of hours 01476 590044

✉ **customerservices@southkesteven.gov.uk**

🌐 **www.southkesteven.gov.uk**



**SOUTH
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