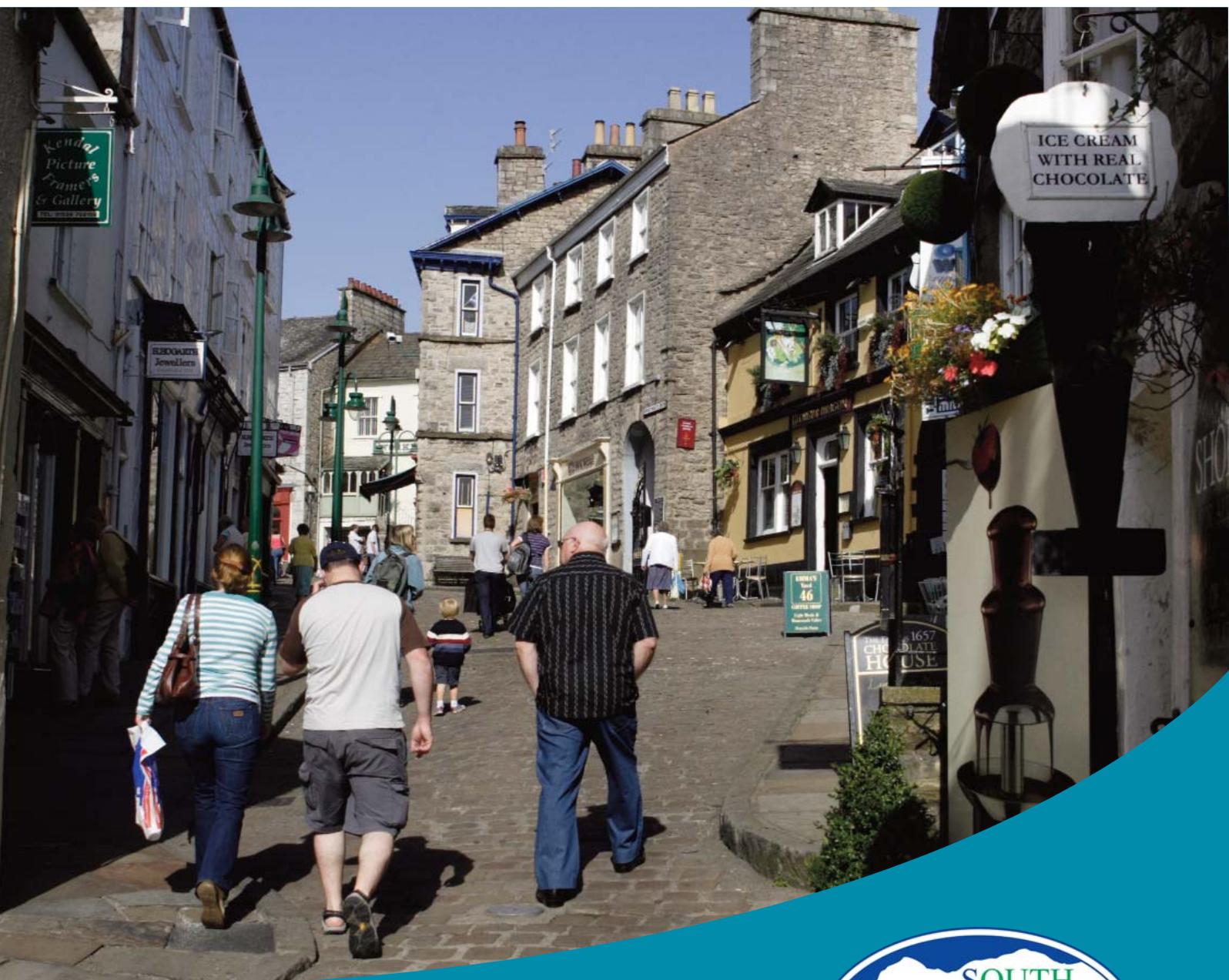


2009 – 2010 Annual Report

South Lakeland District Council
including our

2010 – 2013 Corporate Plan

South Lakeland the best place to live, work and visit...



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RECYCLE

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South Lakes
Direct

NEIGH
08



Kirkby Lonsdale market town



A peaceful moment at Grasmere

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Councillor Brendan Jameson



Thriving Kendal town centre

1. Foreword by Councillor Brendan Jameson Leader of the council

I am delighted to be able to introduce South Lakeland District Council's combined Annual Report and Corporate plan for 2010-13. This document sets out a challenging programme of improvement over the next three years, and the targets we are committing to meet in each area of work, as part of our ambition to make South Lakeland a great place to Live, Work and Visit.

We look back at the highlights for 2009/10 and also how we continue to improve and build on what we have achieved so far.

Building on what works well

The past year has given us a good foundation to build upon. The independent Audit Commission gives the council two out of a possible four stars and says we are making good progress. We continue to build on the work undertaken over the last few years to improve the Council's ability to deliver, commission and enable the right services for people who live, work and visit South Lakeland. The new corporate planning process is about creating a new way of working, making sure that the key priorities of the Council inform everything we do on a daily basis.

Being clear

In this new Corporate Plan, we have set out the priorities for South Lakeland and what we will achieve, the targets that will measure our progress and the projects we will deliver on the ground. Being clear about what is not a priority for the Council is as important as

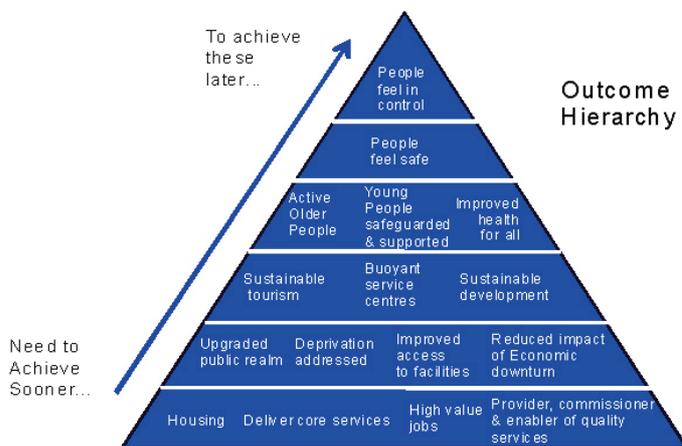
being clear on what is a priority – this will ensure our resources are placed where they are most needed. For every key area for achievement, there is a lead officer and a Portfolio Holder. We also have an understanding of what it will cost us to achieve this. We will challenge ourselves about what we deliver, how we deliver and where we deliver, as part of business as usual in the Council.

Understanding need

Our approach is underpinned by understanding the needs of people in South Lakeland. This requires us to constantly improve the information we have, from specific work to understand the needs of individuals and communities, to more widely available data on health, economic or social trends. This helps us to make more informed decisions and improve how we use our resources. In this Plan we've really challenged what we know about the needs of our communities and how this informs our work. Where we feel there are gaps in our information, we will be working with partners and our communities to improve our understanding of the issues. We want to make sure that the decisions we make are always informed by customers' needs. By doing this, it will support us in becoming what we call a 'Need Led' Organisation.

We have also developed an understanding of how the things that we will deliver, relate to each other and where there are interdependencies. This helps us to understand what we need to focus on immediately, what we will deliver later and what the impact might be if we did not achieve what we have set out. In the diagram below we have demonstrated our

understanding of the interdependencies – for example if we do not support the delivery around people’s basic needs of housing, jobs and basic services, we cannot possibly achieve the outcomes around well-being – with people feeling safe and in control in their lives. This helps us to prioritise resources and to make sure we are getting the basics right for people in order to deliver the more complex, longer term outcomes.



Being a need led Council

So what is the real difference between being customer focused and being ‘Need Led’? In essence it is the difference between simply improving existing services for our customers and building and designing services around the customer. It is about placing their needs at the heart of the business of the Council and ensuring they drive local priorities with partner organisations

At the heart of this Need Led approach is the concept that all of our customers are shared customers and that the Council only plays a small part in the life of the customer. For the customer, the approach needs the whole of the ‘local’ public sector to act as one team.

Responding to customer requests for service and getting it right first time is also key to this approach. Contact with the Council is driven by need, both that which can be clearly articulated by the customer and that which they do not recognise themselves, but which we can help them to identify, if we have a better understanding of their overall needs.

Finally, efficiency is another driver for being Need Led. We need to target our resources, both people and money, to meet Need rather than assume a traditional ‘one size fits all’ approach, is the most cost effective way of providing services. Meeting needs does not mean we make promises to deliver on all needs, regardless of cost, the overall priorities of our communities, or our overarching responsibilities as a Council. It

means we listen, recognise and openly make decisions on services using the customer as the starting point, rather than the service, whilst balancing limited resources against all requirements. ‘Needs’ are definable - it isn’t about creating unreasonable expectations or ‘wish lists’ which cannot be delivered.

Working in partnership

Of course this plan does not sit in isolation – the Council has made sure that its commitment to deliver the Sustainable Communities Strategy, the Local Area Agreement in Cumbria, its economic development work with Cumbria Vision and the on-going development of its Local Development Framework, have shaped and informed this Corporate Plan. In turn, the Council will ensure that its understanding of the issues and needs in South Lakeland continue to inform its work with partners. This plan will be our guide in terms of measuring our success in delivering local and regional priorities with partners, and ensuring these priorities are informed by strong robust evidence.

Signed:

Brendan Jameson
Leader of the Council



Peter Ridgway, Chief Executive

2. Introduction by Peter Ridgway, Chief Executive

The council has clear ambitions to be excellent. Excellent in terms of what we have achieved - outlined in the Annual Report - plus delivering the aspirations set out in the Corporate Plan, so we can continue to make a difference to the lives of people, who live, work and visit South Lakeland.

To do this the council must work in harmony with South Lakeland. This means that we need to understand fully our area and its needs. Through the pioneering work that the Leader has referred to in his introduction around innovative use of research and statistics, we probably know more about South Lakeland now than we have ever done before. We must use this knowledge to map out the future needs and shape of South Lakeland. We must design services around its needs, whether they be County-wide or tailored to particular communities, families or individuals – providing choice wherever possible. We must ensure that all within our communities are given the opportunity to improve their quality of life as South Lakeland grows in prosperity.

The Council itself has to be an organisation fit to rise to this task. Our staff need to be valued and developed to enable them to adapt continually to the challenges that providing services within South Lakeland presents. To be in tune with the area they must also reflect its rich diversity. We must adopt ways of working that concentrate on the themes set out above to ensure we can plan for the future, deliver efficient basic

services and focus on those who need particular help.

We cannot do this alone. We need to work closely with our all our partners, whether they be public, private, community or from the voluntary sector. We all have to work in harmony.

Our success will be measured by how well we deliver on the aspirations set out in the corporate plan and the targets in the Local Area Agreement, which we have developed with our partners.

It is an exciting prospect and one that the council is looking forward to delivering.



Ulverston overlooking the estuary

3. Our Organisation

South Lakeland in context

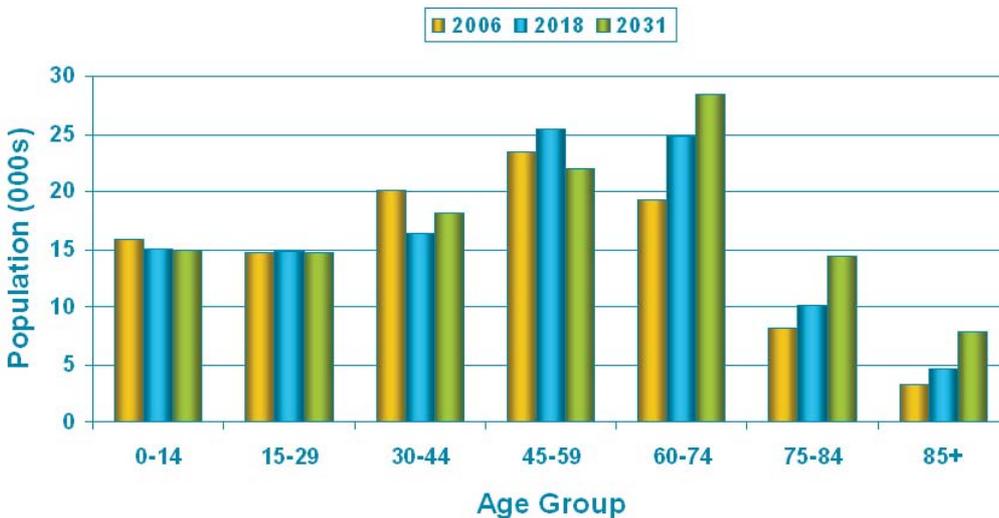
South Lakeland covers 23% of the land area of Cumbria and has 21% of the total Cumbrian population with 104,900 inhabitants. It has a population density of 0.7 (persons per hectare), which is the second lowest in Cumbria and significantly lower than the England average of 3.9. Population predictions show an increase in population in South Lakeland of 12% from 2008 levels by 2028 despite the fact that there are more deaths than births each year. This is due to high rates of predicted population change in the over 65 age group with a predicted increase of 61%. This high proportion of elderly people in the region is the result of a combined effect of retirees entering the county and people living longer once here.

In addition, the population of those aged 64 and under is predicted to decrease by 2% from 2008 levels.

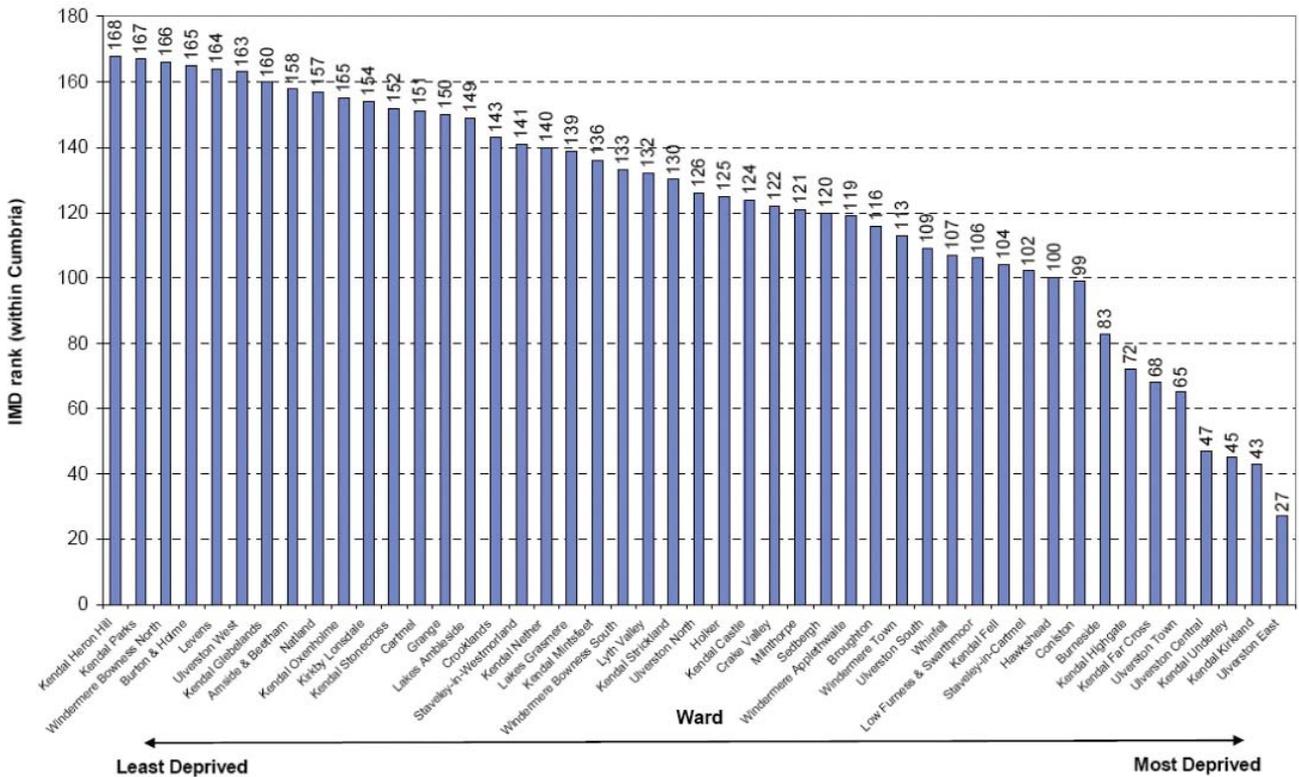
The Index of Multiple Deprivation (IMD) combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England (Lower Super Output Area). There are seven distinct dimensions of deprivation (Domain Indices) used: Income; Employment; Health Deprivation and Disability; Education Skills and Training; Barriers to Housing and Services; Crime and Disorder; and Living Environment.

The higher the IMD score, the more deprived an area is. South Lakeland has an average IMD of 11.67. This is much lower than the Cumbrian average of 21.19 (comparable to the England and Wales average of 21.58) and is the lowest IMD score of all districts in Cumbria.

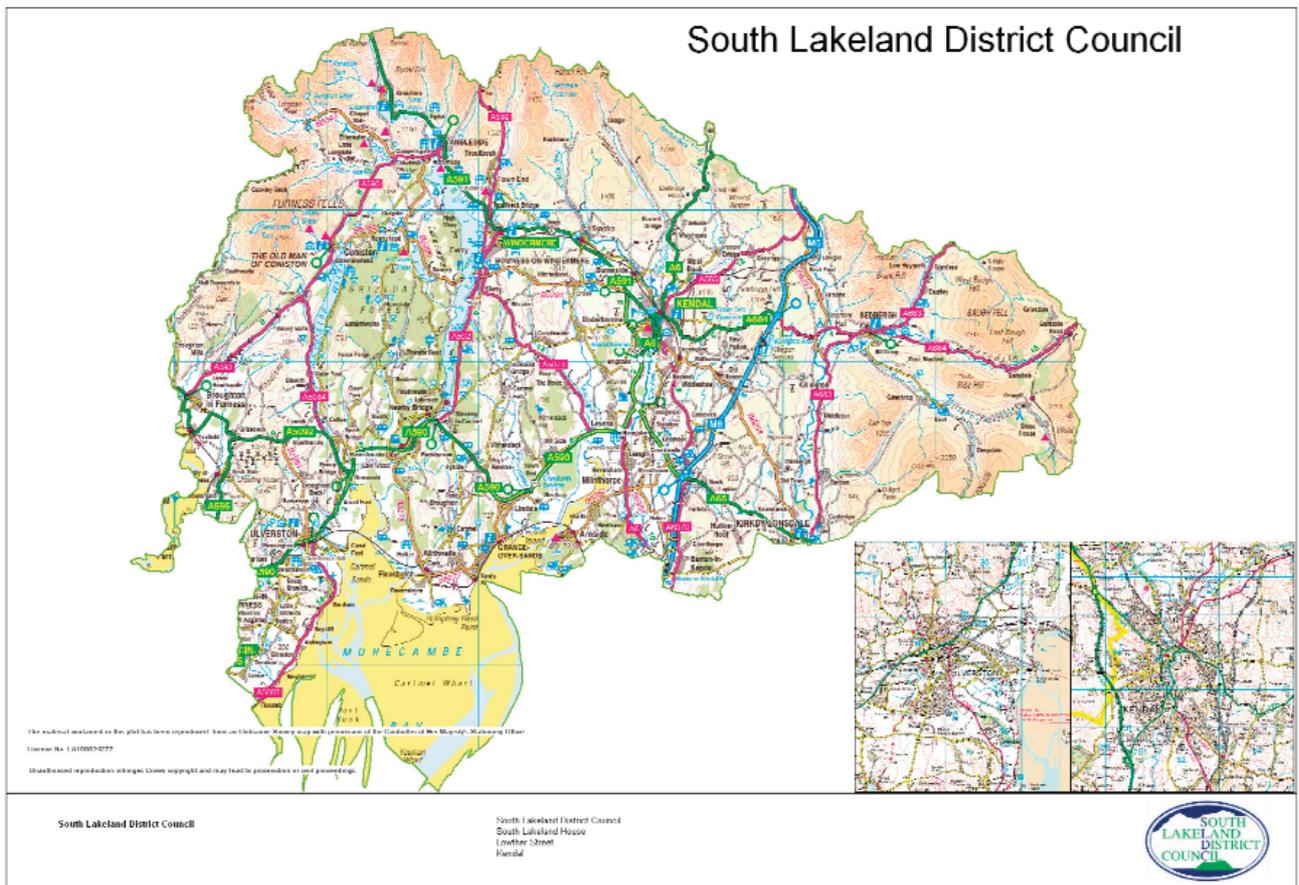
IMD scores 2007 ranked by electoral ward. The 47 South Lakeland wards are shown along with their rank within Cumbria (out of 168). 1 is most deprived, 168 is least deprived.



Particular problem areas contributing towards low IMD scores in South Lakeland include: decent affordable housing, activities for teenagers and road and pavement repairs.



Map of South Lakeland District Council Geographical Boundary





The average unemployment rate in South Lakeland in September 2008 was 0.7%. This is the lowest rate of all Local Authorities in Cumbria and is also much lower than the North West average of 3.0. The highest unemployment rates occur in Ulverston East, Ulverston South and Kendal Kirkland whilst the lowest unemployment rates occur in Windermere Town, Windermere Bowness North and Whinfell.

Restructure

At the beginning of 2009/10, the Council had undergone a period of almost five years of critical stimulation and change. This developing awareness of the need for improved corporate direction and clarity about the ambitions of the Council was coupled with a growing realisation of the importance of the Local Strategic Partnership in coordinating our core delivery outcomes across the community. Against this backdrop, in 2009, the Council's management was slimmed down and reshaped comprising of Directors being accountable for outcomes for communities delivered from services managed by a set of Assistant Director's. This 'top down' corporate refresh of management and the efficiencies of the Council were unanimously supported by Members and have taken around 12 months to deliver. It has reduced core costs across the Council by around £1m per annum, which has translated during 2009/10 into a 3.4% reduction on rechargeable costs on the 2008/09 figure. The new corporate management structure has provided opportunities for the Council to concentrate its attention on external issues, focusing five of the six new Directorates on enterprise, community issues and customer

needs with all other back office services being concentrated in the remaining Directorate. It has enabled us to bring in external recruits to roles at both Director and Assistant Director level. During the year, the Council has used the scope of its new structure to address issues of 'Needs Led' service delivery best exemplified by our Older Persons pilot project, but also emerging in a developing Street Care programme with the County Council and the cross service Timely Information project being developed through the new Information Unit. These issues which have been managed as projects under the Council's Transformation Programme have become more mainstream during 2009/10 and have been developed into a Needs Led toolkit which can be used by all services in developing a genuine needs led service delivery.

Our workforce

South Lakeland District Council is proud to serve the communities of this area. Working with our partners and staff we continue to deliver excellent and valued services to residents in, and visitors to, the South Lakes area.

Effective workforce planning will help focus on how the workforce can best be utilised to meet current and future service needs against the background of the significant savings required of the Council in order to balance its budgets.

Our staff, probably our most expensive resource, need to be efficient in delivering excellent services. This means ensuring that the Council has not only the right number of people, but also that they have the necessary skills to deliver against the changing needs of the communities it serves.

We are committed to responding to what our community and employees tell us about our role as a model employer in the community. We will work to provide opportunities for younger people to gain employment at the council and - will work hard to ensure that we compare favourably with 'best practice' comparators or diversity measures.

We want to be an employer of choice, with a strong reputation for good people management practices. We want to ensure that all staff are consistently aware of what is required of them, are skilled to meet those requirements and clear on how they are doing this. We want to provide better development opportunities and recognise the essential need for flexible working to increase our efficiency.

Due to the essentially rural nature of the district, there are particular problems, including providing affordable housing to meet needs (a large number of properties in the district are classed as second homes for tourism purposes). This has the added disadvantage that it significantly raises the average cost of housing beyond the reach of many local people who seek to live and work within the same district. As one of the largest employers in South Lakeland, we also recognise that we have a responsibility and a capacity to support more residents from the younger age group, who may find the area's expensive housing a stumbling block.

A number of changes have been made to the Council's policies in order to provide a more positive balance between work and home life including amendments to the flexi-time scheme to provide further flexibility for staff.

Our finances

The Five-Year Medium Term Financial Plan (2010/11 to 2014/15) has been developed alongside the Corporate Plan, with resources allocated to service areas and capital projects that will enable the Council's priorities and outcomes to be delivered.

The way the Council's departments are organised has been reviewed and a structure that better meets the needs of the community has been implemented. The changes made have taken account of the likely medium term economic climate coupled with the likelihood of reducing central government funding.

The significant level of savings required to balance the 2010/11 position have been incorporated to the review of services, while opportunities for ensuring efficiencies and better value for money have been considered and included. The opportunities around

shared services continue to be developed to provide further efficiencies and service improvement from within the likely revenue and capital resources available.

2010/11 Council Budgets By Corporate Plan Theme

Theme	Revenue	Capital	
	2010/11 £000	2010/11 £000	2011/12 to 2013/14 £000
Live	9,226.0	6,611.2	14,457.8
Work	(11.2)	305.7	400.0
Visit	1,854.5	4,671.5	2,541.5
Regulatory	5,518.4	615.0	187.5
Other Services	1,277.0	0	0
Total	17,864.7	12,203.4	17,586.8

Following the General Election in 2010 there is likely to be a greater imperative for local government to deliver savings over the next five years. South Lakeland will need to find around £2.1m of savings just to "stand still". It is unlikely that future finance settlements from the Government will be as generous as at present. Projections of spend and income suggest a budget deficit on the General Fund building by around £500,000 per year. Redirection of resources totalling £2.1m will be needed by 2014/15 to achieve sustainable budgets with this element of new expenditure. This is based on an assumed council tax increases of 2.8% annually, unless an income stream is identified which can be used to set a lower level. Reserves are currently sound, but the Council needs to continue strengthening reserves to meet future needs. The Council should seek to maintain and expand its income from fees and charges by implementing the Corporate Charging Policy. The Housing Revenue Account is likely to fall into deficit during the medium term as the demand for planned maintenance exceeds funding available. The HRA options study and the associated HRA financial model should be used to guide decisions on the alternative means of provision and management of Council housing. These options will have a very significant impact on the financial position of the Council, but cannot be quantified with any certainty at this time. A programme of budget



reductions is needed, based on examining strategic fit and alternative methods of service delivery as part of a programme of value for money reviews. These reviews will include the implementation of any remaining actions from the Focusing the Budget (FTB) exercises and further identification of budget redirections using FTB principles, a sustained programme of organisational re-engineering (OR), efficiency savings, investigating opportunities for shared service provision, where appropriate, effective procurement and reviewing service disinvestment, where appropriate. The programme of budget reductions needs to be subject to formal project management processes.

Value for money services

The procurement of goods, works and services is a high value activity that has a critical impact on the performance and success of the organization. The Council made significant progress in 2009 to ensure that its procurement and commissioning activity is clearly aligned to deliver the needs of the local community through the Community Strategy and the Corporate Plan.

Since the end of 2008, the Council has established that the critical issue must be the quality and cost of the resultant service and not whether it is a core delivery service, which must remain 'in house'.

The comparatively straightforward procurements for waste and ground maintenance and the ongoing consultation on toilets and the developing models of delivery for Tourist Information Centres demonstrate the Council has fulfilled the requirements of best value and efficiency, effectiveness, and the prudential management of public monies.

During 2009/2010, the Council undertook a number of large, complex procurement and commissioning projects including leisure facility management, waste and recycling collection, street cleansing, commercial waste collection, grounds maintenance and recreational facilities, bring site recycling, and bulky household waste collection. All of these key frontline services have a high degree of visibility and importance to all sectors of the South Lakeland community.

SLDC Corporate Plan 2010 – 2013

A number of workshops took place with officers and councilors in order to put together the Corporate Plan for 2010 - 13. The Corporate Plan is split into 3 distinct areas around making South Lakeland the best place to live, work and visit. Each area has its own set of priorities, key projects and outcomes. Firstly priorities were set. These are the things that the Council feels are most important to deliver that have been identified through what the Council knows about its residents and visitors needs through feedback and intelligence that has been gathered.

Key Projects were then identified that the Council were already delivering, or that will be delivered in the future, that will help us to achieve the priorities identified.

The projects will be measured through a series of targets, or Outcomes that will allow us to determine whether the priorities have been achieved and by how much. These measurements can be National Indicators (NI's), which are measured by all Councils across the Country or can be Local Indicators (LI's) that can be set and measured across Cumbria or just by SLDC.



Ulverston market town

Our performance

In early 2009, the Council was keen to understand the intelligence information it captures from performance data and how this could help the council be more effective in its decision making.

The organisation has set up an intelligence unit, which seeks to embed and implement a range of information management activities, which integrate to support the information needs of the council - and supports the need to gather intelligence and knowledge about our community as a corporate resource, supporting the delivery of the Corporate Plan.

Secondly, to minimise multiple data sources, performance report templates have been developed in our performance management system, Covalent, allowing for the production of the same information in a more consistent way. This is supported by SLDC recently developing guides such as "Implementing Effective Data Quality and Developing Procedures" and "Guide to Benchmarking".

SLDC Audit Inspection

SLDC is making "good progress" to make the area a better place to live, work and visit. The Audit Commission carried out a "Comprehensive Area Assessment," of the council in 2009, which is a new way of examining public services operating in England. It looks at what councils are doing to tackle major issues like improving quality of life, increasing affordable housing, reducing the fear of crime, attracting investment or reducing the area's carbon footprint.

Overall, SLDC scored two out of a possible four in total, which gives it a ranking of:

'performing adequately'. Whilst the report recognises the council has adequate arrangements to secure economy, efficiency and effectiveness in the use of its resources, there is scope for improvement with arrangements to organise and develop its workforce effectively to support the achievement of strategic priorities.

Summary

We enter 2010/11 with a stronger management and delivery structure, led by a suite of good Corporate plans and instruments. Our performance is solidly reported against well-structured action plans, which increasingly demonstrate how outcomes will be achieved and our priorities are solidly founded on reliable evidence developed from our improving understanding of our communities developed through our LAPs engagement. Our success in 2010/11 will be judged by how well we deliver the outcomes of the Corporate Plan, which has as its pinnacle the attitudes of our community to their wellbeing and influence.



Kendal Town Hall



4. Making South Lakeland the best place to LIVE

Our achievements in 2009/10

We have supported several key cultural events over the last year in our communities throughout the district and thousands of people have enjoyed participating in them.

Through our grants programme we supported over 30 local events such as Windermere Air Show, Kendal Torchlight, Dent Folk Festival, Ulverston Lantern Procession and Coniston Water Festival.

As a partner in the Highlights rural touring programme we enabled 8 community venues and village halls in Broughton, Sedbergh, Arnsdale, Dent, Brigsteer, Staveley, Kirkby Lonsdale and Bardsea to participate in a scheme bringing quality professional entertainment to rural communities.

In Ulverston we promoted a year round programme of events at the council owned and managed Coronation Hall bringing artists Manchester Camerata, Kate Rusby, Ken Dodd, Dave Spikey and others. We also worked in partnership to organise and manage the event to celebrate the unveiling of the Laurel and Hardy statue attended by 2,500 people.

As a key local partner the council worked with Nova International to deliver the Great North Swim on Windermere and with Kendal Arts International on Mintfest in Kendal and supported the International Lake District Summer Music Festival bringing high quality events of international repute to the district.

Partnerships

Plans were unveiled to give residents in towns and villages across South Lakeland more control over their communities. Eight new "Local Area Partnerships", LAP's, have been introduced to bring people closer to how decisions are made and public money spent. The partnerships are devised to give people the chance to have more of a say on issues of importance to them like litter, dog fouling, graffiti, markets and toilets. Each LAP has completed two rounds of meetings, drafted action plans based on evidenced local priorities and have begun some delivery. The Council funded a Place Survey 'boost' to enable the results to be disaggregated to LAP level. These results were used alongside existing community plan issues to establish initial priorities for LAP action.

SLDC carried out a peer review of the Local Strategic Partnership (LSP) and following this, supported them to drive improvements,

resulting in a tighter focus on community priorities. The Council has shown leadership by bringing together partnerships in order to tackle a number of issues in South Lakeland for which it does not have the main responsibility. For example tackling anti-social behaviour through the Multi-Use Games Area Steering Group and improving services for older people through the Older People's Programme Board.

South Lakeland has been a source of ideas and challenges to the way partnerships were working in Cumbria. Our LSP and Crime & Disorder Reduction Partnership (CDRP) have been recognized as effective and innovative partnerships and have provided a platform for promoting improvements. The LSP has ensured it is adding value. At the 2009 Community Conference, it did this through an exercise which resulted in four short-term focus issues being agreed for the LSP: climate change, development of Local Area Partnerships, finding sites for affordable housing and regeneration of service centres.

The Local Strategic Partnership also works alongside the council to deliver projects on Climate Change. The work with the wider community began with the authority signing the Cumbria Climate Change Strategy and Action Plan, and supporting and promoting a range of partner events such as Green Build Fortnight, Cyclefest, Growing Well Crop Share, Cut Me Carbon Radio Campaign, Staveley Green Travel Initiative and others.

Natural Resources

The Council's aim is to "manage our natural resources prudently, to improve waste management, reduce pollution, protect and nurture plant and animal life and to protect and improve the man-made environment".

The authority's initial aim was to establish and implement a carbon reduction programme to deal with its own resources, before working with the community to take action on climate change on a wider scale.

The first steps were to establish a baseline of carbon emissions for the authority operations in line with the reporting structure. Following this, a target of 25% reduction in CO2 emissions by 2012/13 from the 2007/08 baseline was agreed.

A Carbon Management Board was set up to oversee the programme and a Carbon Reduction Team established to develop and implement the council's Carbon Reduction Plan. Our key delivery partners were involved in the Carbon Management Team and working together have identified further ways to reduce our carbon footprint.



Country dancing with the U3A



New homes at Harmony Hill, Milnthorpe

Internally, a staff Green Team was established and carbon reduction at work branding developed. This led quickly to Switch Off campaigns and key signage being displayed. A staff environmental survey to gauge environmental awareness was undertaken in February 2009. The survey showed that our staff had a good awareness of climate change issues and its effects, but needed more information and assistance on the actions they could take at work. The Green Team used the results of the survey to inform their action plans.

A variety of schemes were promoted and introduced including the Cumbria Liftshare scheme, which enables staff of local authorities across Cumbria to find car share partners. South Lakeland has had the highest sign up from staff, across all Districts in Cumbria. The Council also teamed up with national charity Carplus to look at introducing a Car Club in Kendal to become greener and drive down the cost of motoring. The scheme works by having a fuel-efficient car club vehicle that allows club members to book the car online or over the telephone.

A capital bid of £336,000 was approved for the period of 2009/10 – 2012/13 to support projects identified in the Carbon Reduction Plan to reduce our emissions by 25% by 2012/13.

Older People Programme/Need Led

Working with focus groups of older people in South Lakeland, the District Council, Cumbria County Council, Cumbria PCT, Cumbria Fire and Rescue Service, Cumbria Police, Age Concern and The Pension Service undertook a “needs assessment” in October 2008 to understand the issues and priorities for older people in the area.

The results of the assessment have been mapped to existing service provision so that partners can understand the opportunities to improve services and, in particular, improve access to services. The identified 133 services were mapped to the following eight categories of Need. These were:

In Need of Adequate Finance, Access to Leisure Services & Family, Social Interaction, In Need of new learning opportunities, involvement and engagement in decisions affecting their lives, In Need of specific care due to frailty or illness, ‘Warm, safe and secure housing’ and ‘Staying healthy as long as possible’.

Housing

Forty new affordable homes were created in Kendal as part of the development of the new K Village. Site developers Kendal Riverside Ltd signed a contract with Impact Housing Association to provide 40 homes on Lound Place.

Council tenants in South Lakeland were found to be among the most satisfied in the country - based on independent research carried out by Age Concern. A survey said 99% of sheltered housing tenants said they felt safe, liked their homes and estate.

As a major landowner, South Lakeland District Council recognised not all of its stock

of land is needed and could be put to better use and therefore put together an Affordable Housing Policy. This has created close to 100 new homes for young people, families and older people. The latest was the former SLDC council depot in Harmony Hill, Milnthorpe - a new community of 10 properties - four two-bedroom flats, four two-bedroom houses and two three bedroom



houses. Similar schemes are also in the pipeline for Windermere.

Sedbergh Safety Day

The Dales market town of Sedbergh hosted its first ever community safety day in the summer with the aiming of introducing residents to the range of organisations helping to keep crime and disorder down. Local people turned out to see entertaining sideshows and a street circus although there was a serious side to the carnival. Helpful crime prevention advice was handed out to Sedbergh citizens to spread the word about what a host of organisations are doing. The major public event was organised by the South Lakeland Crime and Disorder Reduction Partnership (SLCDRP), which has held similar successful days in Ulverston and Kendal.

Tea Dance

Over 100 people came together to keep warm with a specially arranged tea dance at Kendal Town Hall. As well as being a fun get-together, the event had a serious message to raise awareness of what help people can get to help combat fuel poverty. The event was organised by SLDC and Age Concern and funded by the Warm Homes Campaign Award Scheme.

Handyman Scheme

A successful service to help older people get repairs done won £25,000 of new funding to make sure it could continue in the future. The Handy Person Scheme provides a small repair and improvement service for owner-occupiers and private tenants, who are either over 60, have a disability or have recently been discharged from hospital. Eligible residents have simple repair works carried

out at their home free of charge. Work can include changing light bulbs, minor repairs to gates and fences, putting up curtain rails and the fitting of security measures such as door and window locks.

Community engagement

The Council has consulted with young people and communities in order to facilitate the delivery of five well-used multi-use games areas and a number of other new play areas, including a skate park.

Young people were involved in Local Democracy Week, which involved meeting councilors and guiding them about how they should engage young people.

Timely Information

Residents are now able to view up to date performance against parts of each service such as reports of abandoned vehicles, requests for recycling blue boxes or reports of missed bin collection. The information is displayed through the Internet and shows information through the postcode that is selected. People and Officers are able to construct or combine information in ways of their own choosing.



Lakes Alive on the Glebe, Bowness-on-Windermere



Ambleside Sports

Our priorities for 2010 – 2013 and how we will achieve them.

- 1. We will deliver services that meet the essential needs of residents - homes, warmth, a clean and safe environment and financial assistance where appropriate.**

This will be delivered through a number of projects that include

Local Communities

SLDC will support Local Area Partnership's (LAP's) in order to allow them to deliver their chosen priorities and allow decision making to take place at a local level.

Older and Disabled People

In order to support independent living for this group SLDC will continue to work in Partnership to deliver the One Contact 50+ priorities and will continue to provide concessionary travel for over 60's and disabled residents.

Young People

Work with partners to begin to understand the needs of young people and deliver safeguarding training to those adults who are involved with children.

Access to Services

Continue to develop and build the One Stop Shop in Ulverston and work with Partners to put these in other key service areas. Improve our website and contact centre so that better information is delivered through these channels and explore the use of other channels such as facebook and twitter. Continue the Equality & Diversity work that is taking place and aim to achieve level 3.

Streetscene

Working with Partners to improve our streetcare services such as reducing litter and graffiti and reduce anti-social behaviour.

Housing

Make sure that housing is affordable and meets the needs of the local housing market, including council stock.

Provide grants to adapt homes where necessary reduce homelessness and continue to deliver the Affordable Warmth Strategy.

- 2. We will work with partners to ensure that everyone has opportunities to participate in culture and the arts and stay healthy, safe and active.**

Recreation, Leisure & Wellbeing

Work with Partners to provide better facilities, activities and opportunities and co-ordinate these as a legacy of the 2012 Olympics.

Help to reduce diet related disease and the number of residents who smoke in South Lakeland.

Arts, Events & Culture

Work with partners to deliver key arts projects, cultural initiatives and events throughout the district for both residents and visitors and co-ordinate the delivery of the Arts Strategy action plan

We will act as the lead local authority partner for Kendal Arts International on the Lakes Alive 'We Play' Legacy Trust project for London 2012 and develop a local legacy programme for London 2012 as part of the Cultural Olympiad.



Children playing on the MUGA in Ulverston



Making streets safer

3. We will protect South Lakeland's outstanding natural and built environment whilst encouraging sustainable development.

Development

The Local Development Framework will help to identify sites for development support developments that are underway around the Kendal Canal area and conserve areas already developed.

Regeneration & Sustainability

Work with Partners to deliver regeneration in a number of areas including Bowness, Kendal and Grange. Reduce the carbon footprint of SLDC and work with the Cumbria Climate Change Strategy.

Our prospects for the future

Older People

The Council and its partners recognise that in order to provide better access to services for older people, there is potential to join up services which would address some of the complaints from this customer group and also generate savings for those Partners involved. In allowing partners to share information that is usually repeated to each organization separately for example name, address, date of birth, the Council and its partners believe they can make a real difference to the lives of people in South Lakeland. This is beginning to be delivered through the One Contact 50+ Project.

Work will also continue to be developed to reduce rural isolation with the set up of intergenerational projects and funding opportunities to support this work.

The Healthy Communities for Older People will influence the Cumbria-wide Older People agenda through the development of the Cumbria-wide Community Strategy. An Older People Strategy will then be written at a local level once the new community structure has been approved. This will be used to influence policy in other areas such as Housing & Planning e.g. adaptations of houses.

Partnerships

Our agenda contains a commitment to continue improving our contribution and influence within Cumbria and the region as a genuinely corporate organisation. Our LAPs programme will require us to develop increasingly productive collaborations with the County, the Police and the Health agencies to satisfy the local needs of those communities. In practice, ongoing discussions with Cumbria CC will need to be progressed to a devolution of key highway services to ensure that local demand is satisfied. Our measure of success will be the degree to which we have been able to affect the views of members of those communities seen through the place survey, about the value for money and effectiveness that they see being delivered by their public servants. Resolving the gulf between local satisfaction with place and satisfaction with local service providers remains a challenge for local authorities across Cumbria and one, which we intend to embrace.

In addition to funding the establishment of the LAPs, the Council has worked with Cumbria County Council to establish a £15,000 priority project budget for each LAP in 2010/11



Need Led

Work is being developed to support members taking forward the need-led approach as individuals and as political groupings. The Corporate Management Team has a shared vision of what it means to be Need Led and this has been communicated throughout the Council and will be developed both corporately and across services. Discussion through the Corporate Plan Refresh has identified young people and the local economy as potential customer groups to be developed in the next 12 months.

Further work will also be necessary with members to support them in defining the needs of their communities along side the work within the Local Area Partnerships.

During 2010/11 South Lakeland will need to work with partners to develop comparative costs for existing service led delivery alongside need led service delivery to demonstrate the efficiencies which emerge.

Natural Resources

The Council is determined to help lead our District to a sustainable and low-carbon future that will ensure that residents, visitors and businesses choose South Lakeland as a preferred location in which to live, work and visit.

In 2010/11 the Council will continue with implementation of the Carbon Reduction Plan, begin to roll-out more initiatives with the community and ensure the district is resilient in the face of extreme weather incidents as experienced in 2009. Specific actions include:

- The authority is seeking a suitable partner organisation that will undertake the bulky household waste collection service and

ensure that goods collected, are refurbished and reused where practicable to do so.

- Implementation of the Kendal Car Club Scheme, Carplus.
- Sustainable staff green guide
- Internal waste collection and recycling to be expanded
- Internal water management policy
- SLDC Green Travel Plan
- Continued work with NPS to improve energy efficiency in council buildings egg upgrade of energy audit software in South Lakeland House to improve benchmarking.
- Climate change and carbon reduction training for key staff

The Council has a district wide kerbside and bring-site recycling scheme, which has resulted in recycling rate of 44.6%. The authority works closely as part of the Cumbria Strategic Waste Partnership to explore further ways to enhance the delivery of recycling facilities to our communities and keeps its current services under review. Further enhancements to this are planned from 2010 onwards including assisted collection of blue recycling boxes for those in need.

Customer Profiling

The Timely Information system continues to build on existing work around Circles of Need, which is an in-depth study into understanding the diverse customer demographics and needs of the citizens of South Lakeland.



Mosaic data combines over 400 separate data sources and divides the UK adult population into 61 different types and 11 groups covering the full spectrum of British and Northern Ireland society. In addition to the 2001 Census, data sources for Mosaic include the 'edited' electoral roll, lifestyle information, house price data, council tax returns, consumer credit behaviour and ONS local area statistics.

Mosaic is a household-based consumer classification system, which is widely used by organisations in the commercial and public sector to analyse the socio-economic composition of UK consumers at household address or postcode

Mosaic is used by central and local government to identify areas of real social deprivation and to allocate remedial resources more effectively.

Access to Services

A computer-based system, using touch screen computers is due to be set up in the Kendal reception area to measure customer feedback information, instead of using the paper-based process.

The Council's complaints policy is in the process of being updated and we are initially developing processes that will pass information between relevant departments, so that customers receive a more joined up and efficient service. This is the Tell Us Once Project

Building work will begin in June 2010 for a One Stop Shop in Ulverston Town Hall, which will create a more open and welcoming environment for customers. The One Stop Shop will be branded as a Local Link as we are working in partnership with Cumbria

County Council. It is anticipated that initially about 10 partner organisations will offer their services from this One Stop Shop. The redesigned facilities are due to open to the public in October 2010. The building will remain open for existing services during the alterations.

Work has also started to look at the feasibility of creating a One Stop Shop in the centre of Kendal. About 12 organisations are interested in this location. The next phase will be to commission and carry out the fieldwork in May / June 2010. The responses will determine if the project will continue.

Housing

The preparation of the South Lakeland Local Development Framework (LDF) will continue to be community-led.

The Council's Statement of Community Involvement, will ensure that local communities have a direct role in shaping the future of spatial planning in the District through a range of mechanisms - from keeping up to date with the LDF process through the Council's website, LDF newsletter or South Lakeland News - to attending roadshows and neighbourhood forum events. In addition, the Council will strive to continually learn from the community in order to ensure that we are involving local people in ways that best recognise their needs.



5. Making South Lakeland the best place to WORK

Our achievements in 2009/10

Kendal futures shop fronts

South Lakeland District Council and Kendal Futures offered local shopkeepers in Kendal the chance to enhance or update the frontage of their shop. The Kendal Shop Front Improvement Scheme offers grants of between £150 and £2,000 to help improve businesses on all the main shopping routes within the Kendal Conservation Area.

Grants are available for up to 50% of the actual cost of the improvement and can include planning and design fees. The County Hotel in Kendal was just one of the many businesses to benefit from the scheme.

Our priorities for 2010 – 2013

- 1. We will work with partners to understand, sustain and grow South Lakeland's economy and tackle the economic challenges in the area.**

Business

We will work with partners including the Eden and South Lakeland Delivery Board to develop the workforce of the district enabling business growth and an increase in the average earnings in the district by supporting business start up and growth through grant funding and advice and through developing stronger relationships with local further education establishments.

Investment

Work with Partners to deliver investment and growth in Key Services centres through identifying employment sites and business leaders through our work with the Local Development Framework (LDF)

Economy

Work with Partners to develop and implement an economic strategy for South Lakeland through developing a shared knowledge and understanding of issues facing the local economy and an agreed approach to developing growth economies.

Our prospects for the future

Between 2007 and 2008 employment in South Lakeland fell by 400, a drop of -0.7%. The benefit claimant rate for all persons in February 2010 was 1.60%, a rise of 6.73% from the previous month's figures.

We are working with partners such as the new Eden and South Lakeland Forward to ensure employment opportunities, including employment sites, are available in the area. We work closely with Business Link and the Enterprise Agencies to ensure businesses get the help and advice that is available to them.

Up to 128 new jobs are to be created for 18-24 year olds in Cumbria thanks to a Government scheme, which will offer firms a £6,500 contribution towards a new worker's salary if they are given a six-month minimum contract. Cumbria County Council has been given £900,000 by the Department for Work and Pensions (DWP) to boost employment and it is anticipated that many of the new jobs will be involved in flood recovery work.

Grants totaling over £170,000 are creating more than 60 new jobs in South Cumbria. The grants were agreed by a panel of experts set up by Furness Enterprise in Barrow, with the money coming from the North West Development Agency and from money donated by GlaxoSmithKline in the wake of its current redundancy programme.



Ken Dodd with Laurel & Hardy statues, Ulverston



Green Flag Award for Grange-over-Sands

6. Making South Lakeland the best place to VISIT

South Lakeland welcomes 4.7 million visitors to the area each year. This brings in £518 million to the local economy.

Our achievements in 2009/10

Laurel & Hardy

The larger than life bronze statue of Laurel and Hardy and their dog, Laughing Gravy, was unveiled in Ulverston by popular comic icon, Ken Dodd. The statue outside Coronation Hall is the focal point of the newly revamped County Square. Over 2,500 people descended on Ulverston to see the statue of the famous duo revealed and enjoyed the celebrations and events on the day. The statue was sculpted by Graham Ibbeson of Eric Morecambe statue fame, and given to Ulverston Town Council by the Sons of the Desert, the international appreciation society for Laurel and Hardy.

Kendal Museum

The Station Road museum is owned by Kendal Town Council and the collection by South Lakeland District Council. SLDC has entered into a 10 year management agreement with Kendal College to enable the college to run the museum building and collection. SLDC is working closely with the Museum, College and Kendal Town Council to attract funding from the Heritage Lottery Fund and others to refurbish the museum building, make it more accessible, re-interpret the entire collection and enable the college to use the museum more extensively as part of its academic offer.

Green flag

South Lakeland District Council and the Friends of Park Road Gardens made it a hat trick of successes after gaining a prestigious Green Flag award. A flag raising party including Councillor Brenda Woof, staff from SLDC, Friends of Park Road Gardens, the Mayor of Grange over Sands, Councillor Jane Strawbridge and Continental Landscapes celebrated the achievement. It was the third year in a row that a Green Flag has been awarded to Park Road Gardens, which is managed by South Lakeland District Council. The award highlights the park as achieving high environmental standards.

Talk Toilets consultation

The Council has used an innovative approach to consultation on how public toilets are provided in South Lakeland. Supported by the Council's Community Engagement Officer and an engagement consultancy, the Council is involving communities in the delivery of a valued service in a way that reflects local need and capacity.

Over 500 groups have been directly contacted, including: community and sports groups, businesses, schools, equality & diversity groups, councillors, coach tour operators, parishes, public sector partners and the media.

A number of events aimed at the general public have been held and visitor surveys over the Easter holiday weekend were completed. There has been a significant response so far, with over 250 people attending the public exhibitions and over 550 questionnaire responses received.



Kendal's Festival of Food



Restored Limekiln at Kendal Greenside

Food festival

Kendal's first ever Festival of Food was held with over 50 local businesses taking part. The event was organised by SLDC and Kendal Futures to showcase local produce in Kendal and the surrounding area. Residents and visitors were able to taste and buy quality food products and experience the best local food and drink offers. Events such as sausage making, farm tours and bread baking were fully booked and businesses were pleased with the interest. A highlight of the week was "Meet the Producers" which took place at Kendal Town Hall. Six experts were on hand to talk about their products, including Quiggin's Mintcake, Crook Hall Beef Farm, Westmorland Damson Association and Heaves Farm Veal

Limekiln

South Lakeland District Council re-opened the fully restored Limekiln at Greenside in Kendal after a major re-fit. Mrs Sheila Satchell who unveiled a plaque in memory of her husband, Dr John Satchell, a previous chairman of Kendal Civic Society, made the formal opening. The restoration included improved access, seating and information about how the kiln would have worked and its importance to Kendal. The kiln dates back to the 1840s and is the only one remaining of approximately 12 kilns built to serve the Fellside quarries.

Historic Gateway

A £250,000 project to revitalise the Kirkland area of Kendal got under way to improve the welcome to the town for residents and visitors. The aim is to encourage shoppers at the new K Village development not to ignore the rest of the town. The new K Village is a

£100m shopping and leisure complex comprising factory outlet centre, five restaurants and cafes, over 500 underground car-parking spaces, tourist facilities, coach-parking and coach facilities for over 25 coaches, a 5,000 sq ft Heritage Centre, offices and 90 apartments. It is hoped by making the walk from Kirkland more pleasant, people will discover Kirkland businesses as well as Kendal Parish Church, the Abbot Hall Art Gallery, the Museum of Lakeland Life and the Brewery Arts Centre, among others.

Dance troupe at Torchlight

A young dance troupe, which wowed spectators at the annual Torchlight event, honed their Street Dancing skills in a special project. In the run-up to Torchlight, the young people aged 11 to 16 were given hands-on tuition for their public performance from expert dance teacher and choreographer, Lucy Everett. The sessions were made possible following funding from the Chief Constable's Fund, South Lakeland District Council's Community Leisure Grant, Safer Schools Partnership and a grant from South Lakeland Crime and Disorder Reduction Partnership



Our priorities for 2010 – 2013

- 1. We will work with partners to sustain South Lakeland as a unique place to visit and enjoy for local people and visitors alike.**

Public Realm

Work with Partners to invest in and develop public assets, review and improve markets, public parking and toilet facilities.

Visitor Services

Work with partners to deliver key services for the visitor including ongoing provision of visitor information through effective handover of the TICs, and opportunities for visitor services to benefit from London 2012.

Our prospects for the future

Supporting Tourism

- The council is working closely with Sedbergh Town Council to develop a Townscape Initiative to uplift the town centre.
- It is developing projects in Ulverston with the newly re-launched Ulverston Community Partnership and Ulverston Town Council and working with NPL the new owners of Ulverston Canal to look at ways to improve the canal as an amenity for the town. An officer team is heavily involved with plans for the opening event of the Sir John Barrow Monument on 22 August.
- It is leading on the Waterhead Public Realm initiative and is heavily engaged with the Bowness Bay public realm project with the Lake District National Park Authority.

- Its officers will continue to develop the Whats on Guide and other projects and work closely with Cumbria Tourism to develop new ways of stimulating the visitor economy and with Furness Enterprise and Cumbria Rural Enterprise Agency to provide support, including grants to new and existing businesses to create jobs and stimulate the economy.
- SLDC is applying for funds to English Heritage in June to refurbish Kendal's Castle Dairy a Grade 1 listed building to match the council's own funding. The building will then be used by Kendal College as a patisserie run by students together with a gallery to display students work.
- SLDC will support a programme of major events and projects across the district as part of the Cultural Olympiad.
- In Kendal proposals to uplift Highgate, New Road, Market Place and Finkle Street are being developed and the council is working with partners to progress the redevelopment of Kendal Canal Head.

Our vision

By involving people and creating opportunities we will make South Lakeland the best place to live, work and visit.

Our Values

The delivery of the corporate plan is influenced by our three key values. These are: Valuing people, Excellence and Openness

If you would like a copy of this document in another format such as large print, Braille, audio or in a different language, please call **0845 050 4434** or email **customer.services@southlakeland.gov.uk**

