

South Holland District Council
Corporate Plan 2010-15
(Revised)



*All Together
Excellent*

SOUTH HOLLAND DISTRICT COUNCIL CORPORATE PLAN 2010-15

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FOREWORD

Welcome to the Council's Corporate Plan for 2010-15. This underpins our commitment for South Holland to continue to be a place where people are pleased to live and with a well managed district council. It sets out our seven priorities for making this happen.

The priorities have remained similar over recent years, with only some shift in focus to reflect what we have already achieved and recognise changing local concerns. The plan is also realistic. The effects of the recession are still being felt and we anticipate significant cuts in central government funding towards local government. Efficiency and economy, as well as quality, will be continuing themes over the life of this plan and we are treating maintaining our continued 'capacity to deliver' as a priority in its own right. Being an efficient, accountable and well managed local authority has always been important to us. Current and future financial challenges make this even more so.

There are many positives to take from the last year and a number of external inspections of the council rated us well. Through their comprehensive assessment process the Audit Commission rated us as 'Excellent' in early 2009. In doing so they placed us with the top performing local authorities in the country and the only Excellent rated Council in Lincolnshire. They recognised that on a regular basis we go beyond our basic duties to deliver greater outcomes for the community. An "organisational assessment" by the Audit Commission later in the year reaffirmed that we are a top performing council. We retained Investors in People accreditation, achieved the Member Development Charter and were awarded the 'achieving' standard of the local government equalities framework. This is not about 'bagging' awards. These give external validation to our commitment to treat communities and staff fairly and with respect, for elected members to give democratically accountable leadership and to work together to do a good job for the people of South Holland.

Preparations for merging a group of services with East Lindsey District Council are progressing well. A newly formed organisation will 'go live' in the course of the next year and will meet the requirements of both districts whilst also saving money and offering greater resilience. All councils are being encouraged to consider merging services. It is good to see that South Holland is in the forefront of this change and helping to shape the future of local government.

Plans are progressing well for the 'cutting edge' food industry retail and education facility on the Red Lion Street site. As this plan is published a previously run-down area of Spalding town centre is being regenerated.

We achieved an excellent endorsement from the public for our refuse collection and recycling service - South Holland came out best in the country in the national Place Survey which sampled public perceptions about the local area and local public services. We have made good progress in establishing our wholly owned housing company 'South Holland Homes' through which we have begun building affordable housing and we are putting additional focus on dealing with concerns about working well with the Police to tackle anti-social behaviour, the way we engage with local communities and key aspects of caring for our villages and towns.

The corporate plan is the basis for our service business plans for 2010/11 and our medium term financial strategy. It is also about doing things now which will help deliver the longer view to 2030, which is for South Holland to be a thriving, living, working rural community that local people are proud of. It shows that we listen and act upon local concerns, and it is the basis on which we make ourselves accountable. The Council has agreed that this plan will take us through to the local elections in May 2011. In practice, therefore, it will be the basis for setting the budget in 2010/11 and 2011/12 and will be refreshed after the 2011 elections to incorporate the priorities of the new council and inform the budget setting for 2012/13.

Councillor Gary Porter
Leader of the Council

Terry Huggins
Chief Executive

INTRODUCTION

This is our corporate plan covering the period 2010 to 2015, setting out our high level plans for delivering **our longer term vision for South Holland to be a thriving, living, working, rural community** (See link below). It explains the context of the area of South Holland, the challenges we face, and how the views of residents have influenced our priorities for action.

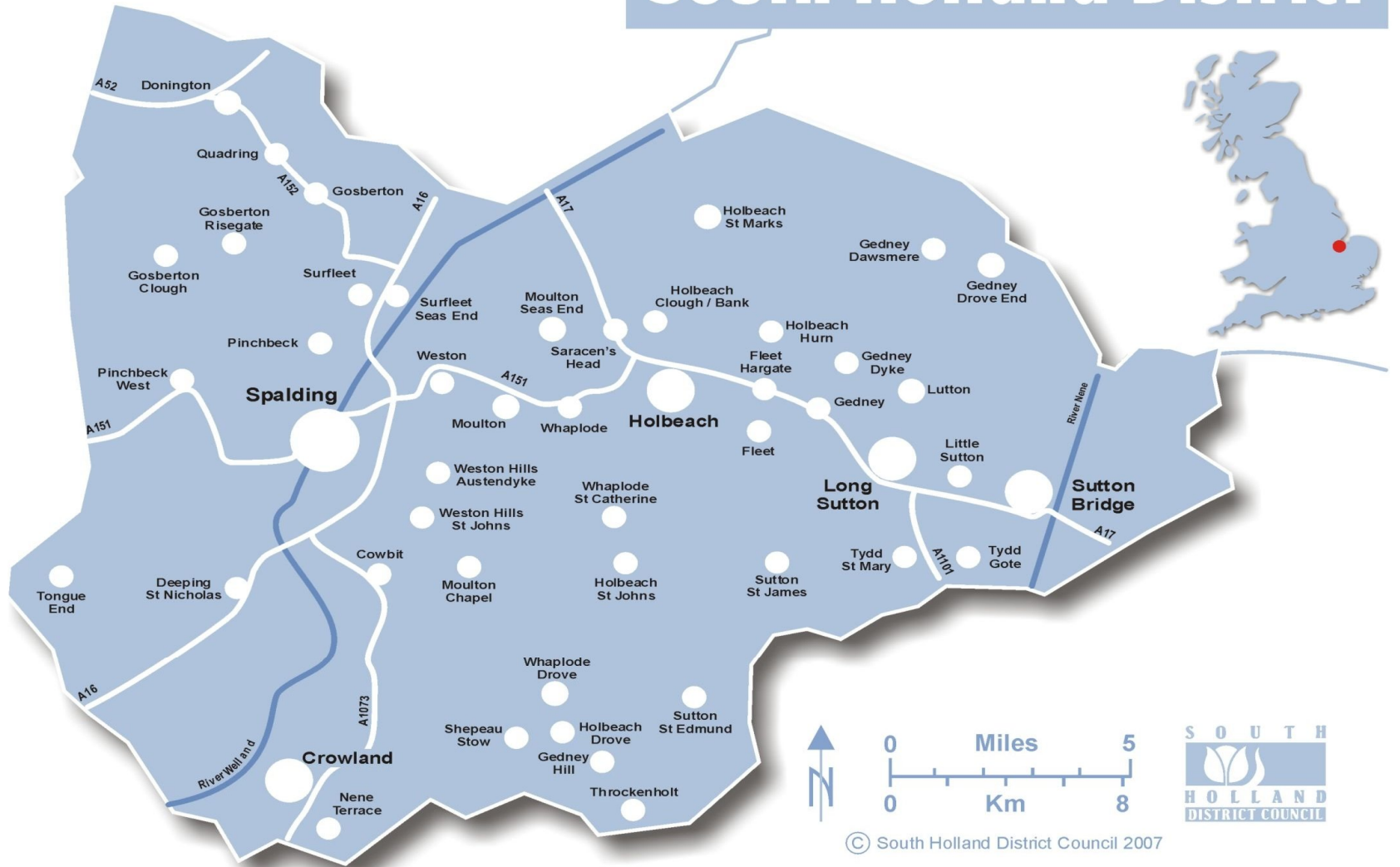
This corporate plan is about what we, the District Council, plan to do in the next five years but it needs to be understood within the wider context of policies and strategies for Lincolnshire and the East Midlands

Our long term vision for the district is captured in the the [long term vision for our district to 2030](#), covering the most important issues for the area and the partners with whom we work in South Holland and in the [South Holland Local Plan](#) . We want to see South Holland continue to grow in terms of population, housing and the economy – but in a sustainable way.

The corporate plan shows our commitment to elected local government improving and shaping South Holland for the benefit of its people; and to playing a full part in influencing and delivering strategies for Lincolnshire and the East Midlands region.

Although this plan is about what we will do with our resources, partnerships enable us to do more. We work with a number of significant operational and strategic partners. Some deliver services on our behalf, others are involved in joint planning and addressing issues that no one partner can deal with on their own.

South Holland District



THE PLACE

South Holland covers an area of 74,238 hectares. Located in the south of Lincolnshire we share boundaries and have close connections with the economies and housing needs of neighbouring rural authorities in Cambridgeshire and Norfolk and the City of Peterborough. The district also includes the unspoilt coastline of the Wash.

South Holland:

- Is sparsely populated - roughly one third of its population of 83,400 (ONS, 2008) lives in the principal market town of Spalding. There are five other small market towns and the remainder of the area is very sparsely populated in small rural settlements.
- Is growing faster than the national average - a growth in population of 23% between 1981 and 2001; and the population is predicted to reach 97, 600 by 2019. The source of this growth is largely inward migration of retired persons from the Midlands and South. This leads to a high percentage of the population being of pensionable age. Not included within this growth is the recent inward migration of workers to satisfy the increasing demand for labour. South Holland is recognised as one of the areas which has been most impacted by migrant workers from EU countries.
- Has a rural and farming infrastructure - the landscape is fenland and relies upon land drainage maintained by internal drainage boards (IDBs). The land is high grade agricultural land (98% grade 1 and 2). The area is mostly below sea level and flood protection walls to the sea and raised banks to the rivers are important to its security from flooding.
- Has a low wage low skill economy - important business sectors are agriculture, horticulture, food production, logistics and retailing. 20% of all the UK's food passes through the district. Unemployment is low but starting to increase as the recession deepens (3.7% in June 2009) but so are average wages (£407 compared with £442 East Midlands 2008). A high percentage of the workforce are unskilled with no qualification at NVQ level 2 (54% compared with UK average 36%).
- Has a shortage of affordable housing - the housing market of South Holland is part of a larger one influenced by Peterborough and covering also South Kesteven and Rutland. Whilst house prices in South Holland are often perceived as low compared with other parts of the UK the low wages mean that affordability is an issue. House prices- Av price Jun 09 is £133,146 meaning that house prices are 6.06 X average wages.
- Is generally a healthy place to live - life expectancy is above the national average and early deaths from circulatory diseases and cancer are both lower than the England average. A higher than average percentage of residents has a limiting long term illness which reflects the age profile. The most significant health issue is low levels of physical activity and high levels of adult obesity.
- Is a safe place to live - overall crime has fallen in the last three years and is relatively low.

Further details on the demography of South Holland at: <http://www.sholland.gov.uk/council/performance/District+Facts+and+Figures.htm>

THE CHALLENGES

The economic, social and environmental characteristics of South Holland are strongly influenced by the history and rural nature, settlement pattern and infrastructure of the area. This is what makes the area special for very many people. It also brings challenges which affect all of our communities, some more than others, that we as the district council must address. Although the council is classed as 'excellent' and performing well among the best authorities in the country according to our external auditors, the challenges have become even greater during the recession, including:

- Delivering affordable housing, particularly during the downturn in the housing market.
- Supporting residents through the recession with housing and council tax benefits, housing and homelessness advice, debt counselling and support to the business community to prevent unemployment.
- Encouraging higher value jobs and making strenuous efforts to retain current jobs in the area in the longer term. Higher value jobs will require a more skilled pool of labour, access to further education is an issue.
- Ensuring that those who are responsible for flood defences maintain them and that the long term strategy for flood protection retains confidence and secures continued investment in the area.
- Providing access to good information, services and the facilities which are essential to health, well-being and quality of life.
- Encouraging more active lifestyles and reducing obesity, which are the two biggest health challenges in the area.
- Strengthening understanding and acceptance of people new to the area from around the UK and the EU and also between the younger and older generations, which is commonly referred to as community cohesion.
- Understanding how the decisions we make impact on our different communities, and responding to this appropriately.
- Meeting our financial challenges. We want to continue to maintain services, perform well and balance the council's budget, whilst holding the increase in council tax at 2.55 per cent in 2010/11.

LISTENING, CONSULTING AND ENGAGING: WHAT WE HAVE LEARNED

The priorities for South Holland have remained consistent for a number of years, but we do consult periodically to make sure that they are still right for us. In November 2008 we undertook extensive consultation with a very wide sample of people in South Holland, representing different perspectives – including communities which are considered harder to reach – taking views from over 1,000 people.

Since then, we have had the results from the first National Place Survey (which focused on citizen perceptions), and have continued to be engaged in discussion groups and contact with local communities. What we have learned has influenced the actions within our priority themes, and confirmed that our priorities still address the issues of most local concern.

We were delighted to see that through the Place Survey, our residents placed us top in the country for satisfaction with refuse and recycling collections and also scored us in the top 25% of councils that provide good value for money .

The question was asked of South Holland residents, ‘what areas are of most importance when making somewhere a good place to live?’, and the results, were that most importance is given to:

- affordable decent housing
- clean streets
- low level of crime
- good health services
- good shopping facilities

The provision of affordable, decent homes continues to be addressed though our Affordable Homes priority. Place Survey results show us that satisfaction with the cleanliness of streets and the local area is good in comparison with other areas. Despite crime levels being low in comparison with National statistics, there is a fear of crime largely associated with anti-social behaviour – all of these are part of the Care of our Villages and Towns priority –connected to this is the work that is being done through the Democratic Community Leadership priority on community cohesion, leadership, engagement and involvement.

The Place Survey shows that although satisfaction with local GP services is good, satisfaction with hospital services was less so. Since the survey took place, a new hospital has opened in Pinchbeck, replacing several smaller, older facilities. It remains to be seen if this will have a positive effect on public perceptions. We know that obesity and lack of physical activity is an issue in South Holland for both children and adults, a variety of schemes in our Improving Health through Cultural and Sporting Opportunities priority seek to improve this.

* SPARSE data analysis

The Place Survey also shows that, overall, residents are satisfied with South Holland as a place to live. They are concerned about job prospects and that this is linked to the lack of higher education facilities within the area. This is being addressed through the Secure and Diverse Economy Priority, which also contributes to providing good shopping facilities; for example, the Red Lion Street development.

There is clear dissatisfaction with local public transport facilities and information about them. These are issues in many rural areas and we are working to influence local transport services through our partners - promoting schemes such as Call Connect - and our priority of Improving Access to Services.

We will continue to consult and listen so that we can reflect what we hear through our priorities and plans – you can help keep us informed by completing our online neighbourhood survey.

If you would like to look at the feedback from consultation and surveys that we have done in recent years, follow the link:
<http://www.sholland.gov.uk/council/performance/consultation/>

OUR PRIORITIES – IN SUMMARY

Although the pressure on our finances is greater this year, the priorities which form the core of our plans remain essentially the same. However, because of the harder challenge of balancing the budget, how we maintain our capacity to deliver has become a priority in its own right. In arriving at the priorities, we have taken into account:

- National, regional and sub-regional policy context
- Demographic data and the challenges facing South Holland
- The impact of the recession on our finances
- The views which have been expressed by local people
- The Sustainable Community Strategy for Lincolnshire and South Holland

1. Affordable Homes

We are one of only a handful of local authorities building council properties and we are pleased to be recognised as an authority that is leading in this area. We will continue to build more housing through our Housing Community Interest Company (South Holland Homes), the first of its kind. The situation in the housing market reinforces the need for affordable housing to be a priority. Our focus more than ever will be on delivering this through influence, partnership and innovation.

2. Care of our Villages and Towns

Local people have voted us top in the country for the way we collect refuse and recycling. We will continue to do this every week, clean our streets and look after the environment of our towns and villages. Providing good quality basic services will continue to be core to what we do. However, the focus for improvement in the medium term will be dealing with concerns about nuisance, anti-social behaviour and the perceived lack of things for young people to do. We will continue to develop the way we work with our partners, particularly the police, parish councils and the county youth service, to make sure problems are prevented as far as possible and dealt with when they become an issue.

3. A Secure and Diverse Economy

In the current economic climate it is even more important that we work closely with the county council and other sub-regional and regional partners. This is not only to protect and improve the employment and economic prospects of residents but also to be ready for the end of recession and recovery. We researched and published our new [economic development strategy](#) in 2009. Based on come back from local people and businesses, the focus for this priority will continue to be to on land assembly, key developments and inward investment. We will continue to support the local economy by providing buildings and small industrial units for businesses to locate into and bring higher value jobs into our economy. We will continue to work with the Learning and Skills Council and Further Education providers to improve opportunities for vocational training.

4. Improving Health through Cultural and Sporting Opportunities

The focus for this priority is on delivering health and cohesion outcomes. In order to achieve our ambition for a healthy community, we will encourage active recreation. Our long term vision of providing modern, attractive, fit for purpose leisure facilities remains at the heart of this priority because of the strong relationship with health outcomes, and our [cultural strategy](#) is improving opportunities for leisure and recreation in the area. We will continue to assess our plans for this as and when, economic conditions enable options to be brought forward.

5. Improving Access to Services

Informed communities are empowered because people have the information and services they need to make informed choices. We will continue to improve access to services, focusing on our Customer Services Centre, taking services out to our communities and using new technology to offer alternative ways of connecting with services. Our aim is to make it easy for people to contact us through a variety of channels to suit their lifestyle and circumstances.

6. Democratic Community Leadership

It is imperative that the council places leadership at the heart of everything we do and has a strong voice where there are opportunities to influence decisions made outside South Holland that affect the district. We will continue to make sure that our councillors, who are the elected representatives of their communities, provide clear and accountable leadership within those communities and are supported and equipped to do this. We will build on the success of work in Holbeach and Donington to establish Portfolio Holders of Place across the district. These key figures will be catalysts for action, helping people to influence issues which impact on their life by getting involved in developing plans for their communities.

7. Maintaining our Capacity to Deliver

This has always been very important and we are pleased that the Audit Commission has categorised us as one of the top performing district councils in the country for the way we manage our finances and use our resources. However, the current pressure on finances and our medium term financial forecast has made this a priority in its own right. Estimates for revenue income remain down and cuts are predicted in public expenditure. The focus for attention will be on establishing the merged services with East Lindsey District Council and delivering cash savings through improved efficiency. We will manage our people, partnerships, information and communication technology and other assets to deliver our priorities and the most essential services to agreed standards and performance targets.

OUR THREE CROSS CUTTING THEMES

The following cross cutting themes will influence all that we do in delivering our seven priorities and in other work of the council.

1. Improving Health. The health theme runs through many of our plans and strategies, the overarching priorities are:

- Providing services to promote healthy lives
- Making sure South Holland is a safe and healthy place to live
- Work with others to improve health in South Lincolnshire

“Improving health through cultural and sporting opportunities” is the main thrust of our health improvement work. We also influence health through services such as food safety, pollution control, enforcement activity and working to achieve decent homes in the private sector.

2. Climate Change. The council has developed a Carbon Management Plan to reduce its own use of natural resources and its impact on the environment. We will cut the amount of energy we use in order to meet Local Area Agreement targets on carbon emissions and reduce the amount we spend on energy bills. Within the term of this plan we aim to reduce our CO₂ emissions by 25%.

We also plan to adapt to the effects of climate change such as flood risk, higher temperatures and more extreme weather. This work impacts the way in which we deliver all services. Understanding this and dealing with it is central to our long term plans. We will continue to prepare and plan for the potential impact through Strategic Flood Risk Assessment, the Coastal Strategy and the South Holland local plan and influence the East Midlands Regional Spatial Strategy.

2. Community Cohesion. South Holland has a long history of people moving into the area, including migrant workers, but scores poorly on measures of community integration and cohesion. The Rural Action Zone established a Commission to clarify the vision and the characteristics and nature of a cohesive South Holland and recommend on actions for improving cohesion in the area. The Commission reported in 2008 and, in addition to understanding how our own services can have a positive impact on cohesion, we are working with our partners to implement the recommendations.

[Community Cohesion Policy](#)

OUR CORPORATE VALUES AND BEHAVIOURS

We value our citizens We will conduct our business in an open and accountable way.

We value our customers. We will always listen and treat them courteously and fairly. We will effectively deal with their enquiries, service requests, suggestions and complaints, in accordance with [customer care charter](#)

We value our staff and elected members. We will enable them to do their jobs well.

We value honesty and integrity. We will always tell the truth and our actions will be consistent with these values.

We value the environment in which we live. We will act responsibly towards its future.

We value giving value for money. We will balance the cost, standard and customer view of the services we provide.

OUR COMMITMENT TO EQUALITY

In December 2009 the council attained external accreditation at 'Achieving' status of the Equality Framework for Local Government. This is a national standard that measures how well the council is meeting its legal obligations, and measures how well the council is performing in terms of people's ability to access our services fairly.

The council is committed to eliminating discrimination, and actively promoting equality of opportunity.

Over the period of this plan, we will continue to closely monitor the changing needs of our customers and communities, making our services more inclusive and accessible.

We will:

- Treat everyone fairly, with dignity and respect. This includes elected members, staff, customers and partners.
- Make sure that no unlawful or unfair discrimination takes place on the grounds of gender, marital status, sexual orientation, religion or belief, race, ethnic origin or nationality, disability or age.

OUR PRIORITIES

1. AFFORDABLE HOMES (AH)

Portfolio Leads – Cllr G Porter and Cllr A Puttick

Overview

Good quality housing is important for the wellbeing and stability of any community, it contributes to healthy lifestyles and supports the local economy. Affordable Housing is the top priority for most people because of the security and peace of mind that living in an affordable good quality home can provide. The most recent [housing market assessment](#) (published in 2010) identified a need for an additional 587 affordable homes a year across the district and showed that demand continues to exceed supply.

Despite the recent recession the average house price remains many times the income of the average newly formed household and an increasing number of people are unable to access good quality affordable homes. The recession is also leading to an increase in the number of people with mortgage difficulties, loss of homes and barriers to getting onto the housing ladder, resulting in significant continuing demand for affordable housing.

Our population is growing faster than the national average. As well as demand from new households forming in the district there is housing demand from people wishing to retire to the area and from migrant workers employed in South Holland to support agriculture and businesses. Wages in South Holland are lower than the national average and this makes it increasingly difficult for young people to enter the housing market.

This priority is currently addressed via our [Local Plan](#) policies that give clear guidance on the type, tenure, density and affordability. We have challenging targets for the number of homes to be provided especially in respect of affordable housing. We will therefore use the local plan to continue this approach, whilst also providing a mechanism for those policies to be regularly updated.

The Council has approved the Lincolnshire Housing Strategy and is working with its partners to deliver it. This includes the new Lincolnshire Rural Affordable Housing Partnership.

Retention of a social landlord role further improves our ability to deliver a range of innovative measures for the delivery of affordable, suitable and decent housing. In 2008 we set up our own local housing company with the aim of building more new affordable houses in the most efficient way. We have worked in partnership with neighbouring authorities to understand the sub regional housing market area.

We have identified the needs of Gypsies and Travellers in the district and we are making progress in providing suitable accommodation and services. We have made good progress in improving energy efficiency and all of our housing stock met the decent homes standard in 2010.

Making a difference

Affordable housing has been prioritised because there is clear evidence of need and because this is what people have told us is one of the most important issues for them. Our work on this objective through influence, partnership and innovation will make significant improvements in the following areas:

1. The provision of more high quality affordable housing
2. Providing and improving a high quality social housing landlord role
3. The reduction of homelessness
4. Working effectively with others to enable them to meet the housing needs of the district

Priority Actions and Targets

In the period covered by this corporate plan we will:

AH1. Provide more high quality affordable housing:

- a) Through the local plan we will deliver 435 new affordable houses between April 2010 and March 2013, which includes affordable housing delivered by all providers.
- b) Support our new local housing company 'South Holland Homes'.

AH1. Provide more high quality affordable housing		2010/11 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
PI no.	PI Title						
SDS 003-00	Net additional homes	300	282	350	200	200	(Previously NI 154)
SDS 002-00	No. of affordable homes	135	102	140	80	80	(Previously NI 155)
SDS 024-04	Supply of 'ready to develop' housing sites	120%	104%	120%	100%	100%	(Previously NI 159) Government target is 100% (= five year supply)

AH2. Provide and improve a high quality social housing landlord role:

- a) Maintain the Decent Homes Standard that we achieved in 2010.
- b) Make sure council houses are empty for no more than 17 days when being re-let by 2012.
- c) Improve energy efficiency for houses (as measured by SAP ratings).

AH2. Provide and improve a high quality social housing landlord role		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
PI no.	PI Title						
SDS 005-02	% non-decent council homes	2%	1.02%	0%	0%	0%	(Previously NI 158)
KPI 0901	SAP (Standard Assessment Procedure) rating of the energy efficiency rating of council houses	60.0	65.4	65.0	70.0	70.0	
KPI 0906	Average days taken to re-let council housing	19	18	18	17	17	

AH3. Reduce homelessness:

- a) Meet the Government 2010 target of reducing the number of households in temporary accommodation.
- b) Support people who are threatened with homelessness through initiatives such as rent in advance and bond schemes.

AH3. Reduce homelessness		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
PI no.	PI Title						
SDS 009	No. households living in temporary accommodation	26	23	24	24	24	(Previously NI 156)
KPI 0932	Homelessness preventions per 1000 households	10.2	11.8	10.6	11.0	11.0	

AH4. Work effectively with others to enable them to meet the housing needs of the district:

- a) Further to the delivery of a permanent Gypsy and Traveller site at Holbeach, we will deliver a temporary stopping place at Sutton Bridge and identify a replacement permanent site for Spalding.
- b) Continue to encourage and promote mixed housing developments, based on need, which meet the diverse needs of the community.

- c) Support vulnerable people to retain their independence in their own homes through initiatives such as:
 - The Helping hand scheme.
 - Disabled facilities grants.
 - Floating support and lifeline services.
- d) Review the sheltered housing service in line with the Supporting People Older Peoples' Strategic Review to explore new ways of working to provide support to people irrespective of tenure.
- e) Tackle fuel poverty by improving energy efficiency. We will identify through NI 187 those households with the greatest need and encourage the implementation of improvements through funding initiatives such as the Warm Front Scheme, and the Council Loan Scheme.
- e) Continue to bring empty homes back into use – target is to bring back 20 homes per year from 2011.

AH4. Work effectively with others to enable them to meet the housing needs of the district		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
PI no.	PI Title						
SDS 012	% vulnerable people achieving independent living	68.0%		70.0%	To be set	To be set	(previously NI 141)
SDS 012	% vulnerable people supported	98.0%		98.0%	To be set	To be set	(Previously NI 142)
NI 187a	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating (SAP<35)	18.8%	9.0%	18.6%	18.55%	To be set	
NI 187b	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating (SAP>65)	21.83%	28.0%	22.13%	22.18%	To be set	

AH4. Work effectively with others to enable them to meet the housing needs of the district		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
PI no.	PI Title						
KPI 0501	No. private sector vacant dwellings brought back into use/demolished	85	67	90	20	20	Prior to 2011/12 this performance indicator included the work we did through the Rent In Advance and Deposit Scheme (RIADS). We have now received advice from the government which confirms that we should no longer count RIADS – hence the lower target from 2011/12 onwards.

Plans and Strategies in support of this priority are:

- [Affordable Housing Delivery Plan](#)
- [South Holland Local Plan](#)
- [Lincolnshire Housing Strategy](#) and [SHDC Chapter](#)
- [SHDC Housing Strategy](#)
- [HRA Business Plan](#)
- [Lincolnshire County Homelessness Strategy](#)
- [SHDC Homelessness Strategy](#)
- [SHDC Homelessness Strategy Refresh 2009](#)

CARE OF OUR VILLAGES AND TOWNS (CVT)

Portfolio Leads – Cllr H Johnson, Cllr R Gambba-Jones and Cllr G Taylor

Overview

Most people judge the performance of their council by the cleanliness of their area and the quality of the local environment. Care of villages and towns has been prioritised because it is important to local people to live in a well managed and well maintained environment. Through this priority we will safeguard the special characteristics of our villages and towns, and deliver high quality services that help retain or enhance the unique and individual nature of our communities.

Responding to requests from our residents we have maintained our weekly collections of waste, and expanded our kerbside recycling to cover 100% of the district. This was reflected in our Place Survey results, where we were ranked first^{*}, nationally, for satisfaction with refuse collection. Our Recycling Strategy places an emphasis on waste minimisation and recycling principles which contribute to reductions in energy use and CO2 emissions. We support the principle of home composting, and the campaign to reduce, reuse and recycle.

Climate change is becoming increasingly significant. Reducing carbon emissions, planning for environmental change and being aware of flood danger are beginning to concern the residents of South Holland.

The council is developing a Carbon Management Plan to reduce its own use of natural resources and its impact on the environment. We aim to cut the amount of energy we use in order to meet Local Area Agreement targets on carbon emissions and to reduce the amount we spend on energy bills. A number of projects have already been carried out to help achieve these reductions, and we are continuing to identify further schemes to make more efficiency savings

Our Local Plan establishes the principles of sustainable development and sets out our policy on new development and the use of renewable energy sources.

Our Strategic Flood Risk Assessment is recognised as good practice – it takes into account climate change predictions over 50 years and is designed to inform local businesses and residents of flood risk issues, which alongside the work we are doing with our partners, will increase our resilience to these.

^{*} SPARSE data analysis of Place Survey

Our Place Survey results have told us that there are many concerns about anti-social behaviour and the perceived lack of activities for teenagers. Our community safety partnership works closely with the Police and other partners to deal with these concerns. We want people in South Holland to feel they live in a safer place by tackling the fear of crime and to help people be reassured that they and their property are safe.

We will continue to provide attractive, high quality, accessible green spaces that are well managed, and developed. They will be safe, clean, and maintained in a sustainable way to a high standard, becoming an important element of everyday life, an asset for the community both now and in the future and providing opportunities for healthy activity. In this way, we will help communities to develop pride and ownership of their environment. We will help residents to feel part of the community by getting involved, taking responsibility for the local environment and contributing towards improvements – this is connected to the work we are doing to strengthen local communities through our Democratic Community Leadership priority.

We will continue to take a tough stand against environmental crime such as littering, fly tipping, graffiti and fly-posting, if necessary by issuing fixed penalty notices and taking legal proceedings where there is sufficient evidence to take action. We will take appropriate action against offenders who show lack of respect for our towns and villages.

Making a difference

We expect the actions we are taking to contribute towards improvement in the following ways:

1. Maintaining a good, clean and safe local environment of which people are proud.
2. Reducing our CO² emissions, this will contribute to a reduction in the rate of climate change and lessen the harmful effects such as flood risk.
3. Reducing the fear of crime by having well managed and safe communities.

Priority Actions and Targets

In the period covered by this corporate plan we will:

CVT1. Care for the local environment:

- a) Exceed national standards for street cleaning.
- b) Achieve a 4% reduction in the amount of waste that is sent to landfill by 2013.

CVT1. Care for the local environment		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2112/13 Target	Additional Comment
PI no.	PI Title						
SDS 082-03	Municipal waste land filled	65.0%	66.3%	64.0%	63.0%	62.0%	(Previously NI 193)
SDS 082-01	Residual household waste per household (kgs)	560	506.5	555	550	540	(Previously NI 191)
SDS 082-02	% household waste recycled and composted	35.0%	33.7%	36.0%	37.0%	38.0%	(Previously NI 192)
SDS 079-00	Improved street and environmental cleanliness – fly tipping	Grade 2 - effective	Grade 1 – Very effective	Grade 2 - effective	Grade 2 - effective	Grade 2 - effective	
KPI 0518	Kg of household waste collected per head of population	385	351	375	374	373	
KPI 0519	No. days taken to deal with reports of litter	5	5.1	4	4	4	
KPI 0520	No. days taken to deal with reports of fly posting	4	0	2	2	2	
KPI 0522	No. days taken to deal with reports of graffiti	2	0.8	2	2	2	
KPI 0523	No. days taken to deal with reports of fly tipping	3	4.5	3	3	3	

CVT2. Work on climate change issues:

- b) Set an example through our own operations and provide advice to others to do the same.

CVT2. Work on climate change issues		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2112/13 Target	Additional Comment
PI no.	PI Title						
SDS 067-01	CO2 reduction from LA operations	Reduce emission by 5% from baseline		Reduce emission by a further 7.5% from baseline	To be set	To be set	(Previously NI 185) Baseline will be the reduction in emissions between 2008/09 and 2009/10. Emissions data for 2008/09 = 3,046,269 kg CO2
SDS 160-01	Improved local biodiversity – proportion of local sites where positive conservation management has been or is being implemented	11.4%	78.0%	12.9%	To be set	To be set	(Previously NI 197)
SDS 080-00	Flood and coastal erosion risk management	100%	81%	100%	100%	100%	(Previously NI 189)
NI 194	Level of air quality – reduction in NOx and PM10 emissions through the council's estate and operations	N/A					Baseline will be the reduction in emissions between 2008/09 and 2009/10. Emissions data for 2008/09 = NO _x 6891kg PM ₁₀ 248kg

CVT3. Deal with concerns of anti-social behaviour and community safety:

- a) Respond to complaints of serious anti-social behaviour, such as threats of physical harm, the next working day in partnership with the Police.
- b) Work with partners, through the South Lincolnshire Community Safety Partnership, to deal with nuisance, anti-social behaviour, and the perceived lack of activities for young people.

- c) Communicate better what is being done to address people's concerns and how we are dealing with anti-social behaviour and community safety through Parish Councils, Neighbourhood panels and the media.
- d) Work with the youth council to influence and co-ordinate what is happening with young people.

CVT3. Deal with concerns of anti-social behaviour and community safety		2008/09 Baseline	2009/10 Target	2010/11 Target	2011/12 Target	2112/13 Target	Additional Comment
PI no.	PI Title						
KPI 0527	% serious complaints of ASB received that are responded to the next working day	New for 2010/11		100%	100%	100%	Responses are through joint working with the Police.
KPI 0528	% other complaints of ASB received that are responded to within 5 days.	New for 2010/11		100%	100%	100%	Targets are in line with our service standards.

CVT4. Engage with communities and parishes to develop a sense of community

- a) Develop plans for dealing with local priorities and improving local areas.
- b) Encourage local communities to take on responsibility for services and facilities where this is possible, with appropriate funding.

Plans and Strategies in support of this priority are:

- [Lincolnshire Joint Municipal Waste Management Strategy](#)
- [Recycling Strategy](#)
- [Street Scene Strategy](#)
- [South Lincolnshire Community Safety Partnership](#)

3. A SECURE AND DIVERSE ECONOMY (SDE)

Portfolio Lead – Cllr H Johnson

Overview

The economy is important to the people of South Holland. By focusing our resources to support local businesses and keep them sustainable and commercially viable, the economy of the district has remained robust and reliable. Much of this has been achieved through the statutory planning process as well as our more specific economic development activity. Despite the older age profile of the district, the local economy of South Holland is at the UK average and because of our proactive approach to managing local infrastructure to support businesses, the district had for many years seen full employment.

Prioritising the economic development of South Holland is now especially important because businesses and local people are feeling the effects of the recession. We have seen a significant increase in the levels of unemployment, however we have remained below the national average due to our dependency on agriculture and food processing.

This priority is about securing and improving the economic prospects for residents of South Holland. This is important to employers and employees alike and has been informed through consultation with businesses, our strategic partners and local people and is supported by local, sub-regional and regional analysis and strategic needs assessment.

The most important business sectors for the district are agriculture, horticulture, food production, retailing and short-break tourism. Even though the district is a rural area and the population is one of the sparsest in the East Midlands we have ambitions for the recognition of Spalding as a 'sub regional centre'. Because of the natural features of the land we have a dependency on the food industry and our [Economic Development Strategy](#) * prioritises robust support for this sector. The contribution of the agricultural economy of South Holland is important regionally and nationally for the production and distribution of high quality produce and 20% of all the UK's food passes through South Holland.

Using our Local Plan we will continue to focus on providing employment land across the district and actions that will support sustainable growth, developing buildings for businesses to locate into and creating the conditions for good business growth through, for example, town centre management. We will encourage the local economy to diversify and so generate quality jobs for local people. We will broaden the employment base by stimulating secure and diverse employment opportunities and by making South Holland an attractive place for both employers and employees. We will help to make sure that people who wish to start their own businesses are put in contact with agencies that can help them such as our partners Business Link.

In support of the local economy we are developing the way we trade with local business to make sure that doing business with us is easy, that invoices are paid on time and that transaction costs are low. A priority for our sustainable procurement strategy is to embrace socially responsible procurement, engaging with local and regional suppliers to promote the local economy.

Young people do well at school in South Holland: 67% of pupils achieved 5 or more GCSEs grade A to C against a county average of 66% and a national average of 58%. It is understood that a significant disincentive to young people undertaking training or education is the time taken to commute to training premises.

The 2009 Business Survey asked companies about filling vacancies with suitable staff. Over the last 12 months 85% of businesses had had no difficulty in filling vacancies, only 8% of respondents raised lack of qualifications as an issue with 9% raising lack of experience. 78% of respondents offer training to staff and 53% of these use external trainers in some form. 22% of respondents stated that a lack of local training resources is a barrier to their business improving. This information suggests that there is not a large latent demand from businesses for staff with additional qualifications and the supply and demand for qualified staff is largely in balance.

Clearly if the Council's aim of increasing the percentage of the population with higher level qualifications working in the district is to be achieved this balance has to be altered and this suggests that one of the priorities within the Economic Development strategy of diversifying the business base is correct. This will require that if the demand for higher qualified staff increases then colleges will need to be flexible to meet any requirement. There is evidence that this already happens, a recent major investor had a requirement for a large number of skilled butchers and meat processors, Holbeach campus was able to provide the requisite training at relatively short notice and help meet the demand. The requirement for this flexibility also suggests that the council's priority of providing an FE facility within the district is also correct.

Making a difference

We expect the actions we are taking to contribute towards improvement in the following ways:

1. Supporting the diversification of our local economy.
2. Improving the economic vitality of local businesses.
3. Increasing opportunities for people to improve their own economic prospects.

Priority Actions

In the period covered by this corporate plan we will:

SDE1. Help create an environment in which new businesses can start and existing businesses can grow

- a) Ensure that there is a range of suitable land and premises available for business start-up, relocation and expansion through the planning process and work with the Local Plan to deliver this
- b) Work closely with partners to provide specialist business and start -up advice and support, for existing and potential inward locating businesses

c) Develop the Red Lion Street project including Boston College's FE facility.

SDE1. Help create an environment in which new businesses can start and existing businesses can grow		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
PI no.	PI Title						
KPI 0629	Directly provide 25,000 sq. ft. of new employment space	New for 2010/11		10,000 sq. ft.	10,000 sq. ft.	0	These have been lifted from the Economic Development Strategy
KPI 0630	Create 40 new jobs within that space	New for 2010/11		5	25	10	These have been lifted from the Economic Development Strategy
KPI 0631	Working with the private sector to facilitate the creation of 500 new jobs between 2010 and 2015	New for 2010/11		50	150	100	These have been lifted from the Economic Development Strategy
KPI 0632	Working with both public and private sectors to facilitate the development of 30 hectares of employment land	New for 2010/11		1 hectare	4 hectares	10 hectares	These have been lifted from the Economic Development Strategy
KPI 0633	No. of full-time/part-time students at Red Lion St	New for 2010/11		N/A	100/300	100/1,000	These have been lifted from the Economic Development Strategy
KPI 0933	% SHDC owned industrial units let	90.0%	92.3%	95.0%	95.0%	95.0%	
KPI 0934	Occupancy rates at Crease Drove units	New for 2010/11		3/7	6/7	7/7	These have been lifted from the Economic Development Strategy
KPI 0935	Occupancy rates –managed office space at Red Lion St	New for 2010/11		N/A	60.0%	70.0%	These have been lifted from the Economic Development Strategy

SDE2. Generate a high quality of life so that people will want to both live and work in the district.

a) Support partners with the integration of migrant workers into local communities

- b) Improve the appearance of significant buildings in conservation areas, through the 'Partnership Scheme in Conservation Areas' grant scheme we will deliver two buildings a year, in partnership with English Heritage to improve town centres.

SDE2. Generate a high quality of life so that people will want to both live and work in the district.		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
PI no.	PI Title						
KPI 1110	No. of significant buildings in conservation areas and other centres that have had their appearance improved	5	5	2	2	2	Targets reduced due to funding limitations.

SDE3. Work with partners to tackle issues holding back economic growth and minimise the impact of the recession.

- a) Lobby effectively for funding support to deliver additional opportunities within South Holland.
 b) Strengthen partnership working locally in terms of business to business networking.
 c) Work with partners on benefit take-up campaigns, debt counselling through the Citizens Advice bureaux and redundancy advice and help.

SDE3. Work with partners to tackle issues holding back economic growth and minimise the impact of the recession		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
PI no.	PI Title						
KPI 0625	Unemployment in South Holland	1683	1778	1600	1450	1250	
KPI 0626	No. of notified vacancies at Spalding Job Centre	175	171	180	200	200	

Plans and Strategies in support of this priority are:

- [Economic Development Strategy](#)

4. IMPROVING HEALTH THROUGH CULTURAL AND SPORTING OPPORTUNITIES (IH)

Portfolio Leads – Cllr N Worth, Cllr A Puttick and Cllr G Taylor

Overview

Cultural services including sports, arts, play, heritage and special events help to make the area attractive to local people and employers. The importance of culture and healthy activity in people's everyday lives is clearly recognised nationally, regionally and locally.

Active participation can directly benefit health and skills, promote higher self-esteem and raise aspirations. Indirectly issues such as anti-social behaviour, employment and social cohesion can be improved.

The health of people in South Holland is generally better than the average for England for many indicators. For example, life expectancy is above average and early deaths from circulatory diseases, cancer and smoking, are all lower than the average, as are teenage pregnancy rates.

Children are more physically active in South Holland with 94.7% of 5 to 16 year olds spending at least two hours per week on high quality PE and sport in compared with the average of 90%. We have also seen a significant improvement in the proportion of physically active adults. In the Active People Survey by Sport England – three sessions of moderate intensity sport of 30 minutes – the results were 11.9% in 2007/08, 16.4% in 2008/09 and 13.5% in 2009/10.

Despite the increase in the amount of physical activity, and the fact that the proportion of healthy eating adults is also higher than average, South Holland continues to have high levels of obesity. Obesity in adults is higher at 28.2% compared to the average 23.6%, and obesity in children is also higher at 13.5% of children in reception year being classed as obese compared to the average of 9.6%. Associated with this are high levels of people diagnosed with diabetes, 5.6% against an average of 4.1%.

When it comes to improving opportunity and participation we are faced with three challenges. Firstly, leisure provision is concentrated in Spalding and Long Sutton and we will increase opportunities for participation in activities across the district by taking activities out to villages such as through the mobile gym or the mobile cinema. Secondly, the main sports centre in Spalding is over thirty years old and in need of significant investment. Thirdly, people do not feel they have sufficient parks and open spaces.

The Local plan contains policies for the provision of public open space on new developments. However, there continues to be a deficit of open space for non-formal leisure use in a number of our towns. We will therefore use the local plan to seek ways of reducing this deficit and where appropriate enhancing existing public open space across South Holland.

The aim of building new leisure facilities in the Spalding area along with improved access to facilities throughout the district remains a key part of this priority because of the strong relationship with health outcomes.

Making a difference

Cultural, sports and health opportunities have been prioritised in order to improve health and quality of life in the district and strengthen community cohesion. We expect the actions we are taking to contribute towards improvement in the following:

1. Improving health and quality of life
2. Increasing opportunity for participation in sporting and cultural activity
3. Building community cohesion
4. Reducing low level anti-social behaviour of unengaged youth

Priority Actions and Tables

In the period covered by this corporate plan we will:

IH1. Promote healthy lifestyles

- a) Promote healthy lifestyles by using health trainers and emphasising the benefits of healthy eating, sourcing local foods and safe cooking.
- b) Use the local plan to deliver additional areas of informal open space, or seek to enhance those that already exist, if more appropriate.
- c) Use the local plan to provide informal public open space within new developments of the appropriate size.

IH1. Promote healthy lifestyles		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
NI no.	NI Title						
KPI 1112	% qualifying new developments that have provided 14% of open space	New for 2010/11		100%	100%	100%	

IH2. Increase opportunities for participation in sporting and cultural activities

- a) Further develop the business case for new leisure facilities.
- b) Support healthy activities for children, and young people, through initiatives such as:
 - o Fit Kidz
 - o Play Rangers
 - o SPART

- c) Provide outreach programmes across the whole of the district especially in the most rural villages.
- d) Increase participation at our major sporting and cultural facilities.
- e) Support the development and regeneration of the cultural infrastructure in South Holland with a specific focus on the South Holland Centre and Ayscoughfee Hall.

IH2. Increase opportunities for participation in sporting and cultural activities		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
NI no.	NI Title						
NI 8	Adult participation in sport	19.4%	16.4%	20.7%	To be set	To be set	
KPI 0602	Visitors to Ayscoughfee Hall Museum	30,250	23,223	132,800	135000	140000	
KPI 0607	Visitors to South Holland Centre	155,000	144,061	136,000	140000	140000	
KPI 0608a	Visitors to Castle Sports Centre – Dry Side	132,000	137,882	101,500	85000	85000	
KPI 0608b	Visitors to Castle Sports Centre – Wet Side	148,000	144,121	20.7%	To be set	To be set	
KPI 0609	Visitors to Peele Leisure Centre	116,000	96,381	22,500	22,500	22,500	

IH3. Understand and meet the changing cultural needs of the population of South Holland to support community cohesion.

- b) Maintain and progress our standard through the Equality Framework for Local Government (EFLG).
- c) Continue to review and revise statistical information in relation to community need.

Plans and Strategies in support of this priority are:

- [Cultural Strategy](#)
- [Community Cohesion Policy](#)
- Lincolnshire Cultural Strategy

5. IMPROVING ACCESS TO SERVICES (AS)

Portfolio Leads – Cllr G Porter and Cllr P Espin

Overview

We are committed to providing a high standard of customer service to all our citizens, visitors, businesses and partnership organisations. We believe that all our customers have the right to expect the best possible standards of personal service from us and should be treated with equal respect and listened and responded to in a manner which is polite, helpful and timely. Our aim is to provide easy access to our services in a customer focused way, providing excellent value for money and exceeding the expectations of customers and stakeholders, thereby reducing the need for people to contact us unnecessarily.

We live in a time when people lead busy lives, household budgets are being squeezed and travel costs are increasing. The geography of South Holland and its transport infrastructure make it difficult for some people to access our services, particularly the more vulnerable or less mobile members of society and those who work. Getting to the council offices is not a choice or a preference for many. However, just over half of South Holland's residents have home internet access and computing costs continue to reduce year on year.

Improving access to services means making it easier for people to contact us by whatever method they choose to suit different lifestyles and circumstances. A key part of our strategy is to harness the opportunities which new technology offers to increase the range of channels and the speed, ease and convenience of access. Partnership offers alternative and more seamless ways of working. We have also considered the needs of our diverse community, both in terms of the languages in which we offer services, the differing requirements of some of our older population and reaching out in a joined up way to vulnerable people who are not aware that we can help them.

Making a difference

We expect the actions we are taking to contribute towards improvement in the following ways:

1. Increasing customer satisfaction
2. Communicating well with our citizens so that they have the information they need to make informed choices and are well informed about the council, its services, how to contact their elected Councillor and how to make a complaint
3. Increasing access to all our services, including access by public transport, expanding our services into communities across the district, increasing web accessibility and the number of services available on-line and increasing the number of services provided jointly with partners

Priority Actions and Targets

In the period covered by this corporate plan we will:

AS1 - Improve customer satisfaction

AS1 - Improve customer satisfaction		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
These figures are provided by our partner organisation: Compass Point Business Services (East Coast) Ltd							
KPI no.	KPI Title						
KPI 0407	% incoming phone calls to switchboard answered in 15 seconds	85.0%	73.9%	87.0%	89.0%	89.0%	The target will be reviewed as part of the merged services work
KPI 0408	% incoming phone calls to switchboard abandoned by customers	2.5%	4.8%	2.0%	1.5%	1.5%	The target will be reviewed as part of the merged services work
KPI 0409	% incoming phone calls to customer services abandoned by customers	5.0%	10.6%	4.5%	4.0%	4.0 %	The target will be reviewed as part of the merged services work
KPI 0410	% incoming phone calls to contact centre answered in 30 seconds	70.0%	54.5%	70.0%	70.0%	70.0%	The target will be reviewed as part of the merged services work
KPI 0411	Average waiting time for Priory Road face to face customers	11 mins	10.6 mins	10 mins	10 mins	8 mins	The target will be reviewed as part of the merged services work

AS2 - Improve communication

- a) Determine and/or clarify service standards across all services to ensure that our customers know what they can expect.
- b) Use South Holland Now to advertise our services to get feedback.
- c) Evaluate our webcasting of meetings and decide future role out.

AS3 - Increase access to all our services

- a) Review the viability of the Long Sutton Market House as a customer access point and consider available alternatives such as Long Sutton Library.
- b) Evaluate use of customer information kiosks in libraries at Donington, Crowland and Holbeach and determine future role out.

AS3 - Increase access to all our services		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
KPI no.	KPI Title						
KPI 0307	Total web user sessions	238,500	252,545	274,300	315,500	362,800	Web strategy provides for annual increase of 15%
KPI 0308	Website uptime	98.0%	99.6%	98.5%	99.0%	99.0%	
KPI 0905	% LA buildings open to the public in which all areas are suitable for and accessible to people with disabilities	100%	100%	100%	100%	100%	

Plans and Strategies in support of this priority are:

- [Customer Access Strategy](#)
- [ICT Strategy](#)
- [Generic Equality Scheme](#)

6. DEMOCRATIC COMMUNITY LEADERSHIP (DCL)

Portfolio Lead – Cllr P Espin and Cllr G Taylor

Overview

People tell us they want local public services to listen to and act on their concerns. This includes working better with the county council, the police and parish councils to be more responsive and make better use of our collective resources. The context for this is the national agenda for empowerment and place-shaping. Place shaping is using influence and power to promote the well-being of a community and its citizens. It is also set in the context of the long term vision for Lincolnshire and South Holland to 2030.

Lincolnshire is a large rural county with several tiers of local government. As elected representatives, councillors must be accountable to their communities and active within them. All councillors should be equipped and supported, to lead and empower through their direct involvement and influence with others. We want to transfer services and facilities to communities, with funding, so that they have greater influence. This aspect of Democratic Community Leadership links closely with the Care of our Villages and Towns priority, action 4: engage with communities and parishes. District and Parish Councillors are best placed to do this; close enough to their local communities to lead community planning processes, with access to resources and, better still, the necessary contacts to bring in even more resources to get things done.

Democratic Community Leadership is about making sure that elected district councillors are involved at the centre of decision-making in local communities. The Council has adopted an approach to working with local communities and Parish Councils which is being called the Portfolio Holder of Place. This involves giving Cabinet portfolio holders a geographical area of responsibility. The portfolio holders will work with and liaise with other elected members who represent these areas both district and county.

It is also about making sure they are able to influence unelected policy-making and funding bodies for the benefit of South Holland. A number of unelected bodies make policy and funding decisions on important matters such as housing, health, economic development, land planning, flood protection and the environment but are not accountable to local people. Some of our Councillors sit on these bodies to represent local government. These Councillors need to be a well-informed, strong, democratically elected voice. In addition to this, our internal scrutiny processes must ensure that the council's policies are sensible and results are being delivered as promised. This priority is about strengthening the role of district Councillors and supporting them in their work.

In addition, we want to engage better with young people through the Youth Council to make sure that we pay attention to the needs of the next generation

Making a difference

We expect the actions we are taking to contribute towards improvement in the following ways:

1. Strengthen local communities, through enabling members to take a more leading role, so that:
 - a. More people know how to get involved in local decision making and /or feel they can influence decisions in their local area
 - b. More people feel that local public services act on the concerns of local residents
 - c. There is more active participation by local people within their local area
2. Elected Councillors who are well informed, trained and supported in their role
3. More effective scrutiny role

Priority Actions and Targets

In the period covered by this corporate plan we will:

DCL1. Strengthen local communities, through enabling members to take a more leading role

- c) Continue to work with Parish Councils and local communities.

DCL2. Improve training and support for Members (i.e. district councillors)

- a) Assess the training needs of Members and tailor the member development programme to the identified needs.
- b) Make sure Members are sufficiently briefed to provide a well-informed, strong, democratically elected voice.
- c) Provide each Member with a detailed ward profile and ongoing ward information.

DCL2. Improve training and support for Members		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
NI no.	NI Title						
KPI 0309	No. of Ward profiles updated in the last 12 months	18	18	18	18	18	
KPI 0311	% members with PDRs	New for 2010/11		60.0%	60.0%	75.0%	
KPI 0312	% members who felt their understanding of the subject had improved as a result of regulatory training	New for 2010/11		75.0%	80.0%	85.0%	To be measured as the % respondents to a survey of all 37 members of the Council in February 2011

DCL2. Improve training and support for Members		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
NI no.	NI Title						
KPI 0313	% members who felt their understanding of the subject had improved as a result of non-regulatory training	New for 2010/11		75.0%	80.0%	85.0%	To be measured as the % respondents to a survey of all 37 members of the Council in February 2011
KPI 0314	% of members who felt regulatory training had enhanced their appreciation and understanding of their role	New for 2010/11		75.0%	80.0%	85.0%	To be measured as the % respondents to a survey of all 37 members of the Council in February 2011
KPI 0315	% of members who felt non-regulatory training had enhanced their appreciation and understanding of their role	New for 2010/11		75.0%	80.0%	85.0%	To be measured as the % respondents to a survey of all 37 members of the Council in February 2011

DCL3. Develop the role and influence of scrutiny

a) Deliver the O&S improvement plan (note; the following PIs and targets are being set without a baseline and are therefore 'aspirational'. They take into account the likelihood of having new members on the council after the local elections in May 2011).

DCL3. Develop the role and influence of scrutiny		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
NI no.	NI Title						
Proposed measures for member perceptions of O&S, to be reported at PMP in Feb 2010.							
KPI 0316	% members who strongly agree that they understand the O&S process	New for 2010/11		75%	65%	75%	To be measured as the % respondents to a survey of all 37 members of the Council in February 2011.
KPI 0317	% members who strongly agree the panel/task group structure works well	New for 2010/11		75%	65%	75%	To be measured as the % respondents to a survey of all 37 members of the

DCL3. Develop the role and influence of scrutiny		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
NI no.	NI Title						
							Council in February 2011
KPI 0318	% members who strongly agree that O&S holds Cabinet to account	New for 2010/11		75%	65%	75%	To be measured as the % respondents to a survey of all 37 members of the Council in February 2011

Plans and Strategies in support of this priority are:

- [Community Engagement Strategy](#)
- [Community Cohesion Policy](#)

7. MAINTAINING OUR CAPACITY TO DELIVER (CD)

Portfolio Leads – Cllr P Przyszlak and Cllr P Espin

Making a difference

Our capacity to make a difference for the people of South Holland comes from our elected Members, staff, systems and partnerships.

Responding to the recession, we need to make sure that our support services and their underlying strategies continue to be sound, to enable effective delivery, and are as lean as possible making sure resources are focused on our frontline services.

Priority Actions

In the period covered by this corporate plan we will:

CD1. Manage our finances:

- Plan our finances effectively to deliver our priorities and secure sound financial health.
- Have a sound understanding of our costs and performance so that we achieve efficiencies in our activities.
- Ensure our reporting is timely, reliable and meets the needs of our users.

CD1. Manage our finances		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
These figures are provided by our partner organisation: Compass Point Business Services (East Coast) Ltd							
NI no.	NI Title						
KPI 0702	% council tax collected	98.5%	98.0%	98.3%	98.5%	98.5%	
KPI 0703	% business rates collected	99.4%	98.7%	99.1%	99.2%	99.3%	
KPI 0902	LA rent collection and arrears, proportion of rent collected	99.5%	99.1%	99.5%	99.5%	99.5%	

CD2. Govern our business:

- Commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money.
- Produce relevant and reliable data and information to support our decision making and manage our performance.

- Promote and demonstrate the principles and values of good governance.
- Manage our risks and maintain a sound system of internal control.

Specifically we will:

- b) Implement the actions in the Improvement Plan.

CD3. Manage our resources:

- Make effective use of natural resources.
- Manage our assets effectively to deliver our priorities and meet our service needs.
- Organise and develop our workforce to support the achievement of our priorities.

Specifically we will:

- c) Implement our Carbon Management Plan, reducing our CO2 emissions by 25% within the next five years
- d) Continue implementing our Asset Management Plan.
- e) In line with our Workforce Strategy effectively manage sickness absence.

CD3. Manage our resources		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
NI no.	NI Title						
SDS 067-01	CO2 reduction from LA operations	Reduce emission by 5% from baseline		Reduce emission by a further 7.5% from baseline	To be set	To be set	(Previously NI185) Baseline will be the reduction in emissions between 2008/09 and 2009/10. Emissions data for 2008/09 = 3,046,269 kg CO2
NI 194	Level of air quality – reduction in NOx and PM10 emissions through the council's estate and operations	N/A					Baseline will be the reduction in emissions between 2008/09 and 2009/10. Emissions data for 2008/09 = NOx 6891kg PM10 248kg
KPI 1001a	Sickness absence – no. of days/shifts lost per FTE to short term sickness	3.9	4.4	3.9	3.9	3.9	These figures are provided by our partner organisation: Compass Point Business

KPI 1001b	Sickness absence – no. of days/shifts lost per FTE to long term sickness	4.5	5.4	4.5	4.5	4.5	Services (East Coast) Ltd
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CD4. Manage our performance and improvement:

Through our performance management systems we will ensure that:

- Services are being delivered and are working effectively.
- Actions that contribute to our priorities are being delivered and managed effectively.
- Our partnerships are delivering their responsibilities.

CD4. Manage our performance		2009/10 Target	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target	Additional Comment
NI no.	NI Title						
SDS 146-00	Time taken to process housing/council tax benefit claims (in days)	14.5	13.5	13.0	12.5	12.0	(Previously NI 181) Targets are likely to vary as part of merged services plans being made with ELDC

Plans and Strategies in support of this priority are:

- ICT Strategy
- Value For Money and Efficiency Strategy
- Workforce plan
- Improvement Plan

Resourcing this Corporate Plan

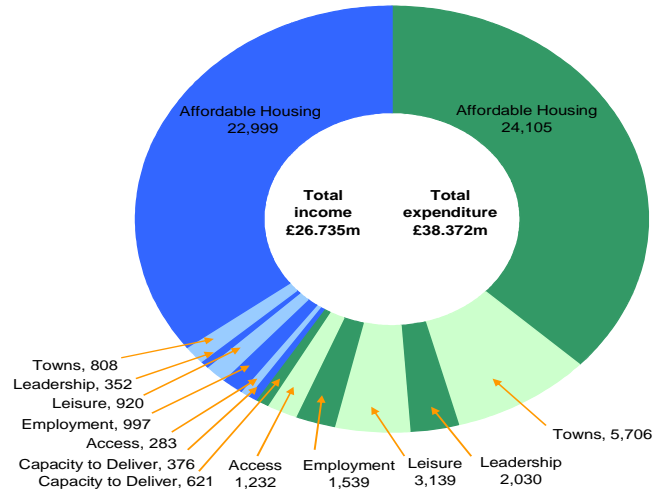
Our [Medium Term Financial Strategy](#) for 2010-15 is written for the purpose of delivering the vision of South Holland as a thriving, living and working rural community. It looks at the short to medium term and also prepares for longer term financial stability. The financial strategy makes the link between our aims and ambitions, as set out in this Corporate Plan, and the cost of doing this, which is set out in our medium term financial plan. There is increasing uncertainty about future Government funding and we will face some key challenges over the period of the plan. In this context, we will:

1. Manage a budget process that continues to direct and focus our financial resources on our corporate priorities
2. Adopt a corporate approach to business planning and budget preparation
3. Use sound modern financial systems, procedures and principles and promote electronic record keeping and approval processes.
4. Integrate financial reporting within corporate reporting systems
5. Ensure that there is a rigorous scrutiny of draft budgets and engage with the public, businesses and other stakeholders at key stages in the financial planning process
6. Maintain balances and reserves that will provide for known risks and liabilities and provide capacity for managing peaks in expenditure
7. Operate strategies on capital and external funding that support our corporate objectives
8. Undertake a risk assessment of material items of income and expenditure and report on this to members as part of the budget setting process
9. Use our resources to deliver value for money and improved, sustainable outcomes for local people
10. Set targets for service trading accounts and take effective action if we fail to achieve these
11. Aim for a zero balance on the Collection Fund
12. Lobby to ensure that the needs of South Holland are recognised and incorporated into funding mechanisms
13. Support the Local Authority Business Growth Incentive and successor scheme rewards by encouraging economic development and vice-versa
14. Prepare robust and realistic income, expenditure and resource plans for the next five years
15. Maximise income opportunities and collection
16. Promote take-up of benefits and reliefs
17. Support the area and its people during this current economic downturn

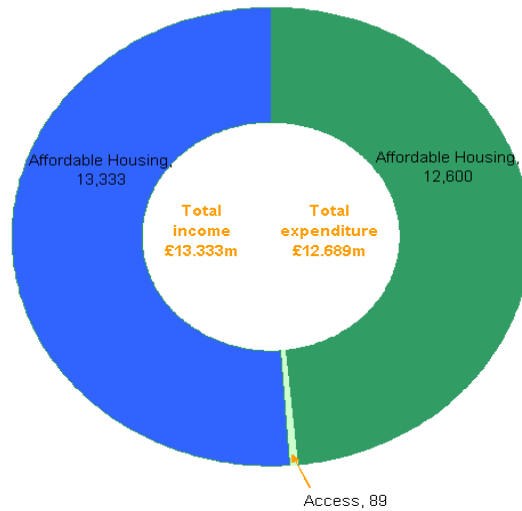
Allocating Resources to Priorities

The following charts show how our General Fund and Housing Revenue Account income and expenditure budgets support the delivery of corporate priorities.

General Fund Gross Income and Expenditure linked to priorities 2010/11 (£000's)

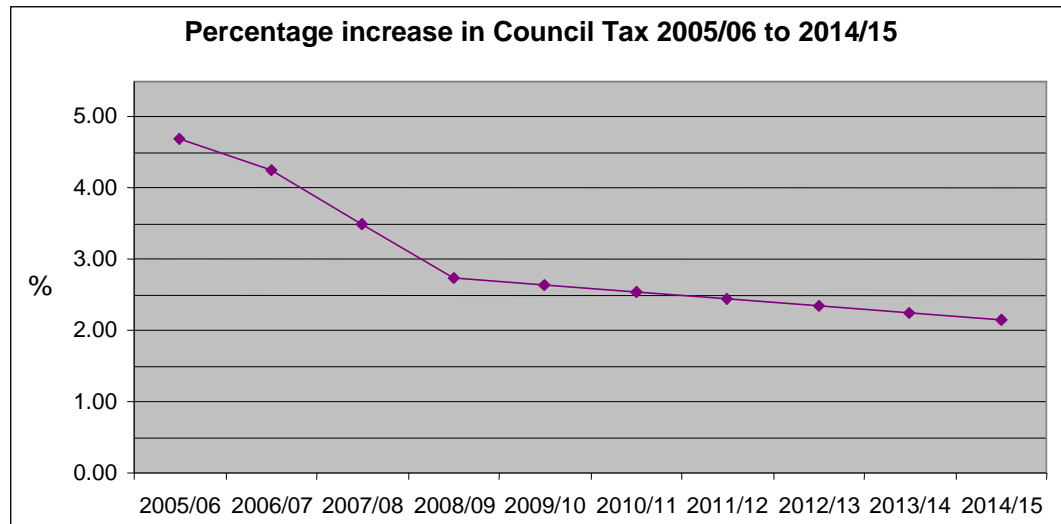


HRA Gross Income and Expenditure linked to priorities 2010/11 (£000's)



Council Tax

Our policy is to keep council tax increases down. Year on year we have reduced the amount by which our portion of the total council tax we collect has risen. In 2010/11 we will do so again.



Value for Money and Efficiency

The financial environment in which we will be operating over the next 5 years is expected to be very challenging, yet many basic services will need to continue to be delivered and expectations will remain high. We need to reduce costs where we can and make our resources go even further. To help us to manage this, we have put in place a new and more rigorous [Efficiency and Value for Money \(VFM\) Strategy](#). The strategy has eight strands, which are linked to maintaining our capacity to deliver:

1. Reviewing and controlling the establishment to maximise its productive capacity
2. Reducing waste, including things that waste time and/or resources
3. Pursuing VFM
4. Greater use of technology
5. More effective procurement
6. More effective use of assets
7. Working in partnership with other public sector organisations
8. Carbon reduction (use of natural resources)

Some of the key projects in the VFM and Efficiency Strategy are:

- The merged services project with East Lindsey District Council
- Market testing of grounds maintenance, the Construction Services Unit and Planning
- Renewal of the insurance contract
- Reviews within Community and Economic Development encompassing reducing senior management costs, and the costs associated with Ayscoughfee museum and sports development
- 'Lean systems' thinking service reviews
- Review of market provision

“South Holland District Council’s Efficiency and VFM Strategy is to achieve an annual efficiency gain equal to 4.0% of the authority’s budgeted expenditure in 2010-11- 2014/15, compared to 3.0% in 2009-2010 and 2.5% in 2008-09. All of this gain is required to be cashable efficiencies”.

Our traditional approach to VFM changed in 2009 with the focus on the shared services agenda. The strategy now includes merged services, the climate change strategy and Sustainable Community Strategy-Theme 6 'Organisations working Together for Lincolnshire'

Environmental Accounting

Climate change and sustainability are amongst the key issues for 2009 and beyond. Organisations need to realise that by managing carbon, efficiencies and savings can be made as well as having a positive effect on the environment and natural resources.

The council has developed and written a draft Carbon Management plan to reduce its own use of natural resources and its impact on the environment. We will cut the amount of energy we use in order to meet the Local Area Agreement targets on carbon emissions and reduce the amount we spend on energy bills. It is important that sustainability is integrated into long term decision making. The role of the accountant is important in managing new sustainability long term projects.

The Finance team can make a difference by providing management information and intelligence, to influence strategic decision making and long term plans. This work impacts on the way in which we deliver all services. We can also help to prepare business cases helping with the investment appraisal process and bidding for new funds. Other disciplines where accountancy can assist include whole life costing, sustainability reporting, performance measurement and cost benefit analysis.

Areas where Finance will be involved in 2010/11

- Sustainability reporting
- Capital project appraisal
- Whole life costing
- Bidding for new funds
- Management reporting
- Preparing business cases
- Performance reporting key performance indicators
- Data: measuring the difference and benefit
- Measuring project performance
- Carbon footprint calculations

At South Holland we aim to be proactive rather than reactive to increasing energy costs. Delivering long term value for money and efficiencies is a corporate goal. However, our latest VFM strategy will make sure that tackling climate change and delivering efficiencies are not considered in isolation of each other.

South Holland Homes

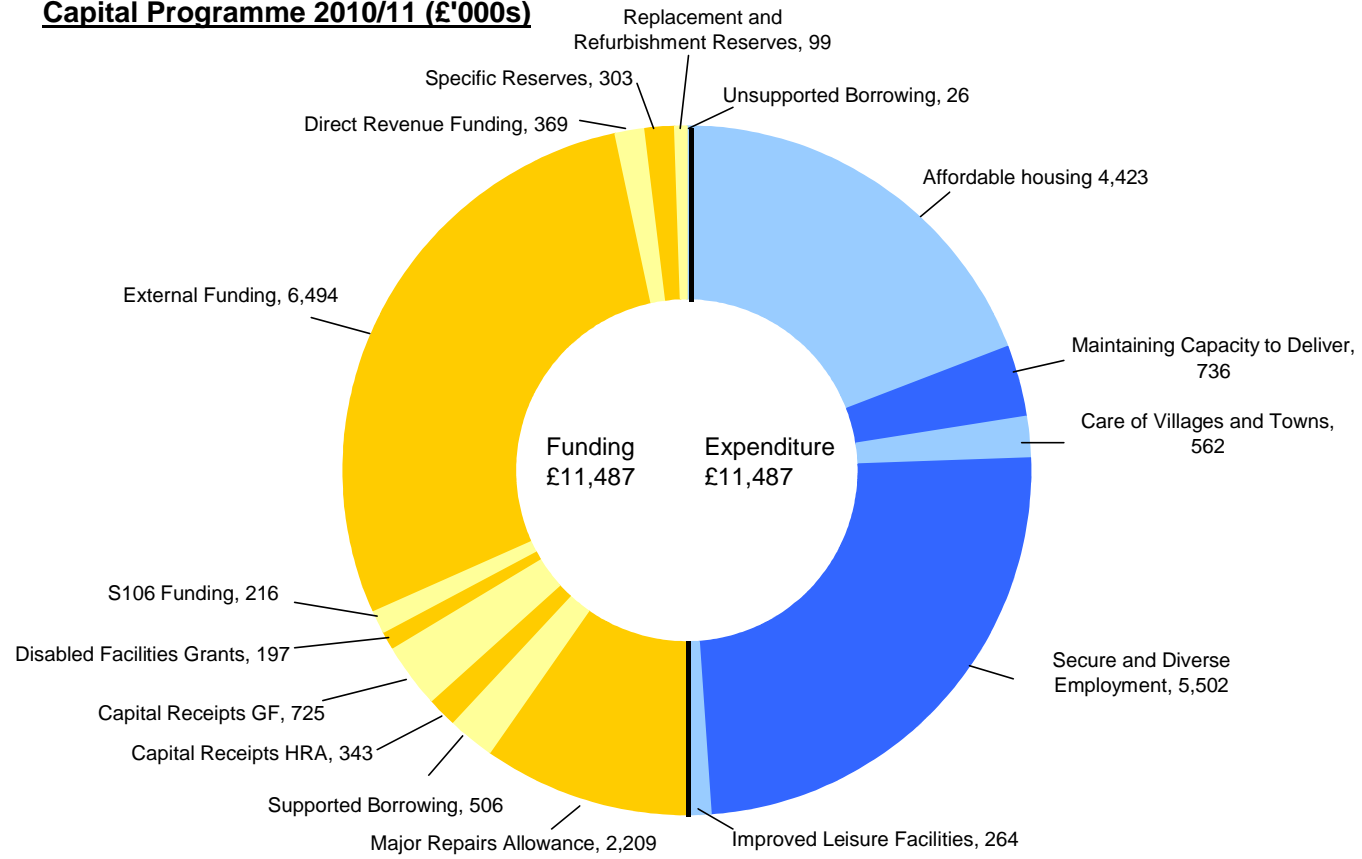
The council will continue to invest in the delivery of affordable housing through its new housing company.

Capital Expenditure

The council's [Capital Strategy](#) represents our investment in the future of the district. We have a planned programme of £24.8m over the next five years. We review all funding opportunities so that we can decide how much we can afford to allocate to corporate priorities. This is particularly important as we are drawing upon reserves and using receipts from the sale of our assets

The following chart shows our capital expenditure for 2010/11 against priorities and how this is funded.

Capital Programme 2010/11 (£'000s)



Managing performance and Risk:

Our integrated planning framework ties together our corporate priorities and business plans and links these through to individual objectives and performance reviews. A monthly 'dashboard' of measures gives us the ability to monitor performance on our priorities and main areas for improvement. These are reported to the senior management team monthly, along with risks and emerging issues. Performance issues are discussed with Portfolio Holders every month and formal quarterly reports are presented to Cabinet and Scrutiny. See the [Performance Section](#) on our website.

The key risks to delivering the priorities set out in this plan have been identified and assessed. Systems of control are in place to make sure that they are being managed to reduce the likelihood and minimise the impact.

Events and emerging issues will impact on our corporate and financial strategy. It is important to look ahead, mitigate the likely impact and anticipate and maximise opportunities as they present themselves, which might be:

- Political
- Economic
- Social
- Technology related
- Legislative/ Regulatory
- Environmental
- Partnership/ Contractual

Our risk management policy governs the way we approach the management of all risks; operational, corporate and strategic. In 2010, we installed new performance software that make it possible for risk management to be fully integrated into performance management. Doing this will;

- Make sure that we identify the risks associated with delivering our priorities and manage them as part of performance management
- Strengthen our financial and resource planning processes

Our aim is to continue to improve its Risk Maturity score, deliver cost effective services and maintain its position as an 'Excellent' local authority.