



AGENDA

CABINET

MONDAY, 6 JUNE 2005

10.30 AM

**COUNCIL CHAMBER, COUNCIL OFFICES, ST PETERS HILL,
GRANTHAM**

Duncan Kerr, Chief Executive

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| CABINET MEMBERS: | Councillor Mrs. Linda Neal (Leader/ Portfolio: Strategic Partnerships), Councillor Peter Martin-Mayhew (Deputy Leader/Portfolio: Community Safety), Councillor Teri Bryant (Portfolio: Resources & Assets), Councillor Ray Auger (Portfolio: Healthy Environment), Councillor Paul Carpenter (Portfolio: Access and Engagement), Councillor Mrs Frances Cartwright (Portfolio: Organisational Development) and Councillor John Smith (Portfolio: Economic) |
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| Cabinet Support Officer: | Lena Shuttlewood tel: 01476 406119 e-mail: l.shuttlewood@southkesteven.gov.uk |
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Members of the public are entitled to attend the meeting of the Cabinet at which key decisions will be taken on the issues listed on the following page. Key decisions are marked *.

1. **Apologies**

2. **Minutes**

To approve the record of the Cabinet meeting held on 23rd May 2005.

(attached)

3. **Declarations of Interest (if any)**

CATEGORY A PRIORITY ISSUES:

4. **Implementing Electronic Government Return 4**

Report number DOS283 by the Director of Operational Services. **(attached)**

5. ***ICT Strategy**

Report number DOS285 by the Director of Operational Services. **(attached)**

CATEGORY B PRIORITY ISSUES:

6. ***Vulnerable People Policy: Policy and Procedures**

Report number CSM13 by the Care services Manager. **(attached)**

7. ***Universal Superloos**

Report number DOS282 by the Management Accountant, Business Management Services. **(attached)**

8. **Report into Proposals for a Review of the East Midlands Regional Plan to 2026**

Report number PLA503 by the Head of Planning Policy & Economic Regeneration. **(attached)**

9. **Preliminary Conclusions from Public consultation about the Urban Capacity Study**

Report number PLA504 by the Head of Planning Policy & Economic Regeneration. **(attached)**

10. **Revised Interim Housing Policy and Public Consultation Response**

Report number PLA505 by the Head of Planning Policy & Economic Regeneration. **(attached)**

CHANGE MANAGEMENT ACTION PLAN ISSUES:

11. **Update on Financial Issues**

Report number FIN236 by the Director of Finance and Strategic Resources.

(attached)

12. **Issues for South Kesteven DC arising out of a review of the Corporate Governance Report on Lincolnshire County Council**

The Cabinet to consider the Chief Executive's report CEX288 previously presented to the Council on 28th April 2005. **(attached)**

EXCLUSION OF THE PUBLIC

It is anticipated that, in accordance with section 100A(4) of the Local Government Act 1972, the public may be excluded from the meeting during consideration of the following item of

business because of the likelihood that otherwise exempt information, as described in paragraph 1 of Schedule 12A of the Act, would be disclosed to the public.

13. ***Corporate Management Restructuring**
Report number CEX289 by the Chief Executive.
(Exempt report attached)
14. **Matters Referred to Cabinet by the Council or the Development & Scrutiny Panels**
15. **Items raised by Cabinet Members including reports on Key and Non Key Decisions taken under Delegated Powers.**
16. **Representations Received from Members of the Public on Matters within the Forward Plan (if any)**
17. **Representations received from Non Cabinet Members**
18. **Any other business which the Chairman, by reason of special circumstances, decides is urgent**



MEETING OF THE CABINET
23 MAY 2005 - 10.30 AM – 12.07 PM

PRESENT:

Councillor Peter Martin-Mayhew
Councillor Teri Bryant
Councillor Ray Auger
Councillor Paul Carpenter
Councillor Mrs Frances Cartwright
Councillor John Smith

Councillor Mrs. Linda Neal – Leader / Chairman

Chief Executive
Director of Regulatory Services
Director of Operational Services
Corporate Manager, Democratic & Legal Services
Corporate Manager, HR & Organisational Development
Business Services Manager
Member Services Manager
Public Relations Manager

Non Cabinet Members: Councillors Kerr;
Gerald Taylor; Mrs Mary Wheat; Wilks

CO13. MINUTES

Subject to the inclusion of the additional wording (in italics) at consideration (5) under minute CO5, to read:

“(5) A comprehensive series of questions were asked and further explanations given at the meeting”

the minutes of the meeting held on 9th May 2005 were confirmed as a correct record.

CO14. DECLARATIONS OF INTEREST

No declarations of interest were made.

CO15. COMMUNITY PORTALS AND DISCUSSION FORA

DECISION: To support Option 1 as the preferred way forward for the community portals: Bourneonline; Deepingsonline; Granthamonline; and Stamfordonline

i.e. To continue with the rol hosted portals with improvements as detailed in report DOS278 at a total cost of £43,016 in year one, and £38,016 in subsequent years.

Considerations/Reasons for Decision:

- (1) Report number DOS278 by the Director of Operational Services detailing three options for management of the community portals going forward;
- (2) The non key decision made on 21st March 2005 by the portfolio holder following a recommendation from the Communications & Engagement DSP on 13th January 2005 temporarily to close the fora on the Council's community portals;
- (3) Subsequent recommendation made on 14th April 2005 from the DSP asking the portfolio holder to endorse the SKDC Forum Acceptable Usage Policy and for the Council to review the value for money of the Community Portals and Discussion For a after one year's operation under the Acceptable Usage Policy, if adopted;
- (4) Information on portal usage, alternative community websites and existing budgetary resources for the portals;
- (5) Community Portals are important for community engagement and social inclusion and this is recognised in Implementing E-government targets;
- (6) As the Council will continue to be publisher for the purposes of all material placed on the portals, there is the need to ensure a moderating role is carried out. Part of the improvements proposed involve the employment of specialist staff to carry out this function.

Other options considered and assessed

Option 2: To use the southkesteven.gov.uk website. Rejected because will

not be seen as independent of the Council and will require additional resources.

Option 3: Closure. Rejected because will result in the loss of the community engagement are of priority outcomes; loss of a consultation medium; negative impact on the Council's scoring ability under community leadership; and a new position would need to be negotiated with Welland Partners.

CO16. COMMUNITY PORTALS AND DISCUSSION FORA: ACCEPTABLE USAGE POLICY

DECISION:

- (1) To approve the South Kesteven District Council Forum Acceptable Usage Policy;**
- (2) The Portfolio holder be granted delegated authority to review and amend the policy as and when necessary.**

Considerations/Reasons for Decision:

- (1) Report number DOS281 by the Director of Operational Services and appended proposed Acceptable Usage Policy which had been developed from existing policies on other Council sponsored web sites;
- (2) Non key decision made on 21st March 2005 by the portfolio holder (referred to in minute CO15 above);
- (3) Comments from forum users and the Community & Engagement DSP's endorsement of the policy.;
- (4) This is a new policy and there may be need to amend it in the future in the light of changing circumstances.

CO17. HOUSING IMPROVEMENT PROGRAMME TO ADDRESS THE FINDINGS OF STRATEGIC HOUSING INSPECTION AND IMPROVEMENTS TO THE LANDLORD FUNCTION

DECISION:

- (1) To accept the findings and recommendations of the Strategic Housing Inspection report produced by the Audit Commission;**
- (2) To approve and adopt the Improvement Plan to implement the recommendations arising from the report attached at Appendix A to report DRS15;**
- (3) To note the use of existing HRA budgets as follows:**
 - (i) Up to £70,000 for one off investment in service**

- improvements to Tenancy Services;**
- (ii) Balance of £330,000 to support structural review and further service improvements;**

- (4) To approve the allocation of £60,000 from the Capacity & Priority setting budget for salaries to create additional capacity within the Strategic Housing function;**
- (5) To recommend to Council the use of a provision of up to £50,000 for a supplementary estimate for internal secondments and external support to provide additional capacity for the Strategic Housing Improvement Programme which can be financed from the Capacity & Resources reserve within the General Fund;**
- (6) To recommend to Council the use of a provision of up to £100,000 for a supplementary estimate for one off costs to deliver the restructure, to be financed from general reserves within the General Fund as required.**

Considerations/Reasons for Decision:

- (1) Report number DRS15 by the Director of Regulatory Services which covered, in two parts, the proposed improvement plan to address the Audit Commission's findings of the Strategic Inspection, and addresses the current capacity of the Housing Landlord Function to deliver improvements in service;
- (2) 32 areas for improvement covering both service based issues and value for money aspects were identified by the inspection. 11 barriers to improvements were also identified;
- (3) The proposed improvement programme comprising a detailed action plan with cross references to key work streams in consultation with the Housing Inspection Team, Officers of the Council, Corporate Management Team and the Community Development and Scrutiny Panel. To provide the additional organisational capacity to address these work streams and other issues, there is a need for both internal and external resource requirements;
- (4) A structural review is required to sustain and further develop improved service delivery in both the strategic and landlord functions. A structural proposal has been developed comprising the creation of three customer focused units: Tenancy Services; Housing and Sustainable Homes; and, Asset and Facilities Management. These will replace the existing Housing services, Property Services, Direct Works Organisation and Care services Unit. These structural proposals will be funded by both the General fund and the HRA. The Director of Finance and Strategic Resources is of the opinion that the additional financial resources identified are sustainable;
- (5) Representation from the Community DSP following its meeting on 12th May 2005 and its decision to appoint the Chairman and Vice-Chairman of the DSP plus Councillors Bisnauthsing, Sandall, Gerald Taylor and Kirkman (as Vice-Chairman of the Resources DSP) as members of the Steering Group to oversee the improvement programme;

- (6) The restructure proposals have been carried out in consultation with Unison and in accordance with the Council's practices;
- (7) Statement from the Leader that the Administration were aware of the problems within Housing services well before the date of the Inspection was known and before the Stock Option Appraisal was on the cards. The Group had accordingly authorised the Portfolio holder to meet with the Chief Executive with a view to seeking radical change and improvement. As a result, discussions had started with interested housing associations but this work was put on hold once the date of the Housing Inspection and the timetable for the Stock Option Appraisal had been announced as it would have been inappropriate to continue this work pending these outcomes;
- (8) The Cabinet fully endorses the need to put aside any issue of blame and for all sections and political groups to work together as one team in order to meet the tough challenge of turning the situation around in the 12 month period before re-inspection. Pursuing a "blame culture" will delay and fragment the focus of the improvement programme.

Other Options considered and assessed:

An option to do nothing in response to the criticisms of the Strategic Housing Inspection report as an alternative to that proposed.

As the report has identified, the Audit Commission have advised a re-inspection will be undertaken in one year's time, and should the Council still be classified as poor, then this will have implications for any future Comprehensive Performance Assessment rating. It may also lead to potential intervention by the Audit Commission for non-improvement in a service area and may also impact on the Council's ability to attract funding through the Regional Housing Board in relation to support for affordable housing programmes and any other housing programmes.

CO18. DRAFT LOCAL GOVERNMENT PENSION SCHEME REGULATIONS 2005: CONSULTATION

DECISION: That the Corporate Manager, Human Resources and Organisational Development convey the Cabinet's support for the stance taken by the Employer's Organisation that the proposed changes to the Local Government Pension Scheme should not be revoked.

Considerations/Reasons for Decision:

- (1) Report number HR&OD78 by the Corporate Manager, Human Resources and Organisational Development and appended letter dated 22nd April 2005 from the Employers' Organisation for Local Government. The Employers' Organisation was seeking local authorities' comments

on its stance to not support the Secretary of State's proposal to retrospectively revoke the changes to the Local Government Pension Scheme introduced on 1st April 2005;

- (2) The Administering Authority have advised that the Lincolnshire Funds Actuary did not assume the regulations would change. It is not therefore expected that revised rate certificates (to reflect changes in the employers' contribution rates) for the current year will be required. The position for the following two years remains unclear and depends on the government's response following the tripartite discussion between the Government, Unions, and employees;
- (3) The Cabinet consider that changes are needed to the scheme and these cannot be deferred. 55 is still a relatively young age to retire and the authority would wish to retain knowledgeable and experienced staff.

CO19. CHARTER BETWEEN COUNTY, DISTRICT, TOWN AND PARISH COUNCIL WITHIN LINCOLNSHIRE

DECISION: To approve the draft Charter between County, District, Town and Parish Councils for adoption throughout the district.

Considerations/Reasons for Decision:

- (1) Report number DLS37 by the Corporate Manager, Democratic & Legal Services which sought to update the Cabinet since it first considered it in principle in November 2004;
- (2) The draft Charter was discussed at the Council's annual Stakeholder Conference in December 2004 where general support towards its adoption was expressed having regard to the need to encourage community empowerment. It was felt that the Charter might assist that goal;
- (3) The Lincolnshire County Council and Other districts have now adopted or were working towards the adoption of the Charter and it is broadly supported by most Parish Councils.

CO20. HIGH HEDGES LEGISLATION: ANTI-SOCIAL BEHAVIOUR ACT 2003: DETERMINATION OF MAXIMUM FEE FOR DEALING WITH COMPLAINTS

DECISION:

- (1) That the maximum fee for dealing with complaints relating to High Hedges under Section 68 of the Anti-Social Behaviour Act 2003 be set at £360 subject to this being reviewed in six months' time;
- (2) The Corporate Manager, Democratic & Legal Services write to the ODPM on behalf of the Cabinet to express strong concern that

the legislation does not permit either the complainant or the local authority to recoup all the costs incurred in pursuing a case.

Considerations/Reasons for Decision:

- (1) Report number DLS39 by the Corporate Manager, Democratic & Legal Services referring to the decision made at the annual council meeting on 28th April 2005, the final part of which referred the setting of the maximum fee to the Cabinet to determine;
- (2) Recently published guidance on this matter indicates that it is for each local authority to decide what they wish to charge for carrying out this service;
- (3) The fee takes into account the number of expected cases, the fact that local authorities will be involved in appeals against their decisions, the anticipated officer time involved per case, and the cost of enforcement. Dealing with High Hedges complaints will be a particularly sensitive and time-consuming process;
- (4) The guidance does refer to the authority being able to offer a reduced fee for people who are on a low income or in receipt of benefits;
- (5) Information provided at the meeting of nine other councils who had set fees which ranged between £265 and £475;
- (6) The Cabinet's concern that it is now statutorily required to deal with costly issues of neighbour disputes without being given additional resources by the Government. It will now fall upon the council tax payers. Too low a fee could encourage frivolous complaints. A review in six months' time will allow the fee to be considered alongside experience of the number of complaints submitted.

CO21. ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.

Non Key Decisions:

(1) Councillor John Smith: Portfolio - Economic

Decision: To approve acceptance of the lowest tender received from Matrix Solutions of Bristol in the sum of £205,865,00 for essential resurfacing and waterproofing works to levels 1 and 2 of the multi-storey car park at Wharf Road, Grantham.

[Decision made on 23.05.05]

Decision: That approval be given to undertake consultation and publicity with regard to the proposed designation of a new conservation area at the 'Northfields' area, Stamford, including the suggested boundaries and appraisal.

[Decision made on 23.05.05]

(2) Councillor Peter Martin-Mayhew: Portfolio – Community Safety

Decision: That, following negotiations between Ian Smith Electrical Ltd and Property Services, the contractor be awarded a further partnership agreement for the upgrading of the Electrical Central Heating Systems to a total of 66no. properties at locations in the villages of Fulbeck, Honington, Sudbrook, Gunby, Skillington, Bitchfield, Stainby, Creeton, Kirkby Underwood, Haconby, Uffington, Pointon, Burton Coggles and Boothby Pagnell. Works are to be carried out at the same rates originally tendered for in 2000/2001. The pro-rata overall cost of the works is £70,660.00.

[Decision made on 16.05.05]

Decision: To approve acceptance of the tender submitted by Fordham Research Ltd. for the provision of a survey of Private Sector Housing Condition (including Energy Efficiency), Housing Needs and Market Assessment including reference to people with Special Needs and Travellers in the sum of £89,480.

[Decision made on 18.05.05]

Decision:

To approve acceptance of the lowest tender received from Allenbuild Ltd of Derby in the sum of £2,708,568.80 for a major scheme of improvement works to 150 houses at “Poet’s Corner” Estate in Grantham.

2. To approve the payment of £650.00 disturbance and redecoration allowance to each of the tenants of the “Easiform” houses affected by the removal of asbestos panelled walls and built-in wardrobes.

[Decision made on 23.05.05]

Decision:

- (1) That approval be given to explore the options for delivering the Licensing service with regard to the transfer of existing licenses to the new licensing regime under the Licensing Act 2003.
- (2) That approval be given to request tenders for this service without formal advertising.

[Decision made on 23.05.05]

The Non Key decision above relating to the arrangements for delivering the new licensing regime in the long term absence of the Licensing Officer

prompted discussion amongst the Cabinet during which concerns were raised at the large number of licensees who were leaving it until the last minute to submit their applications. Both the Corporate Manager, Democratic & Legal Services and the PR Manager referred to extensive work that had been undertaken by the Licensing Officer before his illness and the PR coverage to inform and encourage business to ensure they applied in good time. The Chairman of the Licensing Committee was present and permitted to speak in order to confirm that the Council had contacted all licensees individually. It was acknowledged that the lack of applications forthcoming at present was not through want of effort on the Council's part. The Cabinet asked that PR efforts be repeated with an emphasis on the consequences for businesses if they failed to apply in time.

DATE DECISIONS EFFECTIVE:

Key and Non key decisions made on 23rd May 2005 can be implemented on 2nd June 2005 unless subject to call-in by the relevant Development and Scrutiny Panel.

**South Kesteven District Council, Council Offices, St. Peter's Hill, Grantham,
Lincolnshire NG31 6PZ**

**Contact: Cabinet Support Officer- Tel: 01476 406119
e-mail I.shuttlewood@southkesteven.gov.uk**

REPORT TO CABINET

REPORT OF: DIRECTOR OF OPERATIONAL SERVICES

REPORT NO: DOS 283

DATE: 6th JUNE 2005

| | |
|--|--|
| TITLE: | IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 4 |
| FORWARD PLAN ITEM: | E-GOVERNMENT |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN: | 16 July 2004 |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | No |
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | Access Cllr Paul Carpenter – Technology Portfolio Holder |
| CORPORATE PRIORITY: | ACCESS TO SERVICES |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | None |
| BACKGROUND PAPERS: | Implementing Electronic Government Statement 1 Implementing Electronic Government Statement 2 Implementing Electronic Government Return 3 Implementing Electronic Government Return 4 |

INTRODUCTION

1. The Council is required to submit an Implementing e-Government Return annually to the Office of the Deputy Prime Minister. This year, the ODPM has required all authorities to submit an interim return, IEG4.5. The Return must be submitted on-line through the ESD web site to the ODPM no later than 18th July 2005.

RECOMMENDATION

2. The Cabinet is asked to recommend to Full Council on 23rd June 2005 that the IEG4.5 Return be supported.

DETAILS OF REPORT

3. The draft IEG4.5 is attached for consideration. The format of the IEG4.5 is prescribed by the ODPM and is intended to standardise the interim returns. The intention of the ODPM is to enable national benchmarking as well as measuring our achievement against target as we work towards full implementation of e-government required priorities by December 2005.

4. A new section within IEG4 is to demonstrate the efficiency savings that will be achieved in both cash (cash savings) and non cash (quality benefits) terms. This is an important section of the Return which is required to justify the corporate investment in local e-government. For this return indicative figures have been submitted based on proposals to introduce the e-government agenda. It is proposed to introduce robust data gathering methods where e-government is introduced to ensure that the efficiency savings can be captured.

5. The Council has received the sum of £400,000 through IEG submissions to date. ODPM acceptance of the previous return enabled the Council to access a further £150,000.

COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

6. The IEG4.5 Return, if approved, supports our e-government agenda.

COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

7. No specific comments.

CONTACT OFFICERS

Ian Yates – Director of Operational Services
Telephone: 01476 406201
Email: i.Yates@southkesteven.gov.uk

Jackie Mills – Customer Services Manager
Telephone: 01476 406200
Email: j.mills@southkesteven.gov.uk

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG4.5)

SOUTH KESTIVEN DISTRICT COUNCIL



IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2005 (IEG4.5)

Introduction

This IEG return is an essential part of the national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from our investment in e-government and the use of IEG funding in individual local authorities. It is also an effective mechanism to help us identify national support and capacity needs for local authority e-government activity.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes:

- assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.

Building on the work undertaken by Sir Peter Gershon in his independent review of public sector efficiency¹, SR2004 sets the ODPM a new PSA target on local government:

- by 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities

This equates to a target for local services of achieving 2.5% efficiency gains per year, amounting to at least £6.45bn per annum by 2007/08. Clearly, e-government will make a substantial contribution towards the achievement of this target. The ODPM is working in partnership with local authorities and their representative national organisations to help achieve the specified objectives, including a new request in the IEG4 return to provide a summary of efficiency gains arising from the implementation of local e-government.

The format of the IEG return is subject to extensive consultation. Last year, this helped to achieve a 100% return rate of IEG4 submissions from local authorities. As last year, the format of the IEG4 mid term return is intended to simplify the return process for local authorities through a self-assessment approach. Successful completion of the IEG4 mid term return also demands awareness of the ODPM's National Strategy for Local e-Government published in November 2002, deliverables from the National Project programme and the priority outcomes for local e-government². Further details on all of these areas can be found at the ODPM's local e-government portal website www.localgov.gov.uk.

E-Government is a key tool in delivering local services. Within the CPA process, those councils that have not done well in achievement, investment, capacity or performance management may particularly need to consider the role that e-government can play in delivering improvements as part of a wider strategy for improvement planning.

The proforma format for IEG4 mid term returns complies with Government commitments to reduce service plan requirements for local authorities, whilst balancing the need for authorities to supply statistical information for the purpose of monitoring national progress on the implementation of local e-government. From this year through to 31 March 2006, all authorities will be able to input and maintain IEG data in real time via the esd-toolkit (www.esd-toolkit.org) allowing them to sign-off completion against the IEG self-assessment traffic lights as projects are actually implemented. For

¹ See http://www.hm-treasury.gov.uk/media/879E2/efficiency_review120704.pdf

² See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112

funding and risk management purposes, the ODPM will continue to set key dates in the calendar at which it intends to inspect the extent of progress and take action accordingly. These will include:

- 18 July 2005 mid term IEG snapshot;
- December 2005 deadline for IEG5 return;
- April 2006 deadline for IEG6 end of programme return.

“Excellent” CPA authorities are requested to continue to comply with requests for IEG data in order to assist in benchmarking national progress, to demonstrate their commitment to e-government and appropriate use of IEG capital grant. In particular, the fourth year of IEGs represents a crucial point of reference as local authorities move from the investment to the delivery phase of their local e-government programmes.

This proforma is intended to standardise Implementing Electronic Government (IEG) returns for 2004. It has been prepared for English County, District, Unitary Councils, London Boroughs, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare these statements. An amended version of this IEG4 proforma is available to National Park Authorities reflecting their different priority outcome responsibilities. Please note that Fire & Rescue authorities are not required to submit an IEG4 return, although county councils with responsibility for this service should include fire and rescue data as part of their general return.

Priority Outcomes

Practitioner guidance on the interpretation of the priority outcomes is available from <http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=1704073>. All enquiries on policy matters relating to the priority outcomes should be addressed to the local e-government team at the ODPM.

Funding & Completeness

You should complete the IEG4 mid term return on the basis that it is a required reference document to provide evidence to auditors of how IEG grant funding has been used. You should consult with relevant members of the ODPM's local e-government team for clarification of what is required to complete the proforma fully or to request assistance.

Approval & Publication

It is important that the information contained in your completed IEG4 mid term proforma is approved by the Council before submission and that adequate time for this is built into the timetable. Please note that the esd-toolkit entry process allows you to save a pdf copy of your IEG4 mid term return to facilitate its approval by Members. You are also reminded to note any requirements for disclosure of this information on your public website, in line with your authority's approved Publication Scheme under the requirements of the Freedom of Information Act 2000.

What's New in the Proforma?

The IEG4 Mid Term proforma purposely does not contain any substantive changes from last year's IEG4 proforma. However, it does contain minor updates to reflect the publication of the revised Local Government Efficiency Technical Note in January 2005 and the publication of the Government Connect Prospectus in March 2005.

Submission

Please note that submissions will only be accepted online via the Electronic Service Delivery (ESD) toolkit supported by the Improvement & Development Agency (IDEA) (www.esd-toolkit.org)³. Councils must make individual submissions - partnership returns are not acceptable.

You should allow adequate time to register and acquaint yourself with this facility prior to the submission deadline. Registration is free, and is both sufficient for the purposes of IEG4 mid term submission and for obtaining a copy of the local Government Services List (LGSL) needed for BVPI 157 calculation.

Please do not hesitate to contact relevant members of the ODPM local e-government team should you require further information or clarification. Contact details can be found on the last page of this guidance.

PROFORMA CONTENT

You are asked to summarise the plans and progress of your local authority according to the information requested below, as follows:

Section 1 – Priority Outcomes (self-assessment)

Section 2 – Change Management (self-assessment)

Section 3 – BVPI 157

Section 4 – Access Channel Take-Up

Section 5 – Local e-Government Implementation Costs

Section 6 – Local e-Government Programme Efficiency Savings

Please refer to www.localgov.gov.uk for further background information, including details of the priority outcomes guidance paper. Information on National Projects is available at www.localgovnp.org. Further information about local e-government is also available from the IDEA's Knowledge website at www.idea-knowledge.gov.uk.

In relation to Section 1 below, it is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed. It is not the intention to ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, a minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility is to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. In practice, authorities in two-tier areas will need to work in partnership to establish

³ IEG4 returns submitted by email will only be accepted for National Park Authorities, the Greater London Authority, the London Development Agency and Transport for London who are not catered for through esd-toolkit arrangements.

protocols covering the deep linking responsibilities within the ODPM's Priority Outcomes. This information should then be 'traffic-lighted' on the proforma accordingly.

Please add any explanatory or qualifying notes in the comment column, as appropriate.

Not all the elements in the proforma checklist in Section 2 below will necessarily be a part of your local e-government strategy, but you are expected to be aware of all of these elements and have taken a corporate position in relation to them. It is recognised that your IEG strategy will reflect local priorities and customer preferences, but you are asked specifically to provide accompanying commentary on any areas of the proforma checklist that remain "red" in 2005/06.

Name of Authority: _____ **South Kesteven District Council** _____

IEG Contact Name: _____ **Ian Yates** _____

Email: _____ **i.yates@southkesteven.gov.uk** _____

Telephone No: _____ **01476 406201** _____

Local Context

You may enter free text here to summarise the current stage of development of your authority's local e-government programme and your delivery plans up to and beyond December 2005, including the benefits that citizens will see as a result of e-government investment. It is suggested that this section be utilised to set the local context for the information contained in this return avoiding the use of technical jargon.

South Kesteven District Council has established and is progressing with their Customer Services and Modernisation Programme which comes under the Access priority, one of the five highest priority categories for the Council. The programme encompasses e-government, improved customer services, change management and business efficiency.

A dedicated team of staff, headed by a corporate director programme manager, is working to deliver the programme. This team has become one of the catalysts for change management and greater business efficiency whilst improving customer service throughout this rural district by implementing increasing electronic services and their access methods, together with best use of customer service staff. Elements of the programme are assisted by input and funding from the Improvement and Development Agency (IDeA) .

Working with the IDeA, the Council confirmed that the blueprint for it's electronic service delivery, the technical architecture, provides the means to reach the December 2005 electronic government target and beyond. Hardware and software systems to achieve the remit have been, or are being, acquired through a combination of partnership working and individual council expenditure. National project toolkits are being used to assist in the implementation and performance monitoring of priority outcomes and electronic services where appropriate.

The Council has now achieved 73% of the BVPI 157 target, the national performance indicator for electronic service delivery. It's web-site, the electronic "face" of the authority, has been redesigned to assist customer access. An audit of service delivery systems has been completed and the authority is actively working with it's software system suppliers to facilitate linkage to a common front face where appropriate. The Council's upgraded data network and internet protocol telephony system has now brought the authority completely under one system and provides the structure to improve telephone customer access across the district and ensure the efficiency of the future Customer Service Centre. Building work will commence in financial year 2005/6.

South Kesteven District Council recognizes the benefits of working in partnership where possible to achieve priority outcomes and greater benefits through shared purchasing, skill transfer and management of projects. South Kesteven District Council is contributing a proportion of IEG funding to achieve this.

The Council is a member of the Welland Partnership (East Northants District Council, Harborough District Council, Melton Borough Council, Rutland County Council and South Kesteven District Council), a partnership which is not confined to the physical boundaries of counties. The partnership has secured funding for a number of projects covering hardware, software and improved customer access. Products of these projects to date include a network of community portals, a planning on-line portal,

an electronic framework for the delivery of electronic services, a Customer Relationship Management, Workflow and Content Management system, an Electronic Records Management System, together with Customer Service training and the sharing of skills. The council is in the vanguard for usage of Government Connect, the national customer authentication system, which will be used as part of the Welland Authentication and Council Tax on Line project, of which the Council is the pilot authority.

The Council is also a member of the Lincolnshire Public Sector Working Group (PSWG). The partnership includes all Lincolnshire's District Councils, the County Council, Police and Health Services. The PSWG has been very successful in securing funding and delivering partnership initiatives and is recognised by all its partners as an essential mechanism for co-ordinating and delivering e-government across Lincolnshire. The PSWG has delivered an electronic gateway to information and local public services for the customers of Lincolnshire through the Internet by joining together the e-government infrastructures of the partners. The project reached the final of the IT Excellence Awards 2004. The PSWG have installed a voice link between each partner so that both council staff and residents can talk to another partner without incurring any charge. The PSWG has delivered a proof of concept for customer relations management software integration encompassing multiple products, so that partner systems could inter-operate in a standardised manner at some future time. This will greatly aid the referral of a service request between partners. The PSWG is working together on initiatives to deliver outcomes in priority areas that demand an integrated or joined-up approach between tiered authorities.

The customer will benefit in both overt and hidden ways from the overall programme delivery. Access will improve across the District through the expansion of electronic services and the variety of assisted and self-serve ways to access these. This will allow the customer to interact with local public services when, where and how they choose. The re-engineering of service delivery will provide a more satisfactory experience for the customer as well as providing efficiency savings to invest in better services. Economically, employment opportunities are advertised by JobsOnline via the community portals, giving people access to Welland-wide vacancies. Job vacancies are also advertised through LincUp, the Lincolnshire portal currently being developed. These two sites will provide our customers with a job search facility covering the local region which extend beyond county boundaries and covers two sub-strategic partnership regions.

These benefits extend to the smaller business customer, who will be able to conduct business electronically with the Council, can utilize the community portals to reach out to a greater customer base and expand it's potential through services in the Lincolnshire portal (LincUp). The community portals also provide a module to list commercial property for sale or rent. The Council has contributed to the overall e-government agenda, as well as small businesses, by leading a stream of work for the Working with Business National Project on behalf of the Welland Partnership.

South Kesteven District Council is now placed to deliver the e-government agenda through December 2005 and beyond, and is committed to providing better service and efficiency to our customers and our staff.

| Traffic Light Status: availability against 31 December 2005 target date for local e-government | | Current Status | Anticipated Status at 30/09/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment |
|---|--|----------------|--------------------------------|--------------------------------|--------------------------------|--|
| Local e-organisation: | | | | | | |
| Red = Preparation & planning – to include projects that are being planned or being piloted | | | | | | e.g. “ red ” status should be applied to all elements on the proforma where work is at a primary or research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding. |
| Amber = Implementation stage – roll out of approved projects | | | | | | e.g. “ amber ” status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented. |
| Green = Fully implemented – projects completed & implemented | | | | | | e.g. “ green ” status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership. Please note that all “R” and “G” numbered priority outcomes listed in Section 1 are expected to be “ green ” by 31 December 2005 and 31 March 2006 respectively. This includes a requirement for deep-linking in relation to non-statutory functions. |
| e.g. for progress against a particular element you might enter: | | Red | Amber | Green | Green | |

Section 1 – Priority Outcomes (self-assessment)⁴

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 30/09/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry ⁵ | Amber | Amber | Green | Green | Lincolnshire County council dependency for delivery to enable deep-linking |
| R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children ⁶ . | Amber | Amber | Green | Green | Lincolnshire County Council dependency for delivery to enable deep-linking |
| G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools | Amber | Amber | Green | Green | Lincolnshire County Council dependency for delivery to enable deep-linking |
| E1 If already 'green' on R1, R2 & G1 above, please comment on agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank. | | | | | |
| R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List ⁷ (see www.laws-project.org.uk). | Amber | Green | Green | Green | Part dependency on Lincolnshire County Council to complete deep-linking |
| R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community. | Amber | Amber | Green | Green | Use of secure messaging system implemented by Youth offending Scheme and Lincolnshire County Council when enabled. |
| G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events | Green | Green | Green | Green | Available through our Community Portals |

⁴ See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112 and <http://www.idea.gov.uk/knowledge>

⁵ Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

⁶ i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).

⁷ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

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| E2 If already 'green' on R3, R4 & G2 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank. | | | | | | |
| R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily. | Green | Green | Green | Green | Green | Modern.gov software |
| R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves. | Green | Green | Green | Green | Green | Weblet pages also available through the Community Portals |
| G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics. | Amber | Green | Green | Green | Green | |
| G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files). | Amber | Green | Green | Green | Green | Business plan and cost effectiveness being developed |
| E3 If already 'green' on R5, R6, G3 & G4 above, please comment on agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank. | | | | | | |
| R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling). | Amber | Amber | Green | Green | Green | |
| R8 Online receipt and processing of planning and building control applications. | Green | Green | Green | Green | Green | |
| G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information. | Amber | Amber | Green | Green | Green | |
| G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes. | Amber | Amber | Green | Green | Green | Lincolnshire County Council dependency for completion, deeplink to Consumer Direct when implemented. |
| G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour. | Amber | Amber | Amber | Amber | Green | Testing of software upgrades and integration |

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| E4 If already 'green' on R7, R8, G5, G6 & G7 above, please comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank. | | | | | | | |
| R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment. | Red | Amber | Amber | Amber | Green | Software implementation | |
| G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions). | Amber | Amber | Amber | Amber | Green | | |
| G9 Regional co-operation on e-procurement between local councils. | Red | Amber | Amber | Amber | Green | Co-operation through East Midlands Regional Partnership and Lincolnshire Partnership for completion | |
| <p>If already 'green' on R9, G8 & G9 above, please comment on progress towards providing:</p> <p>E5 Access to virtual e-procurement 'marketplace';</p> <p>E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p> <p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVP18);</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p> | | | | | | | |
| R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers). | Green | Green | Green | Green | Green | | |
| R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling. | Amber | Amber | Amber | Amber | Green | dependency on authentication | |
| G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments. | Amber | Amber | Amber | Amber | Green | | |
| G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers. | Amber | Amber | Amber | Amber | Green | dependency on authentication and integration | |

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| <p>If already 'green' on R10, R11 G10 & G11 above, please comment on progress towards providing:</p> <p>E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone);</p> <p>E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards);</p> <p>E10 Agreed baseline and targets for reductions in unit costs of payment transactions;</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p> | | | | | |
| | Amber | Amber | Green | Green | Lincolnshire County Council dependency for delivery |
| | Amber | Amber | Green | Green | Sports and Leisure facilities contracted out |
| | Amber | Amber | Amber | Green | Dependency on partnership working to provide cost-efficiency, dependency on private companies as Sports and Leisure facilities contracted out. |
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| <p>E11 If already 'green' on R12, R13 & G12 above, please comment on agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.</p> | | | | | |
| | Amber | Green | Green | Green | Dependencies on private companies to complete requirement with current information, deep-linking to public transport information and Lincolnshire Journey Planner |
| | Amber | Amber | Green | Green | Lincolnshire County Council dependency for delivery |
| | Red | Amber | Amber | Green | Business case being developed for cost per volume |
| | Amber | Amber | Green | Green | East Midlands Regional Partnership EMPReSS project. Lincolnshire County Council dependency for delivery. |
| <p>R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.</p> | | | | | |
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| <p>R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.</p> | | | | | |
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| <p>G13 E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.</p> | | | | | |
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| <p>G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.</p> | | | | | |
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| E12 If already 'green' on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank. | | | | | |
| R16 E-enabled 'one stop' resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office. | Amber | Amber | Green | Green | Green |
| R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms. | Green | Green | Green | Green | Green |
| G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes. | Amber | Amber | Green | Green | Green |
| If already 'green' on R16, R17 & G15 above, please comment on progress towards providing: | | | | | |
| E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. | | | | | |
| E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. | | | | | |
| in the comment column opposite. Otherwise, leave this row blank. | | | | | |
| R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres. | Amber | Green | Green | Green | Green |
| R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates. | Amber | Green | Green | Green | Green |
| G16 Systems to support joined-up working on children at risk across multiple agencies. | Red | Amber | Amber | Green | Green |
| G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field. | Red | Amber | Amber | Green | Green |
| E15 If already 'green' on R18, R19, G16 & G17 above, please comment on agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave | | | | | |

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|---|-------|-------|-------|-------|-------|---|
| this row blank. | | | | | | |
| R20 Email and Internet access provided for all Members and staff that establish a need for it. | Green | Green | Green | Green | Green | |
| R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff. | Amber | Green | Green | Green | Green | Policy processing through Council procedures for adoption |
| R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy. | Green | Green | Green | Green | Green | |
| G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen"). | Amber | Amber | Amber | Amber | Green | |
| E16 If already 'green' on R20, R21, R22 & G18 above, please comment on agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank. | | | | | | |
| R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday). | Amber | Amber | Green | Green | Green | |
| R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management. | Green | Green | Green | Green | Green | |
| G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf). | Amber | Green | Green | Green | Green | |
| G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI). | Amber | Green | Green | Green | Green | |
| G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk). | Amber | Green | Green | Green | Green | |
| E17 If already 'green' on R23, R24, G19, G20 & G21 above, please comment on agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank. | | | | | | |

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| R25 Online publication of Internet service standards, including past performance and commitments on service availability. | Green | Green | Green | Green | Green |
| R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users. | Green | Green | Green | Green | Green |
| G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels. | Amber | Amber | Green | Green | Green |
| G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk). | Amber | Amber | Green | Green | Green |
| E18 If already 'green' on R25, R26, G22 & G23 above, please comment on agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank. | | | | | |
| R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery. | Amber | Amber | Green | Green | Green |
| R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response. | Amber | Amber | Green | Green | Green |
| R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies | Amber | Green | Green | Green | Green |
| G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management. | Amber | Green | Green | Green | Green |
| G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address. | Amber | Green | Green | Green | Green |

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|--|-------|-------|-------|-------|-------|-------|
| E19 If already 'green' on R27, R28, R29, G24 & G25 above, please comment on agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology in the column opposite. Otherwise, leave this row blank. | | | | | | |
| <p>Section 2 – Change Management (self-assessment)</p> <p><i>Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.</i></p> <ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757): <ul style="list-style-type: none"> i) Member & officer e-champions ii) e-government programme manager iii) customer services management Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning Establishment of an e-delivery board⁸ Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures Use of customer consultation/research to inform development of corporate e-government strategy Establishment of policy for addressing social inclusion within corporate e-government strategy Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of | | | | | | |
| | Green | Green | Green | Green | Green | Green |
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| | Green | Green | Green | Green | Green | Green |

⁸ i.e. the board that has overall responsibility for all the e-programmes in an authority as well as other governance issues such as overseeing the general management processes and the ICT architecture to deliver e-government.

⁹ Areas where benefits may be identified include policy or legal requirement (required), quality of service, internal management, process improvement (productivity or efficiency), Personnel or HR management, risk reduction, revenue enhancement or acceleration, strategic fit.

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| <p>Information Act)</p> <ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer | Amber | Green | Green | Green | Green | |
| <ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal/) | Green | Green | Green | Green | Green | Broadband procured through Welland Partnership, working with Lincolnshire Patnership for future expansion |
| <ul style="list-style-type: none"> Compliance with BS 7799 on information security management | Red | Amber | Amber | Amber | Green | |
| <ul style="list-style-type: none"> Implementation of Benefits Realisation Plan⁹ for delivery of local e-government programme strategic objectives | Amber | Green | Green | Green | Green | |
| <ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgsi/lgsi.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) | Amber | Green | Green | Green | Green | |
| <ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal/ & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc) | Amber | Green | Green | Green | Green | |
| <ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) Use of Government Connect (see | Amber | Amber | Green | Green | Green | |

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|---|---|-------|-------|-------|-------|--|--|--|--|
| http://www.govconnect.gov.uk/ccm/portal/) to support: | | | | | | | | | |
| i) | personalisation & registration for services categorised at security levels '0' and '1' through the citizen account | Green | Green | Green | Green | | | | |
| ii) | adoption of Unique Identifiers (UIDs) and associated standards, as designated in Government Connect | Amber | Green | Green | Green | | | | |
| iii) | the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) | Red | Amber | Green | Green | | | | |
| iv) | citizen & business authentication for services for services categorised at security levels 0-3 | Amber | Green | Green | Green | | | | |
| v) | registration & authentication of employees for internal and cross-agency services | Amber | Amber | Green | Green | | | | |
| vi) | corporate approach to collection of e-payments | Amber | Amber | Green | Green | | | | |
| vii) | cross agency secure transactions (Government to Government) | Amber | Amber | Green | Green | | | | |
| viii) | account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes | Amber | Amber | Green | Green | | | | |
| ix) | common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place) | Amber | Amber | Green | Green | | | | |
| x) | GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) | Amber | Green | Green | Green | | | | |
| xi) | GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) | Green | Green | Green | Green | | | | |
| • | Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back-office connection in place (Department Interface Server) | Green | Green | Green | Green | | | | |
| • | connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) | Green | Green | Green | Green | | | | |
| • | Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foiunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) | Green | Green | Green | Green | | | | |
| • | Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlp.gov.org.uk) | Green | Green | Green | Green | | | | |
| • | Connection to National Land Information Service (NLIS) at Level | Green | Green | Green | Green | | | | |

3 (see <http://www.nlis.org.uk>)

- Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see <http://www.dfes.gov.uk/isa>)

Red

Amber

Amber

Green

Dependency on Lincolnshire County Council for completion of task

Section 3 – BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01¹⁰ of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

| BVPI 157 Interaction Type | Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005) | Actual | | | | Forecast 2005/6 ¹¹ |
|---|--|------------------------------------|----------|------------|-------------|----------------------------------|
| | | 2001/2 | 2002/3 | 2003/4 | 2004/5 | |
| Providing information: • Total types of interaction e-enabled • % e-enabled | 94% | Not available | 32 9% | 281 90% | 326 100% | 326 100% |
| Collecting revenue: • total types of interaction e-enabled • % e-enabled | 87% | Not available | 0 | 5 42% | 5 56% | 9 100% |
| Providing benefits & grants: • total types of interaction e-enabled • % e-enabled | 78% | Not available | 0 | 0 | 0 | 14 100% |
| Consultation: • total types of interaction e-enabled • % e-enabled | 86% | Not available | 1 5% | 1 5% | 1 5% | 26 100% |
| Regulation (such as issuing licences): • total types of interaction e-enabled • % e-enabled | 76% | Not available | 0 | 1 2% | 1 3% | 40 100% |
| Applications for services: • total types of interaction e-enabled • % e-enabled | 83% | Not available | 1 1% | 43 32% | 180 84% | 214 100% |
| Booking venues, resources & courses: • total types of interaction e-enabled • % e-enabled | 78% | Not available | 0 | 0 | 0 | 8 100% |
| Paying for goods & services: • total types of interaction e-enabled • % e-enabled | 80% | Not available | 0 | 2 3% | 2 3% | 68 100% |
| Providing access to community, professional or business networks: • total types of interaction e-enabled • % e-enabled | 82% | Not available | 1 4% | 74 100% | 54 58% | 93 100% |
| Procurement: • total types of interaction e-enabled • % e-enabled | 73% | Not available | 0 | 0 | 0 | 3 100% |
| • TOTAL: TYPES OF INTERACTION E-ENABLED • % E-ENABLED | 86% | Pre ESD calculation 29 7% | 35 5% | 407 63% | 569 71% | 801 100% |

¹⁰ This updates Version 2.0 to include National Park Authority services and represents the 'core' list which will remain unchanged until April 2006 and will provide a common baseline for calculating BVPI 157 and reporting figures in IEG returns.

¹¹ It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1st January 2006 is required.

Section 4 – Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions¹² and unique users¹³ are given in the footnotes below.

| E-enablement & Main E-Access Channel Take-Up | | Actual('000s) | | | Forecast ('000s) | | | Comment |
|--|---|---------------|-------|-------|------------------|-------|--|---------|
| | | 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | | |
| Local Service Websites | | 1,916 | 2531 | 2658 | 2790 | 2930 | Includes 4 community portals and www.southkesteven.gov.uk Forecast at 5% increase per annum | |
| • | Page impressions (annual) | 495 | 689 | 723 | 760 | 797 | | |
| • | Unique users, i.e. separate individuals visiting website (annual) | 0 | 3 | 4 | 4.5 | 5 | | |
| • | Number of e-enabled payment transactions accepted via website | 0 | 0 | 1 | 2 | 2.5 | | |
| Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):</i> | | | | | | | | |
| • | Number of e-enabled payment transactions accepted by telephone | 6.4 | 6 | 5 | 4 | 3 | | |
| • | Number of change of address notifications accepted via telephone | 0 | 0 | 5.5 | 6 | 6 | | |
| Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits):</i> | | | | | | | | |
| • | Number of e-enabled payment transactions accepted via personal contact | 9.2 | 19 | 20 | 21 | 22 | | |
| • | Number of change of address notifications accepted via personal contact | 0 | 0 | .5 | .2 | .2 | | |
| Other Electronic Media (e.g. BACS, text messaging): | | | | | | | | |
| • | Number of e-enabled payment transactions accepted via BACS | 372 | 316 | 324 | 333 | 342 | | |
| • | Number of e-enabled payment transactions accepted via text message or other electronic form | n/a | 6 | 8.5 | 10 | 13 | | |
| • | Number of change of address notifications accepted via other electronic media | 0 | 0 | 0 | 0 | .5 | | |
| Non Electronic (e.g. cash office, post) | | 272.6 | 265 | 260 | 250 | 240 | | |
| • | Number of payments accepted by cheque or other non-electronic form | 0 | | 4 | 3 | 2 | | |
| • | Number of change of address notifications accepted via non-electronic form | | | | | | | |

¹²

Unique User (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

¹³

Page Impression (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

Section 5 – Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

| Programme Resources | Backward Look (£) | | Forward Look (£) | | | Comment |
|--|-------------------|----------------|------------------|----------------|---------------|---|
| | 01/02 to 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | |
| • IEG capital grant | 400,000 | 350,000 | 150,000 | 0 | 0 | |
| • your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area | 669,000 | 0 | 0 | 0 | 0 | Reflects nominal pro rata share of both Welland and Lincolnshire partnership projects |
| • financial contribution from public-private partnerships | 0 | 0 | 0 | 0 | 0 | |
| • resources being applied from internal revenue and capital budgets ¹⁴ to implement e-government | 238,000 | 300,000 | 781,000 | 405,000 | 65,000 | |
| • other resources (e.g. training) (please specify) | 5,000 | 5,000 | 0 | 0 | 0 | Member training |
| • ODPM e-Innovations Fund capital grant | 0 | 0 | 0 | 0 | 0 | |
| • financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding | 143,000 | 151,000 | 60,000 | 0 | 0 | Includes nominal pro rata share of Welland Invest to Save project |
| TOTAL | 1,455,000 | 816,000 | 991,000 | 405,000 | 65,000 | |

¹⁴ Please show the actual capital expended in each year, not the annual cost of servicing the loan.

Section 6 – Local e-Government Programme Efficiency Gains¹⁵

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government¹⁶. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

| | Backward Look (£) | | Forward Look (£) | | | | Notes | |
|---|-------------------|------------------------|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|
| | 04/05 | | 05/06 | | 06/07 | | 07/08 | |
| Efficiency gains | Annual gain | ... of which cashabl e | Expected annual gain | ... of which cashable | Expected annual gain | ... of which cashable | Expected annual gain | ... of which cashable |
| Corporate services, of which: | | | | | | | | |
| • e-recruitment | | | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| • e-payments | 6,000 | 6,000 | 7,000 | 7,000 | 10,000 | 10,000 | 15,000 | 15,000 |
| • corporate services efficiencies not covered above | | | 100,000 | 0 | 100,000 | 0 | 100,000 | |
| e-Procurement, of which: | | | | | | | | |
| • Service Specific | | | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| | | | | | | | | |

¹⁵ i.e. Increases in output quality and quantity for the same cost, or sustained outputs for reduced cost, arising from the application of local e-government to automate business processes and improve managerial effectiveness. Only efficiency gains arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target should be included. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included.

¹⁶ See http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_localgov_documents/page/odpm_localgov_032805.pdf.

| | | | | | | | | | |
|--|----------|--------|----------|---------|---------|---------|---------|---------|---|
| <ul style="list-style-type: none"> Cross-cutting e-procurement efficiencies not covered above | 5,000 | 5,000 | 90,000 | 65,000 | 90,000 | 65,000 | 90,000 | 65,000 | |
| Productive time , of which: | | | | | | | | | |
| <ul style="list-style-type: none"> Service Specific | | | | | | | | | |
| <ul style="list-style-type: none"> Cross-cutting productive time efficiencies not covered above | | | 150,000 | 50,000 | 150,000 | 50,000 | 150,000 | 50,000 | |
| Transactions | 10,000 | 10,000 | 77,500 | 50,000 | 77,500 | 50,000 | 77,500 | 50,000 | |
| | | | | | | | | | |
| Miscellaneous efficiencies not covered above | | | 38,500 | 38,500 | 35,500 | 35,500 | 30,500 | 30,500 | |
| | | | | | | | | | |
| TOTAL EFFICIENCY GAINS - GROSS | 21,000 | 21,000 | 505,000 | 252,500 | 505,000 | 252,500 | 505,000 | 252,500 | |
| | | | | | | | | | |
| LESS e-government implementation expenditure | 816,000 | | 991,000 | | 405,000 | | 65,000 | | i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure |
| | | | | | | | | | |
| TOTAL EFFICIENCY GAINS - NET | -795,000 | | -486,000 | | 100,000 | | 440,000 | | |
| | | | | | | | | | |

SUBMISSION

Please make sure that all IEG4 mid term entries are completed on the esd-toolkit (www.esd-toolkit.org) **by midday on Monday 18 July 2005.**

All general comments and enquiries regarding the IEG4 mid term process should be addressed to:

Local e-Government
Office of the Deputy Prime Minister
Zone 3/C5
Bressenden Place
London SW1E 5DU

E-mail: localegov@odpm.gsi.gov.uk
Tel: 020 7944 4258

FURTHER INFORMATION

Details of the National Strategy for local e-government and Priority Outcomes can be found at www.localegov.gov.uk

Details of National Projects can be found at <http://www.localegovnp.org>

Details of Government Connect can be found at <http://www.govconnect.gov.uk>

The Directgov website can be found at www.direct.gov.uk

Details of national infrastructure projects can be found at <http://e-government.cabinetoffice.gov.uk/Home/Homepage/fs/en> & <http://www.idea.gov.uk/lgi/>

Your regional IEG4 mid term contacts at the ODPM are:

East – Julian Bowrey – julian.bowrey@odpm.gsi.gov.uk

West Midlands, East Midlands – Colin Whitehouse – colin.whitehouse@odpm.gsi.gov.uk

South West – Peter Blair – peter.blair@odpm.gsi.gov.uk

London, South East, North East, National Parks - Janice Morphet – janice.morphet@odpm.gsi.gov.uk

North West, West Midlands, Yorkshire & Humberside - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG RETURNS

The ODPM may wish to publish information in connection with IEG4 mid term returns in due course or deposit them in its own library or that of the Houses of Parliament. Information may also be published as part of a national database to allow other local authorities to use IEG4 mid term data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries.

REPORT TO CABINET

REPORT OF: DIRECTOR OF OPERATIONAL SERVICES

REPORT NO: DOS 285

DATE: 6th JUNE 2005

| | |
|--|---|
| TITLE: | ICT STRATEGY |
| FORWARD PLAN ITEM: | ICT Strategy |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN: | 14 th February 2005 |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | Policy Framework Proposal |
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | Access Cllr Paul Carpenter – Technology Portfolio Holder |
| CORPORATE PRIORITY: | ACCESS TO SERVICES |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | None |
| BACKGROUND PAPERS: | |

INTRODUCTION

1. The purpose of this report is to put forward the attached ICT Strategy for approval by Cabinet and then Council.

BACKGROUND

2. The Council is undergoing some significant changes as it strives to make customer service and organisational improvements. If it is to make good progress the organisation needs to recognise the importance of information and

communication technology as a key resource required to deliver these improvements. The production of the strategy document has been undertaken by a company called Western Connect using central government grant funding.

OBJECTIVE

3. The document provides the strategy by which the Council's ICT resources will be delivered over the next 3-5 years. It takes the current position and lays out a plan of how progress will be made towards where we wish to be. It has been produced in a format that can be understood in the main by non I.T. specialists. The idea being to create a documented strategy that can provide the necessary linkages between the corporate goals/aims/priorities of the Council and the operational service units and the employees within the I.T. unit itself.

RECOMMENDATION

4. The ICT Strategy is approved and put forward to Full Council to be adopted as key strategy document of the Authority.

COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

5. None

COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

6. None

CONTACT OFFICER

7. Ian Yates – Director of Operational Services
Telephone: 01476 406201
Email: i.Yates@southkesteven.gov.uk



ICT Strategy for South Kesteven District Council

Prepared by



Revision History

| Version | Comments | Created By | Approved By | Date |
|---------|--|-----------------------------------|------------------|-----------------------------|
| V 1 | 1 st Draft for Approval by SKDC | Paul McElvaney, WesternConnect | Ian Yates | 31 st March 2005 |
| V 2 | Updated draft based on comments from SKDC | Paul McElvaney, WesternConnect | Ian Yates | 25 th April 2005 |
| V3 | CMT changes | Ian Yates | CMT and Cabinet? | 16 th May 2005 |
| V3.1 | Updated for final publication | Ian Yates | CMT | 24 th May 2005 |

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1. Background

1.1 Context

SOCITM's December 2004 bulletin carries an article about the Gershon review which states that "the efficiency targets can only be met by putting ICT at the very centre of the organisation....." South Kesteven District Council has recognised that ICT will be one of the main drivers of change in the organisation as the council moves toward implementing the government's various efficiency and modernisation targets and has realised that it wishes to move away from a traditional ICT support unit to a proactive Section seeking to provide a range of value-added business benefits through technology to its user group. This transformation is a key part of the package of changes required in order for SKDC to improve its current CPA rating from fair through good and eventually to excellent.

SKDC currently employs approximately 700 people of whom 450 or so are desk based employees. The council is keen to ensure that the organisation can maximise the strengths of the internal IT capability to support its service ambitions.

To this end, SKDC has prepared a formal ICT Strategy for the council for the next 3 to 5 years. This strategy is purposely designed to be 'built for change' and will be refined, updated and changed as the council's needs develop in the coming years. This strategy will not capture every ICT related project which must be undertaken in order to enable the delivery of the IT Section and council's objectives. Rather, this document will act as a baseline and framework from which the IT Section will manage their efforts over the coming years.

1.1.1 Audience

This strategy document will have relevance for several stakeholders both internal and external to the council organisation. These include:

- Corporate Management Team
- Elected Members
- IT Section Management and team members
- Partner Organisations including IDeA and ODPM
- All service function users who interact with IT
- Human resource and finance functions
- Suppliers

1.2 Internal and External Issues and Challenges

Like all UK councils, SKDC is facing increasing pressures as a result of increased expectation from its citizens in terms of the level of customer service provided by the organisation.

The council faces significant challenges from central government to modernise the council operation and make traditional services more accessible to citizens. To this end, the

council has ambitions to move towards a 'Self service council' model where citizens can carry out all their interactions online or through a front line customer service centre.

In general terms, the way in which councils are providing services to their citizens is changing, with increasing pressure on standards of service and availability of services online. Central government agencies including the ODPM have set a variety of challenges for SKDC which must be achieved if the council is to continue to be funded and, more importantly to realise the objective of achieving an 'excellent' CPA rating in the medium term.

SKDC is additionally charged with making year on year real savings as a result of the Gershon Efficiency Review. In the 2005/06 financial year, the council has identified a requirement for some £500k of savings per year. SKDC are keen to find ways to increase productivity or make other efficiency savings through smarter use of technology.

1.3 Methodology

The council has recruited WesternConnect, external consultants to assist in the preparation of this strategy. WesternConnect has taken a two track approach to this assignment as follows:

- Business Assessment – Carried out 1 to 1 interviews with senior council officers and a number of stakeholders to understand the service sections' objectives, concerns and priorities.
- Technical Assessment – 1 to 1 interviews with the whole IT Section to assess current capacity and any strengths or gaps in ability or infrastructure. This activity was also used to determine the scalability and responsiveness of the existing IT infrastructure to new developments and service Section ambitions.

Based on this business and technical assessment, the IT Section has worked with the consultants to document a baseline position of 'where we are now', understand where the council 'wants to get to' and an action plan for how we will reach these goals.

1.4 Objectives of the ICT Strategy

This ICT strategy fulfils a number of important objectives:

- Document current capacity as a baseline for moving forward
- Secure buy in from all council stakeholders for the development of ICT in the future
- Ensure that IT activities are in line with Service Section objectives and priorities and that these objectives 'join up' with wider government targets.
- Provide a framework for IT to support the modernisation and access agenda within the council as a whole
- Plan future developments
- Act as a useful reference point for new staff or external partners to help them understand the operations and infrastructure within IT
- Reduce and manage risk

- Identify and prioritise key areas where ICT can significantly improve service provision to service sections and citizens
- Increase efficiencies
- Support the change management process
- Secure management commitment for IT Section plans and activities
- Manage expectations within the Section and across the council
- Deliver an implementation timetable
- Business continuity and succession planning

2. Where Are We Now?

2.1 Current ICT Governance Arrangements

The IT Section's remit is to provide all of the authority's ICT requirements. This includes all internal systems from legacy applications, through to desktop support and new e-government solutions. The IT Section is further responsible for making best use of technology to provide an excellent service and to proactively seek ICT solutions through partnership with all users.

The IT Section is managed by the Head of IT Services who reports to the corporate director of performance management.

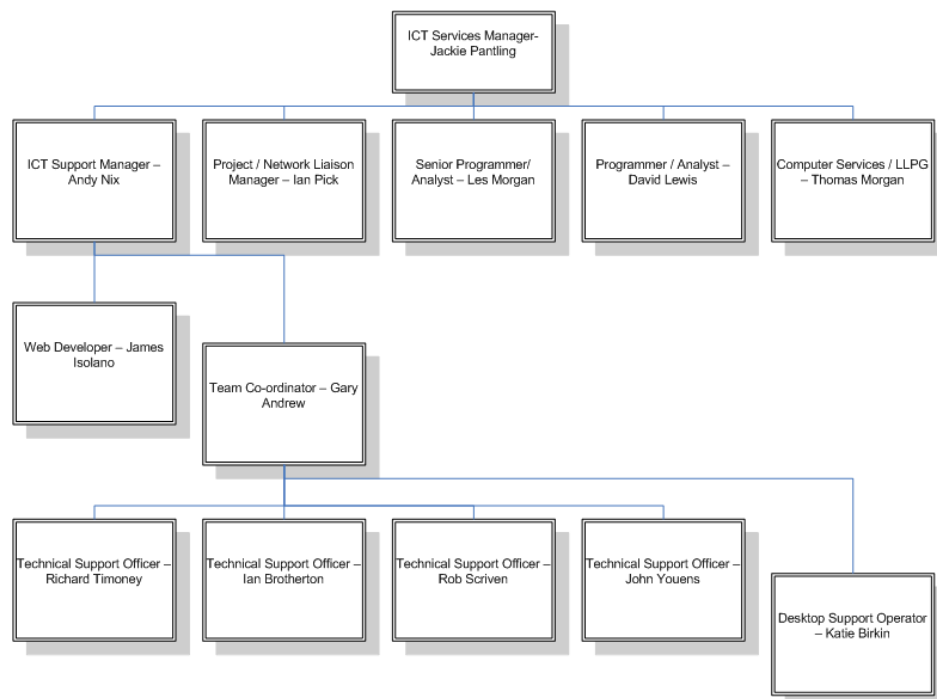


Figure 1 – IT Section Organisation Structure

2.2 Technical Standards and Policies

2.2.1 Security

Currently SKDC's network is protected by a single Cyberguard FS firewall which is supported and maintained in house by the Network Liaison Manager and one of the Technical Support Officers. All client PCs are protected by Sophos AV software which is deployed centrally, updating on a daily basis.

All mobile PCs are protected by F-Secure. A system will be introduced to deny access to remote computers in the event that anti virus software is not up to date.

2.2.2 Business Continuity Planning

SKDC currently uses Veritas Backup Exec software to backup data on all servers. Daily, weekly and monthly and in April, when the first year of this tape rotation system ends, yearly tapes will be rotated. Backup tapes, all of which are now DLT are stored in fire-

proof safes in three areas, two onsite and one offsite. Backup logs and 'data restore checks' are carried out on a daily basis by a technical support officer and tapes are rotated by another member of the ICT services staff. Data is also 'written' to an isolated file server. This data is completely rewritten on a daily basis.

In the event of a complete system crash, a private company is employed to roll out backup servers and desktops. This business continuity plan has been tested and mobilised in the last 12 months.

2.3 Current Applications Portfolio

SKDC's currently runs a wide range of third party programs. A full list is included in Appendix A. Relationships with third party providers are managed in various ways with no defined vendor management strategy. Nevertheless, relationships with third party vendors are good with no critical vendor management issues outstanding.

2.4 Current ICT infrastructure

SKDC currently has 42 servers running in mixed mode. Of these less than 6 are running on Windows NT with the remainder running on Windows 2000 or 2003.

- 1 x Windows NT 4 Server PDC
- 3 x Windows NT 4 Server BDCs
- 4 x Windows NT 4 Application Servers
- 18 x Windows 2000 Server
- 11 x Windows Server 2003
- 5 x Unix Server

In general, the server estate is modern and well maintained. The network infrastructure backbone is built upon a solid base with the capabilities for growth and development.

Server management is carried out through NT User Manager.

The desktop estate is similarly modern following recent refresh cycles. SKDC has 300 desktop PCs. The majority of PCs run Windows Win2K or XP Professional although some legacy desktops continue to run Windows 98 and are due for replacement this year.

At present, the IT Section does not implement a formal refresh policy for either server or desktop equipment. Hardware is refreshed on an 'as required' basis following agreement with the appropriate service Section.

2.5 Current ICT Capacity

The IT Section has a current staff of 13 people as follows.

- ICT Services Manager
- ICT Support Manager (temporarily seconded to eGov Project team)
- Project / Network Liaison Manager
- Senior Developer / Analyst
- Developer / Analyst
- ICT Services / LLPG Officer
- Web Developer

- Team Co-ordinator
- 4 x Technical Support Officers (one of whom is seconded two days per week to the eGov project team)
- Support Desk Operator
- ICT Support Officer (temporary)

In addition to the above, some service sections have a dedicated 'IT Power user' to help colleagues resolve straightforward IT related problems. However this is not uniform across the whole organisation. The "power users" also generally have specialist knowledge of the 3rd party software their Section uses.

2.6 Current ICT Skills

A skills matrix for the SKDC IT Section has been completed and is included in Appendix B.

2.7 Network Monitoring

The IT Section is currently implementing Observer as their network monitoring system for all server platforms and network elements.

This system will be deployed on a dedicated desktop which will be monitored by system support staff on a daily basis

It is important that formal procedures are put in place by the IT Section which will ensure that support staff take ownership for checking server logs and that a clear issue resolution system is put in place in the event of problems arising.

2.8 Immediate and Short Term Pressures on the IT Section

2.8.1 Access and Modernisation Programme

SKDC is currently embarking on an ambitious access and modernisation programme in response to government targets and priorities. This programme is key to the council's development of all technology related initiatives and will act as the main facilitator of all objectives of this ICT Strategy. The objective of this programme is to improve service delivery to citizens by:

- Improving access to information and services
- Improving the efficiency and effectiveness of the organisation
- Improving the number of customers requests resolved at first point of contact
- Improving the ability to service customer requests relating to other Lincolnshire based (together with the Welland partnership authorities) public services
- Ensure equity of service to all South Kesteven citizens

SKDC has split the project into seven distinct work streams in order to deliver the project in aggressive timescales. A project manager has been assigned for each stream with an overall programme manager assigned and given responsibility for delivery of the programme. This programme is designed to complement the December 2005 deadline for Implementing Electronic Government compliance and the March 2006 deadline for 'good' priority outcomes.

SKDC has assigned a member of the Corporate Management Team to programme manage this crucial project and the IT Section has seconded one of its most senior officers to act as work stream manager for some of the most important work streams under this initiative.

Stream 1 – IT Enabler

- IT Enabler Solutions - investigation into available and suitable IT solutions required
- Deliver Infrastructure - the implementation of these IT solutions

Stream 2 – Information Management

- Protocols and Processes
- Guidance and Training
- Data Audit
- Corporate Information Systems

Stream 3 – WEB SELF SERVE

- Populate ESD Toolkit
- Website Redesign
- Gap Analysis and Mini Road Map
- Deliver Web Solutions

Stream 4 – Accommodation

- Specification for Customer Service Centre
- Head Office and Area Office Accommodation Build

Stream 5 – Business Process Re-Engineering

- Skills, Protocols and Standards
- Current Service Maps
- Improvement Options
- Impact Analysis and Business Case
- Feasibility and Recommended Option

Stream 6 – Proof of Concept

- Build Solutions and Test

Stream 7 – Communications and HR

- Communications Plan
- Human Resources
- Managing customer expectations

2.8.2 Housing System Implementation

The IT Section is currently involved in the replacement of the Open House Housing application with the Anite product. This implementation was scheduled for completion in December 2004 but is now expected to be completed in June 2005.

2.8.3 BS7799 – Information Security

Compliance with this standard is required by December 2005. SKDC requires expert advice and recommendations of best practice in this area to enable the council to meet this target although the council will take a view on whether full accreditation is required.

2.8.4 Maximising the benefits of ICT

There is a sense throughout the council that the benefits of technology are not being maximised by the organisation as a whole. This is a key driver for the IT Section who are rightly seen as the champions of technology across the council.

2.9 Immediate and Short Term Pressures on the IT Infrastructure

Network Management – At present, the IT Section uses NT Manager for administering the users, data and hardware on the corporate network. Since the majority of the estate is running operating systems in excess of Windows 2000 it is advisable that Active Directory is installed as the corporate standard. This would realise significant administration efficiencies for the IT Section. At present the IT Section does not have the skills or capacity to carry out this implementation.

Email management – The council has a current problem with retention and management of archive emails. The council requires a formal email management system to be put in place as a priority as the current system does not support conformance to Freedom of Information Act or general business management.

Helpdesk – Although the IT Section has a case management system available to the IT Helpdesk, only 50-75% of support requests come through this formal channel. This is causing problems with capacity within the IT Section as support staff are being directed to adhoc requests which are not centrally logged.

SKDC Website – This resource has recently undergone a technical upgrade and refresh. The council continues to face a problem with ownership of web content and needs to address this issue as a priority. It is fair to say that the current content is less than user friendly and the council will assign responsibility for overcoming this issue in the short term.

2.10 E-Government Capacity

2.10.1 Priority Outcomes

Schools

The council's IEG 4 report states that the council is still at the preparation and planning stage of the 'required' outcomes to allow online applications for school places for 2007, online access to information about educational support services and the 'good' outcome of developing an admissions portal. However, it must be recognised that there is a dependency on Lincolnshire County Council for delivery to enable the deep-linking project.

Community Information

The council is currently implementing a one stop direct online access to joined-up A-Z info on council services. Preparations are underway to coordinate the secure online sending, sharing and accessibility of information between the council and youth justice agencies.

However, the council has enabled local organisations, community groups and clubs to create and maintain their information online through Community Portals which are linked to the SKDC website.

Democratic Renewal

The council is on target to meet required government outcomes in this area; public access to online reports has been provided and Councillors have been provided with easy to manage public web pages.

The council is however, a long way off achieving the 'good' outcomes of citizen participation and response to consultations (e-consultation) and the establishment of multimedia resources on local policy priorities via the council website. The council will use the current access and modernisation programme as the main vehicle for improving performance in this area.

Local Environment

The council is currently implementing online public reporting/applications, procurement and tracking of environmental services and the online receipt and processing of planning and building control applications, and as such is on target to meet the December 2005 target for these 'required' outcomes.

Significant effort remains outstanding for the council to meet the Mar 2006 'good' deadlines for this priority outcome area.

E-Procurement

Whilst the council has partially implemented e-tendering a more council wide approach is required in order to meet the priority outcome of providing appropriate online e-procurement solutions.

The council is currently undertaking the work to meet the 'good' outcome of establishing a single business account via corporate CRM account facility.

The council requires co-operation through East Midlands Regional Partnership and Lincolnshire Partnership to complete the regional co-operation on e-procurement between local councils.

Payments

The council has implemented online facilities to allow payments to the council in ways that engender public trust in local government electronic payment solutions, however the other 'required' outcome of the delivery of 'added value' around online payment facilities has yet to be implemented.

However, the council has been unable to demonstrate efficiency savings and improved collection rates from the implementation of e-payments and has failed as yet to enable registration for Council Tax and Business Rates e-billing for Direct Debit payers.

Libraries, Sports and Leisure

The council is currently enabling the online renewal and reservation of library books and catalogue search facilities, with a dependency on Lincolnshire County Council, and is also investigating the implementation of online booking of sports and leisure facilities.

The integration of ICT infrastructure and support to ensure consistent delivery of services is hampered by the fact that all sports and leisure facilities within the council are subcontracted, although a procurement process is underway to find a partner to provide online booking facilities to the leisure centres.

Transport

The council has yet to implement online facilities to allow the public to inspect local public transport timetables and information. However, there is a dependency on private transport companies to complete this requirement. There is also a dependency on Lincolnshire County Council for the delivery of online public e-consultation facilities for new proposals on traffic management.

Benefits

The council's plans for a contact centre will help them meet the 'required' outcome of an e-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries. And the council is currently implementing online facilities to allow citizens or their agents to check their eligibility for and entitlement to Housing and Council Tax benefit.

The council is still in the preparation stage of the 'good' outcome of implementing a mobile office service using technology to offer processing of these claims direct from citizens' homes.

Support for Vulnerable People

The council has dependencies on Lincolnshire County Council to meet both their 'required' and 'good' outcomes in this priority area. However the council is aiming to begin implementing solutions for access to local care services over the web and telephone contact centres and remote or mediated access to information about individual 'care packages'.

Supporting New Ways of Working

The council has provided Email and internet access to all members of staff that have established a need for it and are currently gaining ICT support and documenting a policy for home/remote working for council members and staff, which will in turn lead to the delivery of the 'required' outcome of providing access to home/remote working facilities to all council members and staff to satisfy the home/remote working policy requirements.

However, the council has not established an e-skills training programme for council members and staff with a recognized basic level of attainment.

Accessibility of Services

The council's plans a "one stop" contact centre and increased functionality on the council's website will help it meet the 'required' outcome of self-service or mediated access to all council services outside standard working hours.

The council has fully implemented a content management system to facilitate devolved web content and website management.

The council is currently adopting the ISO 15489 methodology for Electronic Document Records Management (EDRM) and is conforming with level AA of W3C Web Accessibility Initiative standards. However, they have not yet met compliance with the e-Government Interoperability Framework (e-GIF).

Take up of Web-Based Transactional Services

The council has not yet published internet service standards online. However, the process of monitoring the performance of the corporate website and regional portals is in progress.

To meet the 'good' level in this priority outcome the council must establish internal targets and measures for customer take-up of e-enabled access channels and adopt recognized guidelines for the usability of website design.

Making it Easy for Citizens to do Business with the Council

The council is in the process of putting in place systems to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries. The objective of this programme is to have 80% of problems fixed at the first point of contact by the end of 2007. The council is attempting to ensure that 100% of email enquiries from the public are responded to within one working day, with documented corporate performance standards for both email acknowledgement

and service replies. The council is also integrating their CRM system with back office activity.

As part of this CRM system the council must include a unique reference number to allow tracking of enquiry and service response to meet the 'required' outcomes.

To meet the 'good' outcomes the council must provide facilities to support the single notification of a change of address.

2.10.2 BVPI 157

The council is currently meeting 71% of its electronic service delivery targets and is forecasting 100% by the end of 2005.

2.10.3 Efficiency Gains

Significant efficiency gains must be made over the coming years if the council is to make the benefits of e-Government outweigh the costs and meet the Gershon Efficiency targets. The Gershon Efficiency statement has been prepared by finance and £500K year on year savings have been identified.

3. Best Practice

The following section contains an overview of some best practice examples of 'excellent' councils in the UK. In particular, this section is intended to provide a target for SKDC to achieve within the lifetime of this strategy.

3.1 e-Working

A number of UK Local Authorities have piloted e-working schemes with great success. Liverpool, Knowsley and the Royal Borough of Kingston councils have all led the way in rolling out flexible and remote working policies within their service sections and have experienced significant efficiency gains, productivity improvements and increases in staff and customer satisfaction as a result of adopting a flexible approach to working.

The most successful service sections where e-working has been rolled out include building control, social care, planning and environmental health.

The London Borough of Lewisham is sponsoring the creation of a wireless broadband service within the local authority as part of its drive to enable members and officers to connect to corporate services whilst on the move. The local authority intends this WiFi project will contribute to other local priorities such as the development of creative industries as well as increased social inclusion and access to broadband technologies.

The North London Strategic Alliance (NLSA) group of boroughs have implemented a mobile data pilot project in the area of Street Scenes and Abandoned Vehicles. This project is intended to replace operational procedures whereby street wardens complete manual information at the scene before returning to their offices to key case details into the council's IT systems. The project allows wardens to electronically capture information and transfer it wirelessly to a central server, allowing a more streamlined, timely process.

Project Nomad, one of the 22 National Projects supported by the ODPM, is a useful repository of case study information about mobile working projects currently taking place within local government and can be accessed at www.projectnomad.org.uk

3.2 e-Procurement

Leeds City Council has established a web-based electronic tendering system. As part of the system, local businesses are able to take advantage of standardisation of documents so they can work easier with local councils. Together with the e-tendering system, Leeds City Council streamlined systems through electronic sourcing, contract management, supplier management, online catalogues and ordering and payment processing.

Being enabled to provide the option of web-based tenders has added value to Leeds City Council as they now are part of counciltenders.net., a central source of information and advice on tenders and awarded contracts used by twelve councils throughout the Yorkshire and Humber region. Web-based tenders benefit councils through providing early tender advice, advertised tenders, invited tender access and tender results.

London Borough of Newham Council has introduced a live electronic-based marketplace. Marketplace benefits the council through providing the opportunity for networking, business directory, collaborative ventures and electronic tendering. Marketplace is a portal for local business to achieve its ambitions through advice, guidance, events and training opportunities.

Essex County Council makes use of e-procurement through the IDeA marketplace. Marketplace enables the full purchasing process to be carried out online, from order creation and authorisation to goods receipting and invoice matching. Marketplace is also able to support electronic catalogues, purchase cards, requests for quotes and spot pricing. It is also possible to place tenders and orders online.

Both Leeds and Newham have developed practical solutions of real use to all local authorities as they implement e-government to improve services and streamline their business.

3.3 Document Management

Norwich City Council has recently rolled out a document management system among all their service sections which has dramatically reduced the amount of paper being used and stored across the organisation. The system will be used to hold a database of information about the streets, to keep records of inspections and to produce schedules of further inspections.

Shrewsbury and Atcham Borough Council, rated as excellent by the Audit Commission, is currently implementing a project to introduce a corporate electronic document and record management system across all Council services by the end of 2005. Subscribing to Best Practice, the system will allow for the scanning, processing, storage and easy retrieval of documents online and assist the Council to progress to a minimum paper style of working. EDRMS will add value through improved efficiency, access to data and greatly assist with information and knowledge management. The first two services to volunteer to implement in depth are Environmental Health and Public Amenities, with the system due to operate before Christmas whilst Democratic Services and Policy anticipate using the system, beginning as a virtual filing cabinet, in the same time frame. The service will be rolled out across all other Sections over the next two years.

Building on its existing intranet, Bedford Borough Council has implemented the eKnowledge Suite, eKnowledge Portal and the eLearning Suite to form a complete solution that will form the basis for delivering its commitments on e-Government. The intranet will be rolled out to all staff and councillors initially, with the aim of expanding functionality to citizens as a personalised transaction portal. The intranet will be used to publish and manage all internal documents, members' information and administration as well as general communications between citizens, partners and staff across all Sections within the Council. Shaun Field, Chief Executive at Bedford Borough Council said, 'Implementing information management technology is key to our commitment to the Government's Electronic Service Delivery'.

3.4 E-Working for Elected Members

Sheffield City Council is undertaking a 'proof of concept' pilot project to examine the effect of introducing PDA mobile data technology into the relationship between councillors and their constituents. The project sees councillors being given PDA technology to use as a means of communicating, monitoring and resolving complaints and issues raised by constituents. This system is saving the elected members several hours each per week in paperwork.

Nottinghamshire County Council has recently undertaken a successful training exercise with its elected members aimed at securing their buy in to using IT in their roles and providing them with the relevant technical expertise to manage the use of IT while working from home.

3.5 Care Workers

Leeds City Council has recently piloted digital pen and paper technology among their social care worker team. Care Workers have been given the opportunity to submit reports in real time to the central management team, reducing time spent filling out reports and enabling workers to spend more time adding value to citizens.

3.6 CRM

London Borough of Brent Council has initiated a Customer Relationship Management development project intended to provide a major element of the IT environment that will support a Customer Service Strategy. Brent has used CRM techniques to facilitate a central database of customers, a record of all customer contacts with Council allowing the tracking of due, overdue and completed actions. CRM has also benefited Brent in integration with Call Centres and provision of E-service facilities across a range of media. Brent has added value through a workflow integration of end-to-end service delivery processes.

Surrey County Council has developed a central web site to collect and share information about major accidents and emergencies. Combined with the public web site, the major emergency-handling agencies will have access to a private extranet so they are able to share information between each other quickly.

3.7 Citizen Access

London Borough of Kingston upon Thames has developed a fully interactive website to communicate with its citizens. Rated excellent by the Audit Commission Comprehensive Performance Assessment, Kingston was identified as having 'put in place better systems for managing its performance'. Subscribing to best practice, the website adds value for citizens and provides the opportunity to access comprehensive online services.

Capable of being translated into a number of different languages, the website is interactive and provides the opportunity for the following;

- Online bill payment enabling citizens to create their own account and log on to pay bills
- Interact with citizens online via the 'Livin' Kingston' newsletter.
- Text your council, with your message directed to the relevant Section
- Report a fault
- ePetitions
- Planning applications
- Library book search
- Traffic bulletins
- Online booking for local theatres
- Tickets for events throughout the borough may be bought online

It is also possible for citizens to submit forms online to report faults that affect their community such as abandoned vehicles and graffiti. Through the website there is access to up to date information regarding road works, special events affecting traffic, highways and pavement patching works within the borough.

If there is a concern about a specific child, it is possible to email the initial contact centre where the complaint will be investigated. The safe parenting handbook may be accessed which addresses a plethora of children's issues ranging from bullying, babysitting and smacking to teenage drug abuse.

Liverpool is adding value to citizens and service through its Text2CityofLiverpool pilot project. The project is designed to find a cost effective way of dealing with the most frequently asked questions coming into the call centre and one stop shops, enabling more efficient utilisation of resources to tackle more complex enquiries. Text2Cityof Liverpool solution will remove the burden of dealing with non-complex queries enabling the contact centre to take on more complex business

3.8 Organisational Change

The London Borough of Sutton is following best practice guidelines in addressing the organisational change issues raised by the use of mobile computing tools in local government. Sutton is developing a series of reports and case studies with the aim of identifying what is required of a typical council to address the introduction of mobile working solutions. The initiative is designed to add value to local authorities with a 'toolkit' of products to help them implement new ways of working based around mobile computing.

The organisational change pioneered by Sutton will achieve real working benefits based on practical experience to local authority Sections and officers who aim to improve the effectiveness and efficiency of services through mobile working. The toolkit will be linked to the key challenges in the Strategic, Human Resources, Accommodation, Business Process and Technical Support areas.

3.9 Building Control

Sutton Borough Council is currently embarking on a 'proof of concept' project, seeking to effectively employ mobile technology across the Building Control service within the London Borough of Sutton. The project will centre on the collection of site data using intuitive e-Forms on a Tablet PC. This program aims to deliver an integrated electronic management system and to re-engineer current working practices within Building Control services. This will help to streamline the service and introduce efficiencies around the recording and storage of site data. Staff and public will be provided with the delivery of the system, which will demonstrate that the business unit is efficient, effective and more flexible as a result of mobile working. Mobile working will relieve professional officers of desk based administrative tasks and so increase operating efficiency, support home working and provide key benefits.

Belfast City Council are part way through a mobile working trial in Building Control which has produced a 50% increase in productivity in the area of inspections as inspectors have been able to complete 12 inspections per day where they were formerly only able to complete 8.

3.10 e-Government

The following councils, similar in size to SKDC have achieved considerable success in the rollout of e-Government and which act as exemplar councils for SKDC.

North Cornwall DC: which became the first local authority ICT function to achieve a double three star rating in its Best Value review

Canterbury City: which has developed an approach to ICT performance management that delivers powerful results

Caradon DC: which has built a platform for exploiting ICT and delivering e-government through high levels of customer satisfaction

Derwentside DC*: which has innovated and developed new channels by leading partnerships providing broadband provision for a sub-region

Maidstone BC: which exemplifies best practice in website development amongst shire districts

Staffordshire Moorlands DC: which has used the European Computer Driving Licence (ECDL) to increase employee competence and confidence with ICT

Stroud DC: which has engaged top-level commitment and support to build a leading website that delivers what the community needs

3.11 Governance and Skills Required

The ODPM has identified the following roles and governance arrangements which it has identified as central to the rollout of good e-government. Although ODPM recognises that there is no right answer, these roles may make the rollout of e-government more straightforward for SKDC.

- an e-government group, or as the ODPM now describes it, the e-Delivery board
- an ICT infrastructure group developing the ICT strategies, policies and standards
- service development groups undertaking application selection
- programme and project boards
- e-Champion
- Head of IT

4. Where Do We Want to Be?

4.1 Ambition for 2007

To Support SKDC's Vision by Providing Proactive and Best in Class IT Support and Solutions to the Council, its staff, Members and Citizens.

SKDC Will Continuously Improve the Delivery of Council Services by Using ICT as an Enabler for Informed Decision Making and Excellence in Service Delivery to its Citizens.

- We will maximise the council's IT investment by working in partnership with the service sections to ensure that they are making the optimum use of existing IT infrastructure.
- We will provide 'best in class' solutions to all service sections to provide a high quality service to South Kesteven citizens.
- We will support the decision making process within council for the benefit of all South Kesteven citizens.
- We will continually invest in the council's IT staff to ensure that they can provide the level of service required by members, officers and citizens.
- We will empower users and service sections to deliver excellence to SKDC citizens.
- We will take a lead role in the council's strategic investment in IT to ensure that we meet our modernisation and service level targets.
- We will continuously improve access to information for officers, members, communities and citizens so that they can gain access to all the information and services they need. We will work, within the statutory guidelines to ensure that customers need to supply information only once in order to gain access to services.
- All software procured by the Council will conform to a standard set of requirements to ensure that all new systems can be integrated to provide seamless services. Priority areas of compliance are currently seen as e-GIF compliance and integration with the Councils Gazetteer.
- IT services will advise service areas of information technology developments to stimulate and enable new opportunities for service delivery.
- The IT function will be based upon a robust, secure and resilient technical infrastructure with an ongoing phased programme of technology refresh.
- All information held electronically by the authority will be secured in accordance with council disaster recovery and business continuity plans.
- IT will continue to ensure that contracts with software suppliers include appropriate service for software support and hardware maintenance. We will ensure that we implement new upgrades to all systems when appropriate to our service sections' needs.

- The council's network and application systems will be protected against intrusion by a secure resilient protection system that will ensure confidence in our services. We will introduce authentication systems that will promote confidence.
- All mission critical business systems will be held on single purpose servers

In order to measure the progress towards delivery of the above there will be a "basket" of key performance measures put in place. These will include annual "customer satisfaction" surveys with key stakeholders including the ICT sections own employees. Each of the above areas will be covered by an appropriate question to measure the outcome achieved. Separate to this will be the measurement of progress towards delivery of this ICT Strategy against the planned timetable. Service specific performance will be covered in detail within the Service Partnering Agreement.

4.1.1 Accessibility

The IT Section will continue to move to a position where our services are easily accessible to all service sections and where we are offering a uniform level of service across the whole council.



Figure 2 – Internal Accessibility of IT

4.2 Service Section Requirements

This section details the requirements of each of the service sections from the IT Section based on the objectives of their service plans and discussions with WesternConnect. The council has recently prioritised its overall responsibilities and has identified access and modernisation, street scene, recycling, crime and disorder and town centres as the areas of key importance. These requirements will be translated into objectives for the IT Section as part of this strategy.

4.2.1 Corporate Requirements

A number of service sections have shared objectives and challenges for which they will require IT support:

- e-Government
- Online services
- Public Consultation
- Citizen engagement
- Document management systems
- Customer Relationship management systems
- e-working policies and standards
- e-mail management and retention
- Training Needs Assessment across the whole council

4.2.2 Prioritised Activities

The following activities have been identified and prioritised by the IT Section.

High Priority

- Delivery of e-Government Targets
- Replacement of Housing management computer system
- Select a supplier for a replacement corporate ledgers system with enhanced solution for e-procurement and possibly some relevant HR modules
- Implementation of Local Land and Property Gazetteer
- Implementation of BS7799 code of practice for information security management
- Implementation of Chip and Pin credit card authorisation facilities for banking halls
- Performance Management Benchmarking Data for quality of service delivery
- Scope organisational wide document management system
- Implement email management and retention system
- Improvement of facilities for mobile and home-working across all service sections

Medium Priority

- Review and consolidation of servers and platforms to deliver best value from technology
- Implementation of Active directory
- Rationalisation of software licence procurement and upgrade
- Roll-out of laptops for Housing scheme managers
- Further rollout of EDRMS across authority

- Facilitate full ICT Training Needs Analysis exercise across the organisation
- Implement formal e-working policies

4.2.3 Community Services

Leisure Services

Leisure Services has a number of key modernisation aims which will require support from the IT Section in the medium and long term.

The service is under pressure to improve the way that they gauge citizens' views and understand the current lack of satisfaction in the service in order for them to improve services. The service's aim is to increase consultation with citizens by providing consultation infrastructure in the following areas in particular;

- Leisure centres – assess satisfaction and identify problem areas
- Play schemes – Particularly consulting hard to reach groups.
- Communities activity – extend consultation to ethnic minorities in a consultative forum

The service requires the integration of existing electronic systems in leisure centres and will require the IT Section to support the rollout of such integration in order to ensure success. The integration of this leisure centre system will have significant benefits for citizens and provide a more 'joined up' service.

Leisure Services require the implementation of an online booking system for all council leisure centres and arts facilities which should be accessible via the council website and through kiosk facilities located in the community. This is something which must be provided by the sub contracting partner but will fall on IT to support and enable.

Care Services

The Care Services Section is required to evaluate the main computer operating system based at the Care Centre in Mowbeck House with a view to upgrading this system to provide a modernised service.

To meet the Council's requirement for a reliable call monitoring and management system capable of integration with other corporate network services there is a view to upgrade the system to a Tunstall PNC4 Vision system or that of another manufacturer, providing compatibility and functionality with the council's call monitoring alarm systems can be guaranteed. The new system should also provide a platform for the expansion of services in the areas of telecare and lone worker monitoring.

Care Services will require input from IT to ensure that this system is scoped and evaluated correctly and that the optimum system is put in place to meet the Section's and the council's needs.

Economic Development and Planning

The economic development and planning service has ambitions to communicate more effectively with citizens of SKDC and wishes to secure support from IT to facilitate this. The service requires IT to proactively assist the service in generating electronic communication channels with citizens.

The planning section has identified a number of key issues in their service plan, namely, Preparation of Local Development Framework, Economic Development of Regeneration Strategy Review and update of the Community Strategy Development of Town Centre Strategy. The service would like to enable citizens to conduct searches online and will require input and support from IT to provide this facility. By making this search process more accessible to citizens and stakeholders, and thus promoting locations in a more efficient way, the service believes that they will be able to attain Gershon savings in the directorate.

The service intends to introduce a new post of Communications Manager to take charge of controlling and monitoring internal and external communication including the website and the intranet. The service sees this as having potential benefit to the council organisation and sees IT as an important stakeholder in supporting this role.

Document Management System – The service has identified the implementation of a council wide DMS as a critical objective to enable the sharing of information and reduction in costly and inefficient paper trails.

4.2.4 Finance and Strategic Resources

Business and financial management services is currently investigating outsourcing options for Paymaster Services. The service will require input from IT to support this activity and assure that the optimum solution is chosen.

The service intends to procure a replacement for the existing corporate ledgers system with enhanced solution for e-procurement and again, will require IT input into this decision. The decision to replace such a system is fundamental for any council, not just for the service Section but for the council as a whole and will determine the ability of the council to implement future modernisation plans and targets.

Revenue Collectors – the service needs revenue collectors to have more information available to them in the field. It was suggested that they should be given hand held devices to access and update info quickly. This was identified as a way of bringing significant efficiencies to the council.

CRM – The service would benefit from the implementation of a CRM system which would enable them to better track outstanding accounts with the council so that straightforward queries and the like could be handled at the front line. This development is linked to the replacement of the corporate ledger system as any modern financial management system will incorporate a CRM module. Additionally, the work currently being undertaken in respect of the development of a CRM solution will be accessible by the Finance team.

Training Needs Assessment – the service understands that there are significant training gaps and that a TNA exercise would be beneficial.

Document Management System - The service has identified the implementation of a council wide DMS as a critical objective to enable the sharing of information and reduction in costly and inefficient paper trails. In particular, since this Section interacts with virtually every other Section and therefore generates a lot of paper they see the benefits as being significant.

The service identified that a dedicated IT champion within the Section would be extremely beneficial.

Kiosks – The service identified that implementing kiosks in community centres to enable people to pay bills would be beneficial. The service identified that this solution would work

best in a 'cashless' environment and they will require significant input from IT to ensure that this implementation is successful.

4.2.5 Human Resources and Organisational Development

The HR Section has indicated in its service plan that there was a fear of work overload and that some of the aspects of HR such as training assessment and recruitment should be placed with line managers. Additionally, a number of ICT issues have arisen which would be of benefit to the Section in terms of efficiency improvements. They would like to see online recruitment and web based recruitment material.

The development of the front line customer service access channel may also enable a certain level of efficiency savings.

The Section would like to have employees themselves take control of their own records, which would be facilitated by a document management system and through use of the council intranet. HR feels that corporate managers should manage their own human resource more closely. To enable such an initiative will require substantial input from the IT Section and will have to be delivered by HR and IT in partnership. The Section requires active advice from IT on how to pursue this objective. They have developed their own criteria and done some procurement in the past but feel the need much more support from IT to make these decisions.

Website – the service feels that the council as a whole makes limited use of the website for both external and internal communication.

Job Applications – The service would like candidates to be able to apply to the council online – both internal and external candidates.

4.2.6 Democratic and Legal Services

Democratic

The Section feels that the modern IT solutions could be used much more effectively to allow the public to comment on issues. They see public consultation and engagement of citizens in council activities as crucially important to creating a modern council organisation.

Training Needs Assessment – this is also required for the council members. In particular, members need to be encouraged to undertake training to help them use the full potential of the modern.gov system.

Legal

The service is keen to review the use of IT systems to expand use of Galaxy case processing system and GIS data collection with new landlines.

The service also wishes to rationalise data storage and may require support from IT to determine the best approach to this issue.

The service would benefit from carrying out a review of customer satisfaction procedures in order to more closely monitor required satisfaction levels.

Court System Payments – this is a current difficulty for the Section who recognise that improved communication with the justice system would be beneficial. The justice system is currently updating their systems and some form of integration would help make efficiency savings.

The service feels that often IT implementations within the council are done in isolation. There should be a greater corporate wide approach and a much greater level of integration within the council. If there is a situation where systems can be shared across service sections, then this should be facilitated by IT.

The service has pointed out that LOGOTECH System has a financial, legal and property system which can be integrated with the MAPINFO (GIS) system. However this integration has never been undertaken.

The service has met Gershon efficiency savings by implementing an online books system which enables them to search vast volumes of English law saving huge amounts of time. They feel that this could be rolled out to the entire council to cut down on the number of enquiries they receive and would like to see IT playing a role in facilitating this rollout.

4.2.7 Regulatory Services

Housing

The housing service is currently in the final stages of implementing the Anite housing management system to replace the existing Open House System. This project is being carried out by the housing service in partnership with the IT Section.

The service is keen to develop a Tenant Consultation Methodology and would like to use technology to enable such an initiative. The service will require IT Support to bring this about.

In general the service is keen to review e-Government access issues related to service delivery and to make maximum use of technology to provide excellent service to their customers. The service has plans to be in the upper quartile of performance and see IT as providing an important support mechanism to enable this objective.

Environmental Health

The service would like to see environmental health practitioners given remote access to the Flare system while they are in the field.

The service is currently trialling payments online and sees this as a priority. IT clearly have a role to play in implementing any online payments system.

The service feels that contact centres must be able to interact with the Flare system. They also feel that this should all be linked into a CRM system to give quick and easy access to information

Building Control

eWorking is a key driver for the building control Section as 75% of its staff are out of the office 75% of the time. The Section requires the IT Section to lead on the development of clear e-working policies and procedures in this regard. They will require the ability to download applications to tablet pc's or similar mobile technology so as to enable an officer to have up-to-date and complete information when making site visits. This information can then be updated on site and downloaded once back in the office or via a telephone link. In addition, the Section requires IT to provide the infrastructure and equipment necessary to make e-working successful.

The service is currently scanning applications on completion but would like to see applications submitted and processed entirely electronically. Again, the IT Section will be required to provide leadership in facilitating this initiative.

The service currently has a portal site for people to submit applications online. This portal was funded through the Welland Partnership and as a result, the council have no control over changes or operational enhancements. All changes are funnelled through Software AG which results in a cost to the council for every change. The service would like to control and link the APAS system through a portal site and specified a new Swift Portal which would cost £40k and enable them to link in to their back end systems but give them full control. To link the existing Welland portal would cost £20k.

The service cannot currently accept electronic payments and would very much like to see this addressed as a priority.

Architects submit drawings to the council in CAD but they cannot open .dwg files and they have to request the applicant to change the format. The service feels strongly that they should be able to accept drawings in any format and store them electronically.

The service would like to see integration with the Fire authority to enable them to interact electronically, as this relationship currently generates an undue paper trail.

Time recording – the service would like to see electronic time recording of fee-earning and non fee-earning time. At present such a system does not exist.

The service has recognised the importance of e-procurement and would like to see much more work done in this area across the whole council organisation.

4.2.8 Operational Services

Property Services

The property services Section will interact with the housing services new ANITE system to plan maintenance responses. The service sees e-Working as a key driver of efficiency savings. They would like to see both housing inspectors and maintenance staff equipped with the appropriate tools and access to interact with the ANITE system remotely to enable the council to automate these services and this would also help alleviate their space issues.

The service would like to see the IT Section run on a longer shift possibly (7.30 – 6.00) as they have had situations where they have been unable to work early in the morning or late in the evening where they have been unable to access systems and there has been no IT support.

The services SWIFTMAP system does not integrate with the current MAPINFO system and this is leading to duplication of work and the service feels all services should be feeding into one centralised system.

The service would like to see Gershon savings achieved through e-procurement and tendering online.

4.2.9 Corporate Management

The corporate management of the Authority requires to manage and monitor its progress against key objectives and priorities this includes the delivery of the strategies put in place and therefore a performance management support package would assist greatly in this area.

5. How Do We Get There?

5.1 Easy Wins

5.1.1 Email Retention and Management

Retention of email is becoming increasingly important to ensure that the council is compliant with all requests under the Freedom of Information Act. SKDC currently provides email storage capacity of up to 50MB to all users. This will be increased to 100MB as the business's needs increase during the new financial year.

In addition, we will implement formal email usage policies and procedures which will include auto archiving provision as standard by all users. The IT Section will lead the necessary knowledge transfer and support to enable users to archive email data from their own desktop and will support whatever learning curve is required to ensure that all users archive all email information by the end of 2005.

The IT Section has developed an Internet and Email usage and monitoring policy which will be updated with detailed guidelines on retention of email which will include guidelines for users who currently delete email. As part of this the council will categorise email content and set clear retention guidelines based on these criteria, for example:

| | |
|-------------------------|---------|
| Internal Correspondence | 3 Years |
| General Correspondence | 6 Years |
| Fiscal Correspondence | 6 Years |

The IT Section will review backup procedures and storage capacity on the email server as part of this deployment although it is expected that current back up and restore facilities will accommodate all auto archived emails without major upgrade or changes.

As part of the council's planned migration to Active Directory and upgrade from Exchange 5.5, the IT Section will assess the efficacy of implementing an integrated data archiving solution (such as Commvault, Cambridge, Veritas or the Valid Electronic Records Management System) which will include email archiving on optical storage. In the interim, SKDC will adopt a policy based on best practice which will see all email data auto archived to shared storage space (not individual desktops) on a weekly/fortnightly basis.

5.1.2 Training Needs Assessment

Interviews with the SKDC IT and HR Sections have flagged up an urgent need for a full Training Needs Analysis to be carried out across all Sections of the council. Training needs are examined as part of each officer's annual review, but this is usually of a general nature and is not specifically ICT oriented.

Training Needs Analysis will be conducted at 2 levels. For the ICT Section, training needs analysis that focuses on any training and refresher courses that are needed for IT staff to perform their duties more effectively and with higher levels of confidence. The training needs analysis should also include coverage of training that may help the IT Section cope with the increased levels of customer-facing interaction that will be needed as ICT comes more into the spotlight. It may also be worthwhile looking at any requirements for personal development amongst members of the IT team along the lines of the following types of training:

- Time Management
- Assertiveness in the workplace
- Communication skills
- Team working and leadership skills
- Interview and presentation skills
- Project Management
- Report Writing skills
- Change Management

For the wider user group, the TNA will look at levels of ICT competency required to perform their roles effectively and particularly keeping in mind that SKDC may wish to implement remote working in the near future. It will also examine users' proficiency and level of comfort in operating any 3rd party software that they use in the course of their duties.

As part of this overall exercise, SKDC may consider the benefit of other types of group training which addresses some of the "new" ICT issues that organisations are facing – for example modern e-mail etiquette, particularly in view of Freedom of Information Act requirements, general communication skills, getting the best out of electronic diary systems.

Alongside this exercise helping move the council's training and personnel development forward, it will also help SKDC promote an Investing in its People ethos.

The HR Section has indicated that it does not have the necessary in-house resources to carry out Training Needs Analysis on this scale so it is suggested that SKDC seek to outsource this piece of work. For 450 users it is estimated that one-to-one TNA will take some 45 to 50 man days. As such, SKDC will undertake TNA on a phased basis within the following suggested timescales:

| | |
|---------|--|
| Month 1 | TNA carried out within Performance Management and Human Resources & Organisational Development |
| Month 2 | Review findings and initiate training programme |
| Month 2 | Review efficacy and make decision on continuation |
| Month 3 | TNA carried out within Community Services and Finance & Strategic Resources |
| Month 4 | Review findings and initiate training programme |
| Month 5 | TNA carried out within Democratic & Legal Services and Regulatory Services |
| Month 6 | Review findings and initiate training programme |

5.1.3 Active Directory Migration

SKDC IT will implement Active Directory by the end of Q4, 2005. This will standardise the Section's approach to user and account management and will provide a sound foundation for all future developments and enhancements.

In order to ensure the success of the Active Directory migration, SKDC IT will assign a dedicated resource to scope the exact requirements for the new environment and address the following issues:

- Whether a single or multiple domain is required
- Whether existing policies are sufficient for the council's needs

- How remote sites will be accommodated
- Any improvements in policy or process which can be accommodated as part of the migration

Due to current pressures on IT resources, SKDC will recruit an external resource to carry out this initial scoping activity. This resource will be given a brief to include:

- Scoping and requirements analysis for migration
- Develop a project plan for the deployment
- Assess risks and provide risk management approach for council approval
- Ensure effective knowledge transfer to SKDC IT resources as part of the project
- Make recommendations for future training and development of SKDC IT personnel.

Active Directory is a vital piece of architecture for the Section to be able to pursue subsequent projects and initiatives in support of council objectives. It is estimated that this project will require in the region of 25 man days effort including scoping and post migration support although this will depend on the outputs of the initial scoping exercise. We estimate that having Active Directory implemented will return significant benefits to the council organisation and free up capacity within the IT Section to add increased value to service sections and users.

5.1.4 Helpdesk

SKDC IT will work towards a situation whereby 100% of all IT related problems and queries are logged with the helpdesk by Quarter 3, 2005.

In order to achieve this, the IT Section will invest time in creating a detailed knowledge base, which will be made available to first line support staff to empower them to resolve issues directly with the users in a more efficient way. This will mean that IT Support staff will no longer resolve ad-hoc queries in the absence of a case reference number and all users will be required to log a call with the helpdesk before resolution can begin.

As part of the Section's drive toward becoming a more proactive organisation, SKDC IT will begin to carry out root cause analysis on a structured and regular basis to identify the causes of routine and recurring problems and implement proactive resolution techniques to address these.

The IT Section will aim to have 70% of problems logged at the helpdesk resolved at the first response following fault logging by the end of 2006.

The IT Helpdesk will also look towards providing a more uniform standard of service to the remote offices and will, in general, seek to improve the use of remote tools to both diagnose and resolve problems for users.

5.1.5 Power Users

SKDC IT has recognised the need to move first line support closer to the end users within the council. This will have a double benefit of improving the quality of serviced delivered to the users in terms of reduced response times and freeing up IT Personnel to carry out more value adding activities. SKDC will identify power users within each service Section who will act as an IT Champion among their team. This user will resolve first line problems such as:

- Lost toolbars
- Forgotten passwords
- Printing problems

- Word processing and spreadsheet queries
- Advanced spreadsheet and Access database issues

SKDC IT will work with each service Section to identify suitable power users based on certain evaluation criteria such as:

- ICT Skills competence
- Ability to communicate with junior and non-IT literate colleagues
- Availability and existing workload
- Knowledge of council services and ability to work across areas
- Competence in corporate and third party systems
- Understanding of wider council objectives and targets

This process will be complete by Quarter 3, 2005 when all power users will be in place. SKDC will then undertake a training and development exercise and put in place an individual training plan for each power user to ensure that they have the necessary technical and interpersonal skills to add value in this role. This process will be designed to dovetail with the activity being carried out under the training needs analysis and timescales will be co-ordinated to maximise the benefits of both activities. Appropriate fault logging will be developed and performance measured.

5.1.6 Voice Infrastructure Development and Training

SKDC has recently implemented an IP based system for telephony across the organisation. Although this rollout has been successful, it is evident that the functionality provided by the new system is being underutilised by the user community across most Sections.

SKDC IT will address this issue in the new financial year by facilitating training on the new telephony system with a view to maximising the available functionality. This training will focus on:

- Basic usability and capability
- Advanced system functionality for appropriate users
- Maximising the available functionality within the system to create efficiencies
- Development of super users

This initiative will be managed by both IT and HR to ensure that the training delivered is of the required quality and the aim of maximising the new telephony system is achieved.

5.1.7 Flexible Support Hours

SKDC understands that as the organisation moves toward providing more flexible services to citizens, the support infrastructure will come under increasing pressure to deliver flexible solutions to the user community.

As such, the IT Section will continuously monitor the delivery of flexible support times as the council moves forward with its modernisation plans and will respond to the changing business needs as required.

The IT Section expect to be providing the following services by the end of 2006

- Minimum 12 hour coverage on weekdays from 7am to 7pm
- 6 hour coverage on Saturdays
- On call support for users out of these hours through remote means

- Remote support for remote workers

5.1.8 Project Management

Project Management has been identified as lacking a systematic approach. SKDC will train at least 2 users in the PRINCE 2 project management methodology in the current financial year.

These resources will be made available to the wider council organisation and be used to ensure that a standard approach to project management is being adopted across the council. These resources will also take responsibility for rolling out Prince 2 – 'Lite' on all projects within the council based on the SKDC Project Handbook.

5.1.9 Telephony

As part of this strategy, SKDC has decided to give control over all telephony requirements including mobile phones to the IT Section. This has been decided for a number of reasons:

- To create a single point of contact for all requests and contract management issues
- To utilise the helpdesk for support queries and issues
- Provide a good fit for all the council's technology and communications requirements

The handover process will begin immediately that this strategy has been approved and will be complete by the end of Q4, 2005.

5.2 Short Term Priorities

5.2.1 Service Partnering Agreements (SPAs) with Service Sections

In order to standardise the quality of service being provided to all service sections, the IT Section will implement service partnering agreements with each service Section by the end of 2005. This SPA will include

- Agreement on setting problem priority and severity
- % problems resolved within agreed timescales
- % ICT projects delivered on time and within budget
- % downtime of servers
- % of problems fixed at the first response
- % of repeat callers to helpdesk with same problem
- % customer satisfaction targets

The IT Section will track performance against these standards and ensure that the quality of service consistently meets or exceeds these metrics. Regular reports will be provided to CMT and Service areas in order to enable continuous monitoring and evaluation.

The benefits of this approach will be to:

- Manage service sections' expectations
- Match priorities to IT response
- Formalise relationship between IT and service sections
- Encourage partnership working between IT and service sections
- Identify underperformance and provide a vehicle for resolution.

5.2.2 Remote Working

The IT Section will instigate formal policies for remote workers during the current financial year. In order to do this, we recognise that the following activities will be required:

- Understand operational benefits of introducing home and remote working
- Understand health and safety issues
- Identify roles within the council suitable for remote working
- Define selection criteria for suitable remote workers
- Training needs for management and staff

To help the council better identify where remote working can be implemented the council will undertake research to determine:

- Existing work patterns within the council using the BPR project as a starting point
- Amount of time spent out of the office by staff
- Interactions across service sections, with citizens and other organisations
- Utilisation of office resources
- Management of performance
- Technology requirements for home or remote offices

The Council will work towards having a formal and agreed policy and action plan for remote working in place by the end of May 2005. By the end of 2005, SKDC will have carried out the additional due diligence on remote working and will actively promote this method of working among officers as a means of improving employee relations, increasing operational efficiency and providing excellent service to our citizens.

5.2.3 Intranet and Internet

The IT Section recognises that use of corporate intranet is currently below the optimum level. We are committed to enabling Service Sections to upload information easily to the corporate intranet and ultimately onto the internet.

The IT Section will work with the soon to be nominated/appointed Communications Manager to encourage service sections to make better use of the intranet and internet facilities and will continue to provide high availability access to these resources for all council officers, members and citizens.

5.2.4 Elected Members Competency

SKDC has invested heavily in improving the ICT literacy of Elected Members through a programme of expensive one-to-one training and by IT Section visiting all Elected Members in their homes. A buddying initiative with IT mentors has also been experimented with. Despite the IT Sections best efforts, a reasonable number of the Elected Members are experiencing repeat problems with accessing email and other information and the IT Section is concerned that this experience is giving a poor impression of SKDC IT Section.

However, SKDC are not alone with facing this problem and as a result the IDeA is offering various Member Development initiatives which the council may wish to explore and avail themselves of. Amongst these are the Modern Members Scheme (aimed at bringing all newly elected Members to a standard level of knowledge about local government).

SKDC will continue to roll out the successfully trialled VPN functionality, as this is more straightforward and already available. Looking forward to the future the importance of ICT literacy amongst the Member community can be reinforced by communication from SKDC's Chief Executive explaining that the council will be continuing to increasingly use electronic means of communication. The skills required will form an important part of next years Member development programme and within one year of the new Council being in place training will be compulsory. Other training initiatives such as the European Computer Driving Licence (ECDL) will be examined to see their appropriateness for member use.

The council will also conduct a quick survey of the Members to ask them what problems (if any) they are having with ICT after completion of the VPN roll out to assess how the council can help them further and what their experiences of dealing with the SKDC IT Section have been in terms of satisfaction.

5.2.5 BS7799 – Information Security

Compliance with this standard is required by December 2005. SKDC requires expert advice and recommendations of best practice in this area to enable the council to meet this target although the council will take a view on whether full accreditation is required.

5.3 Medium Term Objectives

5.3.1 Server Rationalisation

The IT Section has, for some time recognised the need to develop a formal strategy for server utilisation.

SKDC intends to consolidate its servers in order to achieve the following efficiencies:

- More manageable network infrastructure
- Reduced time spent on Backups and backup log file checking
- Less man hours spent administering a wide range of physical servers
- New systems can be purchased without the need to purchase new physical hardware
- In a business continuity scenario, consolidated servers are easier to recover
- In a non consolidated network environment, many servers run at very low levels of utilisation, often as low as 5 – 10%

SKDC will move toward a rationalised server environment over the next 6 months using the approach taken to configure the SQL 2000 server as a model of good practice.

In the medium term, SKDC will consider the possibility of moving to a virtual machine environment. This technology will enable the council to reduce the number of servers required to support the business by deploying a virtual machine infrastructure where a physical server can run multiple virtual servers on top. The benefits of this approach will be judged against any possible risks.

5.3.2 Document Management System

All service sections have indicated a priority requirement for the implementation of a document management system across the whole organisation. While IT cannot take full ownership for such an activity, the Section will take a lead role in the development of user specification, technical requirements and an implementation plan for this project and will work closely with each service Section to ensure the success of the project.

The immediate steps to be undertaken are as follows:

- Assess current EDRMS being implemented for Environmental Health to determine suitability for an organisation wide rollout
- Work with BPR team to determine suitable Sections for the next phase of the deployment
- Carry out detailed user requirements specification exercise within the Sections
- Assess impact on users and potential impact on service delivery during the change over phase
- Resolve technical issues and baseline technical solution to move forward
- Assess opportunities for sharing of information and ideas.

5.4 Long Term, Strategic Objectives

5.4.1 Common Office Environment

SKDC recognises the potential benefits of having a common office environment throughout the desktop estate. We believe that by moving towards a common office environment, we can elicit the following business benefits:

- Reduced costs through streamlining maintenance and support, less downtime and time spent resolving issues with aging equipment and ability to negotiate for better deals during procurement.
- Increased ability to resolve issues at first line of support
- Increased ability to manage and resolve issues remotely
- Improved customer satisfaction among stakeholders due to reduced turnaround times
- Strategic budgeting and control of IT resources
- Improved security
- Enhanced ability for IT to rollout new applications, versions and utilities
- Improved service delivery to remote locations including e-workers
- Facilitate sharing of PCs to support possible hot desking initiatives.

SKDC will aim to achieve COE compliance by the end of 2007. In order to achieve this target, the IT Section will adopt a more formal approach to procurement to ensure that COE can be achieved with the minimum possible investment by the council.

The central tenets of our Common Office Environment approach will be to:

- Standardise desktop and laptop hardware
- Standardise operating systems to ensure that no more than 2 OS versions exist at any one time
- Standardise Microsoft office versions across the council
- Standardise ghost images so that every desktop is the same
- Standardise applications deployed on each PC build

SKDC understands that this initiative may involve significant refresh of existing equipment in the first instance to improve the minimum standard across the network. SKDC IT will work closely with the finance Section to generate a solution which complies with budgetary constraints. This solution may involve capitalising hardware over a 3 year period, rather than treating these purchases as a revenue item. We understand that the finance service will support such an initiative given the resultant benefits and efficiencies.

5.4.2 Formal Refresh Strategy

In order to support modernisation initiatives including Common Office Environment, SKDC will implement a formal refresh policy which will see regular and planned replacement of aging equipment and software. This is intended to support out objective of providing SKDC users with 'best in class' technology solutions.

The main benefits to the council of a standard approach to asset refresh will be:

- Reduced overhead of supporting hardware when support agreements have expired; all new machines come with 3 years support included in the purchase price
- Improved ability to budget expenditure on IT equipment
- Increased ability to ensure best value in procurement by planning replacement on an annual basis
- Improved efficiencies through reduced time spent repairing aging equipment
- Reduced expenditure on short term fixes such as increased memory or new operating systems
- More equitable than the current ad hoc system
- User group will be aware in advance of when hardware renewal will take place

SKDC IT will initiate a project to assess the budget, operational and efficiency implications of formal refresh in some detail but in general terms, we intend to refresh equipment as follows:

- | | |
|-----------------------|------------------------------|
| ▪ Desktops | Every 4 years |
| ▪ Laptops | Every 4 years |
| ▪ Printers | Every 4 years |
| ▪ Servers | Every 5 years |
| ▪ Office Applications | Dependent on Desktop refresh |
| ▪ Corporate Systems | See section 5.9 |

SKDC will also instigate a formal recycling policy for out dated hardware to ensure that we comply with legislation in this area.

5.4.3 Procurement Strategy

SKDC IT will move toward a more standardised approach to procurement of IT equipment in order to secure best value and to reduce the percentage cost of procurement of IT hardware and software across the council.

The IT Section will appoint Approved Suppliers on an annual basis for all routine hardware and software requirements. As part of this process we will negotiate:

- Minimum technical solution
- Price range for all equipment
- Service and maintenance arrangements
- Delivery schedules including turnaround times
- Post sales support
- Upgrade path

Approved suppliers will then be used for the subsequent 12 months for SKDC's procurement needs. SKDC has investigated the issue of bulk purchasing but has discounted this on the basis that better value can be achieved by calling off products as required by the council.

As part of the SPA to be put in place with each Service Section, SKDC IT will insist on taking a role in the procurement of all IT related equipment. Although this situation currently exists within the council, it is important to implement formal policies in this regard so as to ensure that long term objectives such as COE can be achieved.

During the SPA process, SKDC IT will commit to turnaround times for purchases made through approved supplier lists so as to improve the standard of delivery to the service sections.

SKDC will examine the possibility of aggregating procurement power with neighbouring councils under existing partnership arrangements. The main driver behind this decision is to improve efficiencies and ensure that SKDC achieves best value in all circumstances. The specific areas where aggregated purchasing will be examined are

- Servers
- PCs including desktops and laptops
- Telephony including mobile
- Peripherals
- Standard software including Operating Systems and Office applications

The council has had some recent success in entering into a partnership arrangement with third party suppliers. The contract with Software AG is providing significant added value to the council and SKDC intend to pursue similar contracts in the future. Decisions on 3rd party partnering will be taken as required by the organisation on a case by case basis, however the council's intention is to enter into these arrangements when it is advantageous to do so.

5.4.4 Information Management including Corporate Systems

Corporate systems include GIS, CRM, EDRMS, Content Management Systems (CMS) and Web applications within SKDC. Ownership of these systems rests with more than 1 service section.

1. The IT Section is responsible for ensuring availability, upgrades and security
2. The appropriate service Section is responsible for managing usage of the system, including updating of content.

The Council has recognised the difficulties in developing both the IT infrastructure and the content of these corporate systems. Work will be carried out to develop corporate systems and clear responsibilities of ownership.

The IT Section will put an SPA in place for system availability and will be responsible for management and maintenance of the infrastructure moving forward.

The service sections will be responsible for content and will assign an owner within their service to ensure that content is up to date.

5.4.5 Selective Outsourcing

SKDC has decided against outsourcing any IT support functions in the short term. The reasons for this decision are as follows:

- Levels of satisfaction among the user community with current arrangements are high
- Significant expertise exists in-house to support existing systems.
- In house resources are leading delivery of an important access and modernisation project which is complex and involves the whole council organisation. To introduce a significant third party would introduce undue complexity at a critical time.
- Current staffing levels within IT are satisfactory
- The existing team is highly skilled and able to respond to new challenges
- Short and medium term priorities have been identified which can be delivered by existing resources.
- Likely cost savings would be insufficient to warrant investment in outsourcing

Nevertheless, SKDC understands that many organisations of similar size are considering outsourcing as a viable option for the management of their ICT. SKDC will review the position within 18 months in light of changes to the operating environment and developing council objectives.

5.4.6 Partnerships

SKDC will continue to participate in local and regional partnerships where there is an opportunity to drive efficiencies and achieve improved value to the council. The specific areas where SKDC will utilise partnerships will be the following:

- Procurement
- Sharing support overhead
- Document Management
- CRM Systems

SKDC will continue to play an active role in the Welland partnership and progress closer working with our Lincolnshire partners. SKDC will monitor the efficacy of partnership working on an annual basis and continuously assess the value being gained by the council through participation in these initiatives.

5.5 Standards and Policies

5.5.1 Internet and Email Usage Policies

SKDC will publish corporate ICT usage rules including internet and email usage policies across the council in Quarter 2, 2005. These policies will be refreshed on an annual basis and republished by the IT Section.

5.5.2 Business Continuity

The council's existing business continuity plans have served the council well in recent years and have proven themselves to be effective and realistic. Nevertheless the council will continuously review these plans on a quarterly basis to ensure that they meet the changing needs of the council.

The Council's Business Continuity Strategy involves:

- Quarterly reviews of BCP
- Routine restore procedures carried out every Quarter
- Formal handover in the event that resources move off the IT Section
- Regular updates of documentation including reviews as new applications are added to the estate (at least every 6 months)
- Regular dress rehearsals of full Disaster Recovery Plans (Every 12 months)

5.5.3 Open Source

SKDC has made a decision not to use open source architecture for either desktop operating system or server infrastructure. This decision has been carefully considered and has been made for the following reasons:

- Lack of open source skills available in-house
- Significant skills in existing technologies would be lost or underutilised with a migration to open source
- investment in operating systems has already been made by SKDC and has not yet fully returned the investment
- significant operational investment would be required to migrate to open source with no obvious return.

SKDC IT will review this position periodically and may decide to modify this position. SKDC may use some open source software where applicable such as outputs from National Projects.

5.5.4 Internet Hosting

SKDC currently hosts the corporate website externally and has no plans to change this position. Any decision to host the corporate website locally would be made based on a changing business case which does not currently exist. Nevertheless, SKDC will review hosting arrangements at the end of 2006 and update the position at this point.

5.5.5 Desktop and Server Patching

As council users become more reliant on IT for communication and information management, it will be increasingly important to have a resilient and proactive approach to the deployment of patches and software updates throughout the desktop estate.

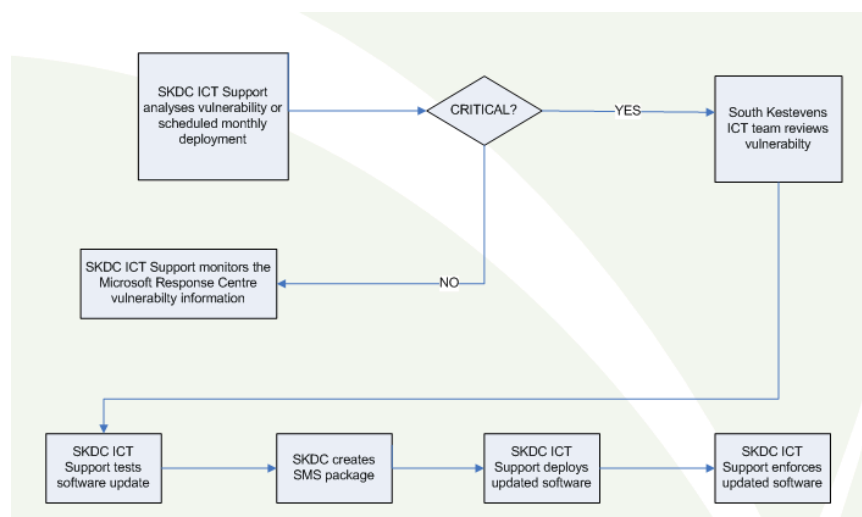


Figure 3 – Proposed Patching Protocol

SKDC will deploy software to manage the deployment of patches to the user community.

This software will centrally deploy patches and security/software updates on a regular basis as defined by the IT Section. This new procedure will be in place by the end of 2005 and will have significant benefits to the council in terms of improving security protection and freeing up IT resources to concentrate on other areas.

5.5.6 Contract Management

SKDC IT intends to appoint a business development manager in the near future. This individual will be responsible for maximising the council's use of IT and will act as a link between IT, the Service Units and external solutions providers.

This resource may manage contracts with external organisations and monitor levels of service delivery to ensure that SKDC continues to receive best in class services from its suppliers. In addition, this post will take a lead responsibility for evangelising the benefits of IT among council officers and will work to ensure that the council's IT investment is being maximised to the benefit of citizens.

5.5.7 Security

SKDC will increase security for all users as part of the migration to active directory. This will include forced password changes on a regular basis (Every 30 days). New passwords will be required to conform to the following standard:

- Passwords must contain upper and lowercase letters, numbers and special characters
- Numbers and special characters should always be within the password, not at the end
- Passwords must not be a name, dictionary word, user I.D. or popular catchphrase
- Passwords must contain at least 10 characters

This protocol will be in place by the end of Q4, 2005

5.5.8 Configuration Management

SKDC will implement formal configuration management on all servers within the next 6 months. This management plan will capture all changes to server configuration including:

- Author of the change
- Date and time of the change
- Backup procedures carried out prior to the change including location of the backup.
- Reason for the change
- Description of the change
- Comments

The configuration management log will initially be kept as an excel spreadsheet. However the council will review this in the medium term and, once the forthcoming server rationalisation has been complete will review the business case for implementing an automated logging system.

Configuration management logs will be reviewed by the support manager on a monthly basis with a formal review and high level of efficiency being carried out every 6 months among the support team. The purpose of this review will be to constantly improve the approach to server management so that SKDC is constantly promoting best practice and maximising the use of server assets.

5.5.9 Printers

The SKDC policy for printers is to have all printers networked where possible throughout the council. The council will procure networked printers as a matter of course except in situations where a business case has been made against this (for example, plotter printers).

SKDC will work toward providing 1 printer for every 7 council employees in line with best practice. Printers will be located in areas which both provide users with the greatest ease of use and maximise the use of these assets within the council. Day to day trouble shooting for printers will be handled by power users among the user community. The council will continue to support desktop printers where they already exist within the council. However due to the disposable nature of these assets it is not recommended that any service contracts be entered into for desktop or inkjet printers.

The council will continually monitor changing business requirements for additional printing capability within the council and will examine the business case for rolling out additional colour printers when the need arises.

5.6 New Governance and Organisation Arrangements

The IT Section structure needs to be reviewed to ensure that it is “fit” for the delivery of this ICT Strategy. The key issues to be dealt with in the new arrangements are as follows:

- Enabling the ICT Manager to focus on the delivery of this strategy and the management of the unit.
- Introduction of the role of a Business Development Manager to drive improvements in the use of existing and new technologies.
- The embedding of formal project management methodology within the unit.
- The transfer of the telephony functions within the organisation.

In terms of additional costs an initial assessment identifies that the current backfilling arrangements if made permanent would allow for delivery of the above. This amounts to some £25,000 per annum. However re-organisations and the delivery of this strategy

should enable efficiency gains to be made and the Access and Modernisation programme funds this gap until Dec 2006. In addition any re-organisation will require staff consultation to take place and this has only just begun.

5.7 Training and Development Programme

The ICT Section will continuously monitor developments in technology and ensure that training is provided as required to all IT Services personnel and power users within each service Section.

The training needs assessment to be carried out in the short term will provide a baseline position for IT skill across the council. Formal training needs assessment will be carried out at least every 12 months for all staff under the general ICT footprint. In addition, new additions to the IT team will be assigned a dedicated training plan to support their personal development within the organisation.

Budget for ICT training is set aside and approved as part of the overall training budget.

5.8 Risk Management

The IT Section will continue to plan and manage risks in partnership with each of the service sections. We will update our risk register on a quarterly basis and communicate this to the council as a whole for approval.

SKDC IT will use the council wide risk register and risk management approach as the standard approach to managing risk within the IT function.

5.9 Timescales

NOTE:

- ✓ = Planned upgrade or implementation
- ? = Planned review with possible upgrade or replacement

5.9.1 Easy Wins

| | 2005 | | | |
|---------------------------------|------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 |
| e-Mail Retention and Management | | | | ✓ |
| Training Needs Assessment | | | | ✓ |
| Active Directory Migration | | | | ✓ |
| Helpdesk | | | ✓ | |
| Power Users | | | ✓ | |
| Voice Infrastructure Training | | ? | ✓ | |
| Flexible Support Hours | | ? | | |

| | | | | |
|--------------------|--|--|---|---|
| Project Management | | | ✓ | |
| Telephony | | | | ✓ |

Table 1 – Easy Wins

5.9.2 Priority Actions

| | 2005 | | | | 2006 | |
|-------------------------------|------|----|----|----|------|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 |
| Service Partnering Agreements | | | ✓ | | | |
| Remote Working | | ? | | ✓ | | |
| Intranet & Internet | | | | ? | | |
| Elected Members Competency | | ? | | ✓ | | |
| BS7799 | | | | ✓ | | |

Table 2 – Priority Actions

5.9.3 Medium Term Objectives

| | 2005 | | 2006 | |
|----------------------------|------|----|------|----|
| | Q3 | Q4 | Q1 | Q2 |
| Document Management System | | ? | | ✓ |
| Server Rationalisation | | ? | ✓ | |

Table 3 – Medium Term Objectives

5.9.4 Strategic Actions

| | 2005 | 2006 | 2007 | 2008 |
|---------------------------|------|------|------|------|
| Common Office Environment | ? | | ✓ | |
| Formal Refresh Strategy | | ✓ | | |
| Procurement Strategy | | ✓ | | |
| Information Management | | ✓ | | |
| Selective Outsourcing | | | ? | |
| Partnerships | | ? | ✓ | ? |
| Selective Outsourcing | | | ? | |

Table 4 – Strategic Actions

5.9.5 Corporate Systems

Based on current understanding of the suitability and scalability of existing corporate systems, IT will carry out a review of these as follows.

| | 2005 | 2006 | 2007 | 2008 |
|------------------------------|------|------|------|------|
| Revenues and Benefits | | ? | | |
| Housing System | ✓ | | | |
| Corporate Ledgers | | ✓ | | |
| Flare – Environmental Health | | | | ? |
| Business Rates | | | | ? |
| Planning | | | ? | |
| Elections | | | | - |
| Mayrise | | ? | | |
| Payroll | | ? | ✓ | |
| Carpark Fines | | | | ? |
| Asset Register | | | | ? |
| Galaxy | | | | ? |
| Cash Receipts | | | | ? |
| Snowdrop HR | | ? | ✓ | |
| Business Reporting | | ? | | |
| NLPG Integration | ? | | | |
| Misc Access Databases | ? | | | |
| Valid | | | ? | |
| CRM | | | ? | |
| Modern.Gov | | | ? | |

Table 5 – Service Section Systems

5.9.6 IT Internal Systems and Policies

| | 2005 | 2006 | 2007 | 2008 |
|--|------|------|------|------|
| Helpdesk software | | ? | | |
| Internet Hosting Solution | | | ? | |
| Firewall Configuration | ? | ? | ? | ? |
| Open Source Position | | | ? | |
| Patching Protocol | ✓ | ? | | |
| Procurement Process | | ? | ✓ | ? |
| RAS/VPN | | ? | | |
| Content Management System | | ? | | |
| Website structure | | ? | | |
| Website content | ? ✓ | ? ✓ | ? ✓ | ? ✓ |
| Email and Internet Usage Policy | ✓ | | ? | |
| Training Needs Assessment | ✓ | | ? | |
| Introduce SPAs with each service area | ✓ | | ? | |
| Introduce Power users to service areas | ✓ | | | |
| Implement Common Office Environment | ? | | ✓ | ? |
| Business Continuity Plan | | ? | | ? |
| Active Directory | | | ? | |
| Training – Telephony System | ✓ | | ? | |
| Configuration Management | ? ✓ | ? | ? ✓ | |
| Printer Policy | ✓ | ? | ? | ? |

Table 6 – IT Services Policies and Support Systems

Appendix A

| Server | Platform | Function |
|---------------|-------------|--|
| ALR_1 | NT4 -BDC | Map Info Data. Planning Documents. Databox |
| ALR_2 | NT4 | Intranet. Sophos AV Management |
| ANITE-HOUSING | 2000 Server | Anite Housing |
| APPS1 | 2000 Server | Terrier. Snowdrop. Personnel Docs |
| APPS2 | NT4 | Galaxy .Laserforms. |
| APPS3 | NT4 | Mayrise |
| APPS4 | 2000 Server | Compex. TrackIT. Flare. APAS |
| APPS5 | 2000 Server | Academy NNDR. Academy CRIS |
| ARK ROYAL | 2003 Server | New Welland server |
| BELGRANO | 2003 Server | External maps |
| BISMAARK | 2003 Server | Internal GIS |
| CALL-LOGGER | 2003 Server | Telephony Call Logger |
| CHALLENGER | 2000 Server | RAS server |
| CWBBTOJ | 2000 Server | PTC scheduler |
| DHCP-NORTH | 2000 Server | DHCP server |
| DHCP-SOUTH | 2000 Server | DHCP server |
| DREADNOUGHT | 2003 Server | Webtrends, isearchweb |
| DTI | 2000 Server | Iworld DTI System |
| DTI-TEST | 2000 Server | Iworld Backup DTI System |
| ENTERPRISE | 2003 Server | Photograph Storage |
| INTEL1 | UNIX | Openhouse |
| INVINCIBLE | 2003 Server | Teamspirit (new ver), Eureka |
| IRON DUKE | 2003 Server | Messaging servers |
| MIMESWEEPER | 2000 Server | Mail checking |
| MODERNGOVSVR | 2000 Server | Modern.gov (internal) |
| MODGOVPUBLIC | 2000 Server | Modern.gov (published) |
| NAS1 | 2000 Server | General Document Storage. Strand Election |

| | | |
|---------------|-------------|-----------------------------------|
| NT_SERVER2 | NT4 - PDC | Sam Database. Samba Links |
| NT_SERVER3 | NT4 - BDC | General Document Storage. |
| NT_SERVER4 | NT4 - BDC | ISE DIP System |
| OPSMANAGER | 2003 Server | Telephone management |
| REPULSE | 2003 Server | Messaging servers, internal forms |
| SHAREPOINT | 2003 Server | Collaboration tool |
| SKDC-EDRMS | 2003 Server | Valid EDRMS System |
| SKDC-WEBSENSE | 2000 Server | Websense |
| SS1 | UNIX | Radius Ledgers |
| SUN1 | UNIX | Sx3 Council Tax |
| SUN2 | UNIX | Academy NNDR. |
| TEAM2 | UNIX | Formfill |
| TIRELESS | 2000 Server | SQL Server |
| TITANIC | 2003 Server | external forms + website PDFs |
| TRAFALGAR | 2000 Server | Exchange 5.5 |
| VIGILANT | 2000 Server | Veritas Backup Server |
| | | |

[illegible]

[illegible]

| Employee | Andy Nix | Gary Andrew | Ian Pick | Katie Birkin | Les Morgan | Richard Timoney | James Isolano | John Youens | Thomas Morgan | Ian B'ton | David Lewis | Kristian Grim'd | Rob Scriven |
|-------------------------------------|----------|-------------|----------|--------------|------------|-----------------|---------------|-------------|---------------|-----------|-------------|-----------------|-------------|
| Project Management | | | | | | | | | | | | | |
| Project Scoping | X | | X | | X | | | | | | | | |
| Project Planning | X | X | X | | X | | | | | | | | |
| Budgeting and Control | X | X | X | | X | | | | | | | | |
| Project Status Reporting | X | | X | | X | | | | | | | | |
| Contract Management | X | | X | | X | | | | | | | | |
| People Management | X | X | X | | X | | | | | | | | |
| | | | | | | | | | | | | | |
| Business Analysis | | | | | | | | | | | | | |
| Requirements Analysis | X | X | X | | X | | | | | | X | | |
| Technical Specifications | X | X | X | | X | | | | | | X | | |
| | | | | | | | | | | | | | |
| Financial Management Systems | | | | | | | | | | | | | |
| Operational User | | | | | X | | | | X | | X | | |
| Technical Configuration | | | | | X | | | | | | X | | |
| | | | | | | | | | | | | | |
| Corporate systems | | | | | | | | | | | | | |
| CRM | X | | | | | | X | | | | X | | X |
| ERMS | | | | | | | | | | | X | | |
| GIS | X | | | | | X | | | X | | | | |
| LLPG | | | | | | | | | X | | | | |
| | | | | | | | | | | | | | |
| IT Policy Formulation | | | | | | | | | | | | | |
| Internet Policies, Back up policies | X | X | X | | X | | | | | | | | |

[illegible]

REPORT TO CABINET

REPORT OF: Care Services Manager

REPORT NO. CSM13

DATE: 6th June 2005

| | |
|---|--|
| TITLE: | Protection of Vulnerable People – Policy & Procedures |
| FORWARD PLAN ITEM: | Protection of Vulnerable Persons |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN: | 1 st January 2005 |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | Key Decision |

| | |
|--|---|
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | Cllr P Martin-Mayhew |
| CORPORATE PRIORITY: | Vulnerable People |
| CRIME AND DISORDER IMPLICATIONS: | None |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | To be included in Publication Scheme |
| BACKGROUND PAPERS: | Protection of Vulnerable People – Policy & Procedures Previously submitted to Cabinet on 7 th February 2005 |

1. INTRODUCTION

1.1 Cabinet received report CSM11 at the meeting held on 7th February 2005.

The report demonstrated what the Council's responsibilities and obligations are in respect of protecting vulnerable members of the community, clarified what is requested of staff and Members in relation to the protection of children and vulnerable people and sets out standards of behaviour for staff when they are around vulnerable people and what to do if they notice or are told about inappropriate behaviour in others.

In addition, the policy and procedures ensured compliance with Lincolnshire County Council procedures and involvement with the Area Child Protection Committee, and to ensure consistency of action cross the whole of the authority's workforce.

1.2 Cabinet therefore resolved :

- To approve the draft Policy and Procedures for the Protection of Vulnerable People in principle, subject to consultation;
- To invite comments from the Community DSP, key agencies and organisations through a process of consultation;
- Following the consultation period, to refer any proposed amendments to the Policy and Procedure back to the Cabinet before final submission to the Council for consideration and approval.

2. RECOMMENDATIONS

It is recommended that the Protection of Vulnerable People Policy and Procedures are amended to take account of the consultation comments outlined in this report and that a revised version of the documents are submitted to Full Council at the meeting to be held on 23rd June 2005 for approval and implementation.

3. COMMUNITY DEVELOPMENT & SCRUTINY PANEL

3.1 Members of the Community Development and Scrutiny Panel were invited to comment on the policy document and procedures, as part of the wider consultation process, at their recent meeting on 31st May 2005.

A verbal report will be provided at the meeting as to comments made.

4. WIDER CONSULTATION

4.1 Cabinet resolved to invite comments from other key agencies and organisations to ensure their views and opinions were taken into account.

The Policy and Procedures have been widely circulated to :-

Lincolnshire Social Services
Members of the Lincolnshire South West Area Older People's Implementation Team
North Kesteven District Council
Lincs SW Primary Care Trust
Kesteven Age Concern,
SKDC District Compact,
Unison and other staff groups
Senior Officers of the council.

- 4.2 Extracts of comments made in response to this consultation are shown below for information :-

LEISURE & CULTURAL SERVICES, SKDC

Section 6 of the original report – CONCLUSIONS - add "taking account of Lincolnshire Sports Partnership Child Protection Policy" as well as the other references you refer to.

ENVIRONMENTAL HEALTH SERVICES, SKDC

"A sensible approach"....."Must be careful to balance our responsibilities against the possibility of allegations against staff. Suggest change of emphasis in the training to cover issues such as

- what to report
- how to report it and
- who to report issues to".

SKDC DISTRICT COMPACT

A presentation was made about the policy and procedures at the District Compact meeting held on 25th April 2005. There was unanimous approval as to the introduction of this piece of work and a request made that opportunities should be created for Compact Representatives to have appropriate awareness training on the issues.

UNISON

Would welcome its' introduction.

NORTH KESTEVEN DC

"The document looks to be comprehensive and reads quite easily. It looks as though it will fulfil the requirements of Supporting People, etc., - providing that you back it up with a recording mechanism that provides evidence of the reporting of, and action in response to, relevant suspicions. Need to appropriately evidence staff (and in some cases Service User) training about potential abuse".

SERVICE PLANNING & DEVELOPMENT, OLDER PEOPLES SERVICES LINCOLNSHIRE COUNTY COUNCIL

"The procedures look really comprehensive. There is a plethora of information about this and complicated legal detail to cover within Adult Protection and the

policy seems to have cut through this and made sure the guidance covers everything clearly, without getting bogged down in all the nitty gritty.

Request consideration be given to dealing with any delays in the system while the alert moves from staff to care manager to SSD/Police. What is the process if the care manager is unavailable? (not only leave but also out of hours and weekends)

Need to discuss in detail the referral process from Care Manager to SSD”.

LINCS SOUTH WEST PRIMARY CARE TRUST

“Consideration of including Awareness Training on these issues in induction for all new staff. Found the flow chart (appendix B) very clear, and think that awareness training plus knowledge of the process for all staff are the areas to focus on”.

AGE CONCERN, KESTEVEN

“Under section 4 - types of abuse - adults and older people, you omit to refer to the abuse which older Lesbian, Gay, Bi-sexual and Transgender people can suffer within your categories of abuse. This group of people can suffer quite extreme abuse, either within relationships, or from outside sources, including in care homes and from the communities within which they live, particularly in rural areas. I do think it is important that you mention this group”.

5. COMMENTS OF DIRECTOR OF FINANCE & STRATEGIC RESOURCES

None.

6. COMMENTS OF CORPORATE MANAGER, DEMOCRATIC & LEGAL SERVICES (MONITORING OFFICER)

None.

7. CONTACT OFFICER

Steve Cullington
Care Services Manager

Tel 01476 406066
e-mail s.cullington@southkesteven.gov.uk

REPORT TO CABINET

REPORT OF: MANAGEMENT ACCOUNTANT

REPORT NO. DOS282

DATE: 6TH JUNE 2005

| | |
|--|--|
| TITLE: | Universal Superloos |
| FORWARD PLAN ITEM: | No |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN: | |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | |
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | Cllr John Smith Economic Development |
| CORPORATE PRIORITY: | Public Conveniences – Category B service |
| CRIME AND DISORDER IMPLICATIONS: | |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | |
| BACKGROUND PAPERS: | None |

INTRODUCTION

1. The two Universal Superloos (USLs) located in Stamford have been operational in Stamford for eight years and following the opening of the Red Lion Square public convenience the Environment DSP has asked whether consideration should be given for early termination of the lease.

RECOMMENDATION

2. The Portfolio Holder is asked to consider whether early termination of the lease in respect of the two USLs located in Stamford is appropriate after taking into consideration usage and the termination costs that would apply.

BACKGROUND

3. The Council entered into a fifteen year lease with JC Decaux Ltd in 1988 to provide six automatic public conveniences (APCs) for the district. In 1990 two additional APC units were provided one of which gave improved access for the disabled. One unit from the 1988 lease and one from the 1990 lease were replaced with USLs in 1996 as they had both been damaged by vandalism. The lease is for a period of 20 years and the USLs are located at Station Road car park (Cattlemarket) and bus station (Sheepmarket) and are the subject of this report.

DETAILS OF REPORT

4. During 1998 a best value review was undertaken in respect of the public convenience service. Following consideration of the annual costs incurred, usage and the opportunity to exercise a termination clause the decision was taken to remove six APC units. The two USLs were not terminated at the same time because a clause prohibited termination in the first five years.

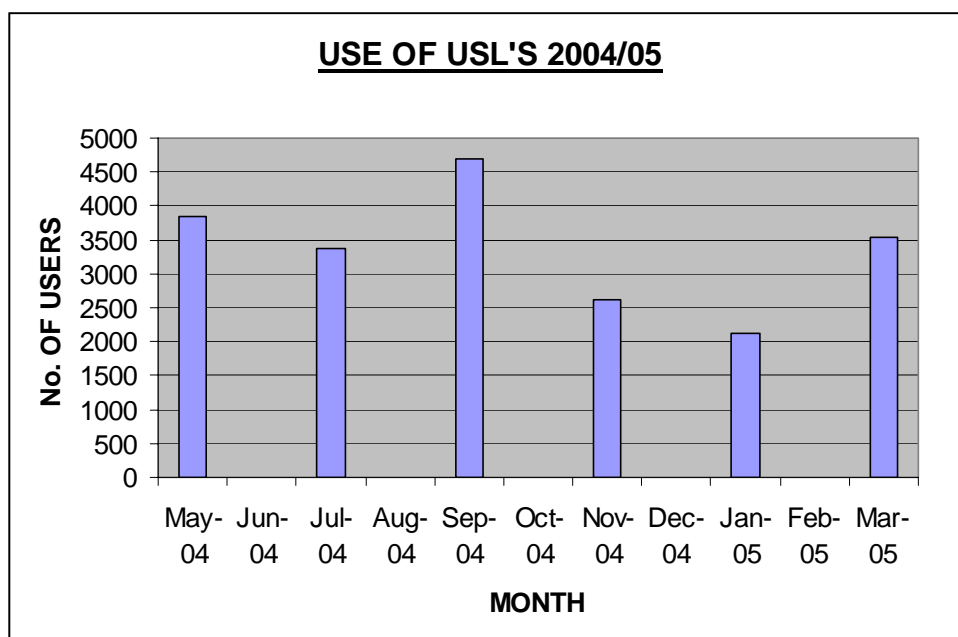
Costings

The annual costs of providing the two USLs are broken down as:

| | 2004/05 Actual £ |
|---------------|---------------------|
| Contract Cost | 41,700 |
| Utility Costs | 2,760 |
| Gross Cost | <u>44,460</u> |
| Income | (2,015) |
| Net Cost | <u>42,445</u> |

Usage Figures

A usage profile chart for the 2004/05 year is shown below:



In total 20,180 users were recorded last year against an annual net cost of £42,445. This equates to an average subsidy charge of £2.10 per user (this would be a lesser subsidy cost in the summer months and higher in the winter months).

Red Lion Square Toilets

In August 2004 the newly refurbished Red Lion Square toilets were opened to the public. The attended provision includes disabled facilities, parent changing facilities and 24 hour access. Figures taken from the USLs since the opening of this facility do not suggest there has been an adverse effect on their usage.

USLs

| | | | | | |
|--------|--------|--------|--------|--------|---|
| May-03 | Jul-03 | Sep-03 | Nov-03 | Jan-04 | |
| 2820 | 4051 | 3506 | 2160 | 2010 | 1 |
| May-04 | Jul-04 | Sep-04 | Nov-04 | Jan-05 | |
| 3850 | 3369 | 4688 | 2608 | 2131 | |

It is perhaps too early to draw any conclusions from this information as Red Lion Square has only been operational for eight months. However it must be borne in mind that both USLs are located at relatively high public traffic points – tourism coach

park at Station Road and public transport at the bus station and so the USLs are the first public convenience available.

Termination Costs

The lease allows for termination at any time after five years from the commencement date with the following conditions:

12 months written notice is required and 25% of the contract cost for the remaining term of the lease.

For example if a termination notice was given in June 2005 then the cost would be:

$\text{£42,500.00} + (\text{base rent} + \text{RPI at date of termination}) \times 65 \text{ months rent} \times 25\% = \text{£105,100}$

In addition all costs incurred by the supplier removing the USLs are required to be reimbursed by the Council. It is estimated this cost will be in the region of £5,000.

COMMENTS OF DIRECTOR OF FINANCE AND STRATEGIC RESOURCES

5. There is currently no budget provision for early termination of the lease but based on the information in the report it would be financially beneficial for the Council to give notice for termination. Provision could be made for this in the 2006/07 budget.

COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

6. Notice for termination should be carried out in accordance with the Lease.

CONCLUSION

7. This report details the current usage and cost of the two USLs in Stamford together with the costs that would be incurred should early termination of the lease be undertaken.

CONTACT OFFICER

R Wyles
Direct Dial: 01476 406210
Email: r.wyles@southkesteven.gov.uk

REPORT TO CABINET

REPORT OF: HEAD OF PLANNING POLICY AND ECONOMIC
REGENERATION

REPORT NO. PLA 503

DATE: 6TH JUNE 2005

| | |
|---|--|
| TITLE: | REPORT INTO PROPOSALS FOR A REVIEW OF THE EAST MIDLANDS REGIONAL PLAN TO 2026 |
| FORWARD PLAN ITEM: | N/A |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN: | |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | N/A |

| | |
|--|---|
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | CLLR SMITH – ECONOMIC PORTFOLIO |
| CORPORATE PRIORITY: | TOWN CENTRES (A), PLANNING AND CONSERVATION (B) AND AFFORDABLE HOUSING (B) |
| CRIME AND DISORDER IMPLICATIONS: | MINOR |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | DOCUMENTS ARE AVAILABLE ON THE COUNCILS WEBSITE www.southkesteven.gov.uk |
| BACKGROUND PAPERS: | Regional spatial strategy (RSS8) March 2005 (ODPM) A Review of the East Midlands Regional Plan to 2026 (EMRA) |

1. INTRODUCTION AND SUMMARY

- 1.1 The Council is being asked to comment on the Proposals for a Review of the East Midlands Regional Plan to 2026, as part of the first review of the Regional Spatial Strategy. This report summarises the key issues and recommends further action.
- 1.2 Following the enactment of the Planning and Compulsory Purchase Act of 2004, Regional Planning Guidance (RPG) became part of the statutory development plan, and has been re-named as Regional Spatial Strategy (RSS). Therefore RPG8 becomes RSS8 (which was published in March 2005) and this replaces RPG8 which was published in January 2002. This review document is now referred to by the East Midlands Regional Assembly as the Regional Plan.
- 1.3 An immediate review of the RSS is necessary because, although the current RSS was published in March 2005, it is not compliant with new requirements for the content of regional plans in the following respects:
- it does not include housing figures for all local authority areas,
 - it does not take account of government initiatives on waste,
 - it does not take account of information obtained from the 2001 census, and
 - it does not take account of the latest Regional Assembly Annual Monitoring reports.

There is now also a need to extend the life of the plan to 2026.

- 1.4 This consultation document sets out the Regional Assembly's plan for the review. It outlines the issues which it considers should be reviewed, and invites comment on their appropriateness. It identifies 10 issues which need to be addressed:
- Housing: the amount of new housing required in each of the district and unitary council areas, and the volume and types of development that can be accommodated.
 - Employment: the development of policies and proposals to promote a growth in the region's economy, especially in those areas which are economically disadvantaged, and to ensure a balance between homes and jobs.
 - Transport: pressure on infrastructure, poor east-west routes to and within Lincolnshire are highlighted, and the need to discourage private car use and encourage the use of more sustainable forms of transport.
 - Environmental Quality and Protection: the need to balance environmental protection and enhancement with supporting the region's economic and social needs.
 - Waste: to identify the scale and type of waste treatment facilities required to satisfy future needs.

- Energy: to reduce energy consumption and promote renewable energy generation.
- Sub-Regional issues: the development of strategies for identified areas to address issues not covered by existing policies.
- Cross-Border issues: to ensure that developments in adjoining regions are not compromised by regional policies.
- Monitoring and Implementation: to ensure that all policies are linked to targets.
- Sustainability Appraisal: to be carried out by consultants, to assess the sustainability of proposals.

1.5 The document also includes a Statement of Public Participation, which outlines the steps that the Assembly is proposing to take to ensure maximum public involvement in the review. These include MORI surveys, press, radio and television campaigns, an interactive web-site, and the identification of a named Regional Plan Information Officer in each County and Unitary Authority in the Region. An important proposal is the development of a Public Participation Support Service with East Midlands Planning Aid, with the aim of reaching 'hard to reach' groups.

2 RECOMMENDATION

2.1 That this Council welcomes early involvement in the review of RSS.

2.2 Concern should be expressed to the Regional Assembly about the issue of housing land supply in this district, particularly in view of our current debate with the LCC on Structure Plan housing provision (which is due to be considered by the EIP on 7th and 8th July 2005).

2.3 Concern should also be expressed about the co-ordination of work on Housing Market Assessments, particularly where they involve a non-East Midlands authority (in our case Peterborough). It is felt that the EMRA is best placed to lead and co-ordinate this work. By taking this role the EMRA will ensure that the work programme remains on course, and that all those who need to be involved in each HMA will be.

3 ISSUES AFFECTING SOUTH KESTIVEN

3.1 As far as this Council is concerned, the key issue is the housing figures. The consultation material identifies the following points, which are relevant to housing provision in SKDC:

- The RSS housing allocation for Lincolnshire, based upon the Government's 1996 projections, is 2750 per annum, although the actual build-rate (1996-2001) is higher at 3280 per annum.
- The Government's 2002 interim projections are 3900 per annum, although this figure is due to be revised later this year to take

account of census data. It is expected that this data will produce a figure similar to the current build-rate.

- The review of the housing figures included in the new RSS8 will be based on these revised projections.

3.2 The projected timescale for work on Housing issues is December 2005.

3.3 Several areas have been identified where there are cross-border issues, including the employment/housing links between Peterborough and Lincolnshire, which will need to be addressed.

3.4 The document proposes that the Employment and the Economy issues are reviewed alongside the Regional Economic Strategy, which is to be reviewed by EMDA. This collaboration is aimed at developing a shared understanding of the local economy, and producing a common vision for development, including employment land provision for every local council area.

3.5 The projected timescale for work on Employment issues is December 2005 to June 2006.

4 OFFICER COMMENT

4.1 It should be noted that the housing figures in the Lincolnshire Structure Plan, (Proposed Changes February 2005), have been based upon the current RSS figure of 2750 per annum. Therefore, the conclusions of the EIP panel regarding the Structure Plan figures may have a relatively short life span.

4.2 It is suggested by the Regional Assembly that Housing Market Assessments should be undertaken to identify the demand, need and supply issues of each market area. The EMRA suggests these Assessments should be prepared on a joint basis by the relevant authorities within each identified Market Area. SKDC has been identified as being in a Peterborough /Welland Housing Market Area. There is concern about the implications of this, and of the input required from SKDC in these assessments. However, it is imperative that the Council remains involved, and seeks to influence the outcome of the assessments, as they will be used to guide the housing provision for each district included in the Regional Plan.

4.4 It is also proposed that the regional sub-area boundaries be reviewed. South Kesteven is part of the Eastern Sub-area, which includes Lincolnshire and areas around Melton Mowbray and Newark.

4.5 The document identifies three areas for which it is proposed that sub-regional strategies be developed:

- The Three Cities – Leicester, Derby and Nottingham,
- Northern – Mansfield, Workshop and Chesterfield, and

- Lincoln policy area.

The development needs of the Southern sub-area will be considered where they are affected by the Milton Keynes and South Midlands Sub-Regional Strategy. With the exception of the Lincoln policy area, there are no plans to develop a strategy for Lincolnshire.

- 4.6 The proposed timetable for the preparation and adoption of the Review of the RSS is as follows:

| | | |
|--------------|--|---------------------------------|
| Stage 1 | Consultation on Draft Project Plan | April 2005 |
| Stage 2 | Developing Policies and Option | September 2005 - September 2006 |
| Stage 3 | Submitting the Draft Regional Plan to Government for Public Consultation | September 2006 |
| Stage 4 | Examination in Public | early 2007 |
| Stage 5 | The Panel Report | mid 2007 |
| Stages 6 & 7 | Publication of Proposed Changes and Issue of final Regional Plan | early 2008 |

- 4.7 Our LDF timetable allows for preparation of the Core Strategy and the Site Specific Allocations DPD between now and June 2006 (this includes first consultation on Issues and a policy document), submission to the Secretary of State in July 2006, examination early in 2007, and adoption of both the Core Strategy and the Site Specific Allocations in August 2007.
- 4.8 It should, therefore, be noted that our key DPDs, the Core Strategy and Site Specific Allocations, are proposed for adoption before the RSS. It may be necessary, therefore, to review elements of these DPDs in light of the RSS almost as soon as they are adopted. The situation may also arise where changes are made to one of our DPDs midway through the statutory process to accommodate changes in the RSS. Consideration may need to be given to delaying our LDF timetable by a few months to allow for consideration of the RSS prior to submitting the DPDs to the Secretary of State.

5 **CONTACT OFFICER**

- 5.1 Mike Sibthorp
Head of Planning Policy and Economic Regeneration
ex 6472

REPORT TO CABINET

REPORT OF: HEAD OF PLANNING POLICY AND ECONOMIC REGENERATION

REPORT NO. PLA504

DATE: 6TH JUNE 2005

| | |
|---|--|
| TITLE: | PRELIMINARY CONCLUSIONS FROM PUBLIC CONSULTATION ABOUT THE URBAN CAPACITY STUDY |
| FORWARD PLAN ITEM: | BACKGROUND DOCUMENT FOR THE LOCAL DEVELOPMENT FRAMEWORK |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN: | N/A |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | N/A |

| | |
|--|--|
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | CLLR SMITH – ECONOMIC PORTFOLIO |
| CORPORATE PRIORITY: | TOWN CENTRES (A) PLANNING AND CONSERVATION AND AFFORDABLE HOUSING (B) |
| CRIME AND DISORDER IMPLICATIONS: | MINOR |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | REPORT AND UCS AVAILABLE FOR PUBLIC USE ON THE COUNCILS WEBSITE |
| BACKGROUND PAPERS: | Planning and compulsory Purchase act 2004 PPG3 (Tapping the Potential- good practice guide) South Kesteven Draft UCS March 2005 Responses to consultation received March – April 2005 |

1. INTRODUCTION AND SUMMARY

During March and early April this year a period of public consultation was undertaken on the findings of the draft Urban Capacity Study (UCS). The objective of an UCS is to identify potential capacity for housing development on brownfield and other underused land within urban areas, this work forms an important part of the background evidence for the emerging LDF documents. The UCS was undertaken as a joint project between planning officer from the Council and a chartered surveyor from Humberts. The study was undertaken during the summer and autumn of 2004 and the figures included within the study for housing land supply were dated at September 2004.

The consultation period was officially four weeks, although representations submitted before and after the consultation period have been taken on board and are included in the summaries appended to this report. As part of the consultation, efforts were made to identify and consult with land owners or other individuals / organisations with a known interest in land which had been identified in the study. It is acknowledged however that 100% coverage was not achieved. However a notice was put in the local papers and press coverage was received about consultation on the document, which was available on the Council's website and at local district offices and libraries. In addition an agents forum was held to inform those active in the local development industry of both the UCS and the emerging Interim Housing Policy and the period of public consultation on each.

As a result of this consultation some 337 comments have been made by 56 individual and organisations about the UCS. These comments have been summarised in the schedule appended to this report. Comments made range from objection or support to the inclusion and exclusion of specific sites to comments upon the methodology and general conclusions reached by the study. This report summarises the main issues emerging from the consultation and provides an officer response to each. A number of issues raise matters which required further consideration and assessment (in particular the suggestion of sites which have not previously been considered and the issue of loss of employment land.) It is therefore recommended that the UCS is not finalised until this work has been undertaken.

2. RECOMMENDATION

2.1 Cabinet is asked to note the detailed comments and Officer response made about the UCS and summarised in the attached schedule.

Cabinet is asked to endorse the approach set out in this report to:
Update Housing Land supply figures used in the UCS to 31st March 2005
Amend the methodology set out at the beginning of the study to clarify that sites of 0.4 ha or with an anticipated capacity of 10+ dwellings have been included and that all Greenfield sites including allotments are excluded from the study.

Update the conclusions for each site included in the UCS which has received planning permission since September 2004 (this should include the deletion of a capacity for Springfield Park and Gonerby House which were included as both commitments and UCS sites in the consultation draft)

Update all relevant site details where information about the site has been made available through the consultation process, this includes discounting sites where the land owner or occupier has provided information suggesting that the site would not be available for redevelopment for housing;

Fully assess the additional sites suggested through the consultation process with a view to confirming whether each site has a potential capacity for housing development;

Give further detailed consideration to the issue of sites currently in an employment use, by carrying out a more detailed employment land review (ELR), which should also seek to assess the need for additional employment land in the district.

When these items have been completed further consideration should be given to this matter by Cabinet, prior to the conclusions (and therefore the identified urban capacity for the district) being confirmed and a final UCS published.

It is also recommended that the “urban” element of the Interim Housing Policy (considered in a separate report) should be delayed until the UCS is finalised.

3. DETAILS OF THE REPORT

Through public consultation on the UCS a number of individual comments have been made, particularly about specific sites. All comments have been summarised in the schedule appended to this report. In addition to the site specific issues, comments have also been made about the methodology and conclusions set out in the summary at the beginning of the UCS. These more general issues are considered below.

Site size

The report identifies that only sites of 0.4 or larger have been considered in the study. In actual fact the study does include a number of smaller sites, however these are sites where the anticipated capacity is greater than 10 dwellings. This is primarily because of the nature and location of the sites which lend themselves to high density development for flats and apartments. In many cases sites have been identified because of previous or current undetermined planning applications for such development, for example the riverside apartments proposed on the former tyre depot on Welham Street, Grantham.

The text of the report should therefore be corrected to show that sites of 0.4 or larger or 10 + dwellings have been included in the study. This change will also need to apply to the section on Windfall development, which again sets out that the windfall allowance is calculated for small site of less than 0.4 ha. The windfall allowance made is based on historical rates for small site development it should be clarified that this includes sites where less than 10 dwellings have been built and generally encompasses site of less than 0.4 ha. This clarification is essential as it demonstrates that sites which are less than

0.4 ha but which yield greater than 10 dwellings have not been double counted.

Sources of Capacity

This section of the study identifies the main sources of capacity as previously developed land (pdl); and sites which may become pdl during the period to 2021. As such one category of land which is included in the UCS and to which objection has been made is car parks.

Surface car parks are identified in Tapping the Potential (the ODPM guide to preparing UCS's) as an underused land resource. Redevelopment of car parks can provide a much more efficient use of land combining a number of different uses, including offices, commercial uses, housing and car parking. Redevelopment of car parks in such a way may actually result in an increase in parking provision rather than a loss. Of the car parks identified in the study – most have been discounted, the few which were identified with a potential capacity were considered to lend themselves to redevelopment for flats over car parking, however in response to the consultation it is considered that the following site be discounted:

Rainbow stores car park , Market Deeping (De 07, De08 De09) capacity 15 units

Sites which have been specifically excluded by the study include greenfield sites, existing areas of housing which may have potential for redevelopment and vacant upper floors or housing which may have potential for conversion to flats.

Greenfield sites have been specifically excluded from the study as the objective of an urban capacity study is to identify sites which fall within the first step of the sequential approach to the identification of sites for development (that is previously developed sites within urban areas). It should be noted that allotments are considered to be greenfield and should not therefore be included in the study. It has also become apparent that two other sites which have been included in the study are essentially greenfield, and should be discounted. The following site should therefore be discounted from the study:

Allotments rear of Priory Road, Stamford (St20) capacity 100 units
Parts of The Croft, Bourne (Bo17, Bo18 and Bo19) capacity reduced to 51
Churchfield, Spalding Road, Market Deeping (De 16) capacity 38

A number of additional sites have been suggested that have not been previously considered. Some of these sites do not meet the identified methodology (for example they are too small or are Greenfield or lie outside the built up confines of the urban area). It is not considered appropriate to include them in the study at this stage. The following were suggested, but do not meet the specified methodology:

Land west of the railway line close to Pennine Way, Grantham

Site between 146 & 152 Alexandra Road, Grantham

Allotments east of site GR17 between Harlaxton Rd & Springfield Rd, Grantham

Large area of land to the north-west of Grantham between railway and Great Gonerby

Area of land to the east of Great Gonerby

Plot adjacent site ST02a off Casterton Road, Stamford
Plot r/o 117 to 129 Kesteven Road, Stamford
Land to the east of Stamford
Land to the east of Stamford (adjacent Stamford 250 proposal)

5 sites which have been suggested do meet the methodology and should be included within the UCS. The capacity or discounting of these additional sites should be subject to the same assessment methods as all sites considered in the draft UCS. The capacity or otherwise of each is therefore yet to be confirmed.

Old Texas warehouse off Venture Way, Grantham
Old sewerage works of Uffington Road, Stamford
North Street Car park, Stamford
Land r/o 60 Ryall Road, Stamford
Old BDR site, North Street, Bourne

Sites currently in Employment Use

A number of sites have been identified in the UCS which are currently in an employment use. This is particularly the case in Grantham. These sites have been identified for a number of reasons. Firstly there is an increasing emphasis in national and regional guidance to re-examine and reconsider the suitability of employment land allocations (see amendments to PPG3 Housing published in January 2005). In addition Tapping the Potential advises that in preparing an UCS consideration should be given to sites which may become “previously developed” during the plan period. In this way sites which would once have been considered large windfall sites can be quantified as part of the housing land supply calculation.

To this end the UCS has sought to identify sites which may come forward for redevelopment during the 16 years to 2021. Sites which are currently in employment use have been identified in this UCS where they are considered to be a non-conforming use (that is a use which could be considered a bad neighbour, for example Vacu-lug in Grantham), where sites are known to no longer be appropriate for the use currently operating from them, this may be by virtue of the location in the highway network, or because the building/site is no longer appropriate for their business, sites have also been included where previous discussions have been held with land owners/occupiers about their future intentions in terms of relocation, downsizing or redevelopment.

As a result of the consultation it has become apparent that these criteria do not apply to some of the sites. Correspondence from owners or operators has indicated that the assumptions made about the availability of a site or the timescale for availability are different from those made in the study. As a result it is recommended that the following site be discounted:

Ampy Automation Frognall, capacity 30 units

And that the capacity identified on the following sites be moved into a different 5 year time band:

Land & buildings between Burleigh St, North St and Market Place, Bourne – timeframe adjusted from 5-10yrs to 0-5yrs

| | |
|--|---|
| Workshop adjacent to Rainbow Superstore, Market Deeping | – |
| timeframe adjusted from 0-5yrs to 5-10yrs | |
| Land between Springfield Road and Harlaxton Road, Grantham | – |
| timeframe adjusted from 5-10yrs to 0-5yrs | |
| Wordsworth Holdings, Grantham | – |
| new timeframe of 10-15yrs | |

Comments have been made from other sources that the Vacu-lug site in Grantham (capacity 95) should be discounted as the firm have no intention of moving. However confirmation of this has not been given by the company themselves. Until this happens it seems prudent to retain the site within the UCS.

The general issue of a reduction in the supply of employment land arising from redevelopment for housing is of concern to many respondents. This is a very valid concern, which is shared by the Councils Economic Development Manager, particularly in light of the current situation where very little land is readily available in the district for existing firms to relocate to. Whilst the Council would not wish to see local employers closing down and moving away, it must recognise that if a firm decides that its premises are no longer suitable or appropriate to their operational requirements they will seek to address these shortfalls. This might be through the redevelopment on site, however it may also be through relocation to new premises. The Council must take a pragmatic approach to the future of these sites, a clear strategy will need to be developed to ensure that local employers are not lost and that the local economy remains vibrant. It is acknowledged that there is a current shortage of attractive, readily available employment sites within all four towns, however it must also be recognised that some land which is currently in employment use in the towns is poorly located, unattractive and inappropriately designed for modern businesses.

In light of the amount of employment land which has been identified within the towns as having potential for redevelopment to housing together with the concern about the supply of new employment land it is considered that these issues should be explored further in a detailed Employment Land Review (ELR) which will not only inform the conclusions of the UCS about these sites but should also be used to inform the preparation of employment and housing policies in the relevant DPD. A brief for this work has been prepared and consultants will be asked to tender for the work as a matter of priority. It is considered that in light of the work the conclusions about the employment sites identified in the UCS should not be finalised until the ELR has been completed.

Contaminated Land

The issue of contamination of sites identified in the UCS was explored as part of the discounting process. The Council's Environmental Health Service is in the early stages of preparing a register of Contaminated land, however at that time this comprised a desktop survey of potential sites. It was therefore concluded that as most of the site identified would be likely to have some degree of contamination that the issue of contamination was not a sound reason for discounting any of the sites. A contamination report would be required prior to the development of any site, this would identify the

appropriate mitigating measure which would be required to treat any contamination issues on individual sites. It is considered that reference to this matter should be included within the summary at the beginning of the report.

Discounted sites and site capacity

A number of comments have been made by land owners about the actual availability and suitability of sites which have been discounted or which indicate that the capacity applied to a site within a certain phase of the plan period is incorrect.

These comments and any additional information have been reviewed. In some case it is considered that no change should be made to the discounting or capacity applied. However changes should be made to the following sites: Land & buildings between Burleigh St, North St and Market Place, Bourne - capacity changed from 40 to 80

Wordsworth Holdings, Grantham – capacity changed from 0 to 50

In particular it should be noted that it is possible that the Wordsworth Holding site in Grantham may come forward for redevelopment before the end of the plan period. Therefore a nominal capacity of 50 dwellings is included in the last phase of the plan period for this site. (It should be recognised that the total capacity figure for this site is much greater and could be as much as 550 dwellings, however it's development is largely dependant upon infrastructure issues in particular the provision of access via an east west by-pass)

Sites with Planning Permission

The UCS was prepared over a six month period. During this period of time a number of sites which were assessed were also being considered through the planning application system. Every effort was made to ensure that sites which gained planning permission were discounted to ensure that there was no double counting included within the housing land supply calculation at the end of the report. Unfortunately two sites failed to be discounted. One of these was the site at Springfield Park, Grantham which was included in the Urban capacity study with a capacity of 300 dwellings but also included in the commitments with a capacity of 370. This approved capacity has now increased to 432. The UCS therefore includes a double count of 300 houses for this site, which should now be discounted. The second site was part of the land at Gonerby House (GR02), which had permission for 10 dwellings (this site was identified in the UCS with a capacity of 12). A further application on the remaining part of this site has since been approved increasing the total site capacity to 21.

During the six months since September 2004 a number of sites included within the UCS with a capacity have gained planning permission. The capacity of these sites will now be included within the "commitment" figure, therefore the following sites should be discounted from the UCS:

GR04 Gonerby House, Grantham – capacity 11

GR04 Mount Street, Grantham – capacity 25

GR10 Calder Close, Grantham – capacity 34

GR32 Railway Club, Huntingtower Road, Grantham – capacity 32

GR36 Autumn Park & adjacent buildings, Grantham – capacity 100 (part site)

GR42 Land r/o Belton Lane & Harrowby Lane, Grantham – capacity 10 (part site)
GR63 Commercial buildings on Cambridge St. Grantham – capacity 10 (part site)
ST02a/ST02b Redundant Brickworks, Stamford – capacity 200 (part site, ST02c does not have permission)
ST22 Land between 7-8 St. Leonard Street, Stamford – capacity 14 (part site)
ST23 Vacant car showroom, Wharf Road, Stamford – capacity 12

A representation has also been made by the developers of Elsea Park, Bourne indicating that they consider that the overall capacity of that site (estimated in the “commitment” figure to be 2000 dwellings) could in fact be higher. However quantifying this is very difficult at this stage. Any additional capacity on this site will be monitored as part of the plan monitor and manage approach and the final capacity of the site will become evident in the latter stages of the plan period.

3.8 Housing Land Supply

The amount of land which has been developed for housing and the amount of land for which planning permission has been granted are monitored on a regular basis. Annual figures for financial years (1st April – 31st March) are provided to Lincolnshire County Council and the East Midlands Regional Assembly for monitoring purposes. The figures included in the UCS for overall housing land supply were dated at September 2004. Monitoring for the year 2004-2005 has now been completed and the figures used in the UCS can be updated.

At 31st March 2005 a total of 4535 dwellings had planning permission (this is an increase of almost 90 on the September figures). In addition 2440 dwellings have been built in the district since 1st April 2001 (an increase of 315 dwellings since September 2004).

4. **CONCLUSION**

4.1 As a result of the comments made about sites included within the draft UCS it is considered that the following additional sites (or extension to sites) should be assessed for potential for residential development during the plan period.

Table 1

| Town | Site location | Site size | Suggested capacity if suitable (based on 30 / 40 Ha) |
|-------------------------------|---|-------------|--|
| Grantham | Old Texas warehouse off Venture Way, Grantham | 0.89Ha | 30 |
| Stamford | Old sewerage works off Uffington Road | 2.42Ha | 73 |
| Stamford | North Street car park and adjacent buildings | 0.35Ha | 14 |
| Stamford | Land to the r/o 60 Ryhall Road | 0.27Ha | 10 |
| Bourne | Old BDR site on North Street | 0.18Ha | 10 |
| Potential new capacity | | 4.11 | + 137 |

As a result of the comments received, 5 site should now be discounted from the UCS reducing the overall capacity by 216 dwellings. Table 2 below indicates which sites are to be discounted.

Table 2

| Site Reference | Site Location | Capacity | Reason for discounting |
|--|--|------------|------------------------|
| ST02b/ST02c | Allotments r/o Priory Road Stamford | 100 | Greenfield site |
| BO17-BO19 | *The croft (capacity 84-51) | 33 | Reduced capacity to 51 |
| DE07-DE09 | Service areas & car park to Rainbow Superstore | 15 | Agreed to discount |
| DE16 | Churchfield, Spalding Road & Broadgate Lane | 38 | Greenfield site |
| DE18 | Ampy Automation, Frognall | 30 | Agreed to discount |
| Total Capacity to be discounted | | 216 | |

4.3 As a result of the consultation the overall capacity of the sites included in table 3 below should be changed. This results in an overall increase in capacity of 90 dwellings

Table 3

| Site | Site Location | Change in | Reason for change |
|------|---------------|-----------|-------------------|
|------|---------------|-----------|-------------------|

| Reference | | capacity | |
|---------------------------------|--|------------|---|
| BO12-BO15 | Land & buildings between Burleigh St, North St & Mkt Place | +40 | Information leads to increase from 40 to 80 units |
| GR22 | Wordsworth Holdings | +50 | Notional figure of 50 |
| Total change in capacity | | +90 | |

As a result of planning permissions granted during the period September 2004 – 31st March 2005, 11 sites, with a total capacity of 749 should be discounted from the UCS and an increased capacity of 455 (including a reduction of 300 for Springfield Park) added into the “commitment” figure in the final supply table.

Table 4

| Site Reference | Site location | Approved capacity by Planning permission | UCS capacity | Overall change+/- |
|----------------|---|--|--------------|-------------------|
| GR02 | Gonerby House, Gonerby Road | 21 | 12 | 9 |
| GR04 | Mount Street | 20 | 25 | -5 |
| GR10 | Calder Close | 34 | 34 | 0 |
| GR16 | Springfield Park | 432 (370 included in commitments) | 300 | 300 |
| GR32 | Railway Club Huntingtower Road | 32 | 32 | 0 |
| GR36 | Autumn Park & adjacent commercial buildings (part) | 140 | 100 | 40 |
| GR42 | Land to r/o Belton Lane & Harrowby Lane (part) | 7 | 10 | -3 |
| GR63 | Commercial buildings on Cambridge Street (part) | 4 | 10 | -6 |
| ST02a/ST02b | Redundant W.C. Brickworks (part – ST02c not included) | 123 | 200 | -77 |
| ST22 | Land between 7-8 St. Leonard's Street (part) | 2 | 14 | -12 |
| ST23 | Vacant car | 10 | 12 | -2 |

| | | | | |
|---------------------------------|---------------------|------------|------------|-------------|
| | showroom Wharf Road | | | |
| Total Change in Capacity | | 455 | 749 | -294 |

4.4 Table 5 below indicates the changes arising to the Housing land supply calculation as a result of the changes suggested in response to the consultation on the UCS. The figures of urban capacity for each town are based upon the conclusion of this report, they do not therefore include changes to the capacity arising from the inclusion of new sites, or from decision to be made about the sites currently in employment use.

| | Complete 2001-05 | Planning approvals @31/03/05 | Revised UCS capacity | Small site windfall | Total Supply | Structure Plan | +/- |
|--------------|------------------|------------------------------|----------------------|---------------------|---------------------|-----------------------|--------------|
| Grantham | 670 | 1172 | 1141 | 340 | 3323 | 3800 | - 477 |
| Stamford | 295 | 382 | 255 | 255 | } | } | |
| Bourne | 329 | 2144 | 281 | 119 | }4335 | }3500 | + 835 |
| Deepings | 118 | 47 | 25 | 85 | } | } | |
| Rural | 1028 | 790 | N/a | 0 | 1818 | 1900 | - 82 |
| Total | 2440 | 4535 | 1702 | 799 | 9476 | 9200 | + 276 |

5. CONTACT OFFICER

Mike Sibthorp, Head of Planning Policy and Economic Development
(01476) 406472

Appendix A

Schedule of Comments made about the Draft Urban Capacity Study (March 2005)

| Objectio Response_ILPolicy_NCompany_Name | Summary | P&C_Response |
|--|--|---|
| 22 | 5 BO GEN Bourne Civic Society | <p>The number of dwellings proposed for SKDC and Bourne are excessive with little industry to support growth. Little reference is given to the 2000+ dwellings at Bourne SW.</p> <p>Many contentious sites e.g. The Croft, have little or no open spaces in close proximity to them. Open space should be incorporated into this site. Two-story dwellings are less intrusive than 3-storey dwellings to existing nearby residents</p> <p>Many sites involve wider issues and these will be addressed in the LDF.</p> |
| 23 | 5 BO GEN Bourne Civic Society | |
| 40 | 7 BO GEN Bourne Town Council | <p>The number of dwellings in the report is in conflict with the number of dwellings quoted within the stated objective of RPG8. SKDC should keep approved dwellings under control rather than seek out new opportunities</p> <p>The structure plan housing requirement is in conformity with RPG8. The Interim Housing Policy is also in conformity as it will restrict dwelling numbers to fall into line with Structure Plan requirements</p> |
| 96 | 17 BO GEN Barker Story Mathews | <p>Possible future requirements should be flexible in such that suitable urban extensions may be included in the Bourne area if requirement for housing provision is not met on PDL. (Possible Greenfield site for inclusion with map)</p> <p>There is no requirement to include any Greenfield sites at this time.</p> |
| 110 | 24 BO GEN The Robert Doughty Consultancy | <p>Total allocation for Elsea Park is 2000 units. Should Allison's wish to increase plot numbers for later zones within Elsea Park, how many extra plots could represent windfalls and therefore maybe acceptable in principle - SEE MIKE'S REPLY</p> <p>The 2000 homes stated for Elsea Park is our closest estimate. Any windfall estimates are based on past years windfalls and at this stage it would be premature to discuss possible increase in plot numbers for later stages of this development.</p> |
| 170 | 42 BO GEN | <p>Consideration should be given to the BDR site (Old Bourne Urban District Council office & yard) in North St. Has a planning app' S05/0163 on it.</p> <p>The current planning application has been withdrawn but has possibilities. The site should be considered for 10 units. TO CHECK</p> |
| 97 | 18 BO01 Barker Story Mathews | <p>Site is considered available for development by clients. UCS states 5-10years to availability and should read 0-3 years. Suitable design should see density close to 50 dwellings p/Ha</p> <p>This site is discounted due to access constraints and the fact that it is classified as a Greenfield site.</p> |

| | | | | |
|-----|----------|--|---|--|
| 123 | 28 BO01 | John Martin & Associates | <p>Although identified in previous UCSs, this consultation draft notes 'no change' with no yield figure attached to the site with no explanation for its exclusion. This info should be included to help with the consultation procedure. The site is in close.....</p> <p>...proximity to the Town Center with many facilities close-by. Serious consideration should be given to the inclusion of this site as development would not adversely affect the character of the area. Still trying to resolve highways issues.</p> | <p>This site is discounted due to access constraints and the fact that it is classified as a Greenfield site.</p> |
| 123 | 28 BO01 | John Martin & Associates | | <p>This site is discounted due to access constraints and the fact that it is classified as a Greenfield site.</p> |
| 279 | 56 BO05 | GVA Grimley | <p>There are highway concerns regarding this site. Although capacity figure given, site should be excluded from the study.</p> <p>Site previously marketed with owner wishing to relocate. Offers were too low to offset relocation costs and therefore should be discounted from the study.</p> | <p>It is noted that there may be some issues of highway safety to overcome, however, if this site is developed with BO06, this may help facilitate the layout.</p> |
| 309 | 56 BO05 | GVA Grimley on behalf of Persimmon Homes | | <p>The site is considered suitable for development and has attracted some developer interest. The site should remain in the UCS</p> |
| 38 | 7 BO06 | Bourne Town Council | <p>This site may be suitable for development but the traffic maneuvering may be difficult. The telephone exchange is also a problem</p> | <p>It is agreed that the telephone exchange does not help facilitate layout but site should not be discounted for this reason only.</p> |
| 280 | 56 BO06 | GVA Grimley | <p>There are highway concerns regarding this site. Although capacity figure given, site should be excluded from the study.</p> <p>Site previously marketed with owner wishing to relocate. Offers were too low to offset relocation costs and therefore should be discounted from the study.</p> | <p>It is noted that there may be some issues of highway safety to overcome, however, if this site is developed with BO05, this may help facilitate the layout.</p> |
| 310 | 56 BO06 | GVA Grimley on behalf of Persimmon Homes | | <p>The site is considered suitable for development and has attracted some developer interest. The site should remain in the UCS</p> |
| 37 | 7 BO08a | Bourne Town Council | <p>The site BO08a should be redeveloped for commercial purposes helping employment for the community</p> | <p>An employment land review is to be undertaken and the results of this will help decide on the outcome of the sites possible use.</p> |
| 99 | 20 BO08a | Budworth Brown | <p>Site is awaiting planning application for housing so 5-10 year timescale incorrect. Site area shown is incorrect as r/o site is hard surface & used for industrial purposes (revised plan included) The UCS shows density at 30 p/Ha but clients would increase</p> | <p>The boundaries will be checked on site and adjusted accordingly. If the site is increased in size and is verified as Brownfield, then the total number of residential units will be adjusted to reflect this TO CHECK</p> |

| | | | |
|-----|----------|-----------------------------|---|
| 122 | 27 BO08a | | <p>This site is adjacent to The Red Hall (Grade II) and its grounds. The proposal will have a unacceptable and overbearing intrusion on the character and setting of this building. If site included then landscaping, levels etc should be ameliorating measures.</p> <p>These details should be decided at the application stage through Development Control.</p> |
| 68 | 8 BO09 | Stuart Smith Reynolds | <p>This site appears to be below the threshold of 10 units</p> <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> |
| 273 | 56 BO09 | GVA Grimley | <p>This site is included in the study but is below 0.4Ha in size</p> <p>This site should be considered as mixed use with substantial housing as this site is in a town center location.</p> <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> |
| 39 | 7 BO11 | Bourne Town Council | TO CHECK ON SITE |
| 171 | 42 BO11 | | TO CHECK ON SITE |
| 102 | 22 BO12 | Henry Davidson Developments | <p>HDD are the preferred development partner for sites B12-B15. The proposal incorporates between 75-85 residential units and timescale should be amended to 0-5 years. These units are essential to the delivery of the overall mixed use site in the core.</p> <p>The stated number of units for sites B12-B15 is to increased from 40 to 80 with the time frame being reduced from 5-10 years to 0-5 years</p> |
| 24 | 5 BO13 | Bourne Civic Society | <p>Rate of new dwellings in Bourne not in keeping with the facilities, amenities and employment. The chosen developers for "The Core" in Bourne indicates a large number of dwellings above shops and a timescale.</p> <p>This mixed-use opportunity area will require an element of housing to make it more viable. The stated number of units for sites B12-B15 is to increased from 40 to 80 with the time frame being reduced from 5-10 years to 0-5 years.</p> |

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| 103 | 22 BO13 | Henry Davidson Developments | HDD are the preferred development partner for sites B12-B15. The proposal incorporates between 75-85 residential units and timescale should be amended to 0-5 years. These units are essential to the delivery of the overall mixed use site in the core. | The stated number of units for sites B12-B15 is to increased from 40 to 80 with the time frame being reduced from 5-10 years to 0-5 years |
| 25 | 5 BO14 | Bourne Civic Society | Rate of new dwellings in Bourne not in keeping with the facilities, amenities and employment. The chosen developers for "The Core" in Bourne indicates a large number of dwellings above shops and a timescale. | This mixed-use opportunity area will require an element of housing to make it more viable. The stated number of units for sites B12-B15 is to increased from 40 to 80 with the time frame being reduced from 5-10 years to 0-5 years. |
| 104 | 22 BO14 | Henry Davidson Developments | HDD are the preferred development partner for sites B12-B15. The proposal incorporates between 75-85 residential units and timescale should be amended to 0-5 years. These units are essential to the delivery of the overall mixed use site in the core. | The stated number of units for sites B12-B15 is to increased from 40 to 80 with the time frame being reduced from 5-10 years to 0-5 years |
| 26 | 5 BO15 | Bourne Civic Society | Rate of new dwellings in Bourne not in keeping with the facilities, amenities and employment. The chosen developers for "The Core" in Bourne indicates a large number of dwellings above shops and a timescale. | This mixed-use opportunity area will require an element of housing to make it more viable. The stated number of units for sites B12-B15 is to increased from 40 to 80 with the time frame being reduced from 5-10 years to 0-5 years. |
| 105 | 22 BO15 | Henry Davidson Developments | HDD are the preferred development partner for sites B12-B15. The proposal incorporates between 75-85 residential units and timescale should be amended to 0-5 years. These units are essential to the delivery of the overall mixed use site in the core. | The stated number of units for sites B12-B15 is to increased from 40 to 80 with the time frame being reduced from 5-10 years to 0-5 years |
| 34 | 7 BO17 | Bourne Town Council | The Croft should not be included as it does not fall within the PPS3 definition of Brownfield land. Large areas of this site are paddock and orchards | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 136 | 32 BO17 | Development Land & Planning Consultants LTD | No particular view on site except it is PDL by virtue of the site lying within the curtilage of a dwelling. Access would be needed via site BO18 | Site is the subject of an appeal. Site status to be checked. TO CHECK |

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| 281 | 56 BO17 | GVA Grimley | <p>Parts of the site are not Brownfield. There are also ransom issues and highway concerns leading to the view that this site, in conjunction with BO18 & BO19 should not be included.</p> <p>The site has a history of refusals and is subject to huge opposition. It is also largely Greenfield. Site is also not considered suitable for residential development due to its importance to the character of Bourne. (See Annex2). linked with BO18 & BO19.</p> | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 311 | 56 BO17 | GVA Grimley on behalf of Persimmon Homes | <p>The Croft should not be included as it does not fall within the PPS3 definition of Brownfield land. Large areas of this site are paddock and orchards</p> | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 35 | 7 BO18 | Bourne Town Council | <p>The Croft site is supported with outstanding appeal due in approx June 2005. In that context, predicted timescale is within 5-10 years with current proposals are in full and could be delivered in 5 years. It is agreed that the whole of site is PDL.....</p> | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 135 | 32 BO18 | Development Land & Planning Consultants LTD | <p>(135 CONTINUED).... by virtue that it lies within curtailage of existing residential dwelling. We also support that the frontage of North Road should be kept permanently open. The dev' proposed would not preclude access to sites BO17 & BO19</p> | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 135 | 32 BO18 | Development Land & Planning Consultants LTD | | |
| 282 | 56 BO18 | GVA Grimley | <p>Parts of the site are not Brownfield. There are also ransom issues and highway concerns leading to the view that this site, in conjunction with BO17 & BO19 should not be included.</p> <p>The site has a history of refusals and is subject to huge opposition. It is also largely Greenfield. Site is also not considered suitable for residential development due to its importance to the character of Bourne. (See Annex2). linked with BO17 & BO19.</p> | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 312 | 56 BO18 | GVA Grimley on behalf of Persimmon Homes | <p>The Croft should not be included as it does not fall within the PPS3 definition of Brownfield land. Large areas of this site are paddock and orchards</p> | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 36 | 7 BO19 | Bourne Town Council | | |

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| 137 | Development Land & Planning Consultants LTD | 32 BO19 | Access would be needed via site BO18 | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 283 | GVA Grimley | 56 BO19 | Parts of the site are not Brownfield. There are also ransom issues and highway concerns leading to the view that this site, in conjunction with BO17 & BO18 should not be included. The site has a history of refusals and is subject to huge opposition. It is also largely Greenfield. Site is also not considered suitable for residential development due to its importance to the character of Bourne. (See Annex2). linked with BO17 & BO18. Possible future requirements should be flexible in such that suitable urban extensions may be included in the Deeping St. James area if requirement for housing provision is not met on PDL. (Possible Greenfield site for inclusion with map) | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 313 | GVA Grimley on behalf of Persimmon Homes | 56 BO19 | | Site is the subject of an appeal. Site status to be checked. TO CHECK |
| 95 | Barker Story Mathews | 16 DE GEN | | There is no requirement to include any Greenfield sites at this time. |
| 29 | | 6 DE07 | Proposal of closing car parks means no parking facilities available for shoppers. The loss of parking at The Rainbow store could threaten the vitality of Market Deeping. | It is agreed that this site should be discounted |
| 146 | | 36 DE07 | The building of homes on this site would be a significant threat to the livelihood of shops and market stall holders within Market Deeping. The car park is always well used and the center is too far to walk due to inadequate public transport. Study shows car park well used and site would not contribute to urban capacity. It is understood that Co-op are trying to purchase site and to keep as car park. This site should be discounted from the study. | It is agreed that this site should be discounted |
| 304 | GVA Grimley on behalf of Persimmon Homes | 56 DE07 | | It is agreed that this site should be discounted |
| 305 | GVA Grimley on behalf of Persimmon Homes | 56 DE08 | Study shows car park well used and site would not contribute to urban capacity. It is understood that Co-op are trying to purchase site and to keep as car park. This site should be discounted from the study. | It is agreed that this site should be discounted |
| 69 | Stuart Smith Reynolds | 8 DE09 | This site appears to be below the threshold of 10 units | It is agreed that this site should be discounted |

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| 109 | 23 DE09 | Deeping St. James PC | Any loss of car parking from this MD site would reduce trade and cripple the viability of The Deepings town center. The potential benefit of 10-15 units could not outlay the loss of a car park used by the whole community. The loss of the Rainbow car park would be detrimental to the town and the growing population. The car park is crucial to the facilities and any loss of parking spaces would compromise the town. | It is agreed that this site should be discounted |
| 112 | 25 DE09 | | This site is included in the study but is below 0.4Ha in size | It is agreed that this site should be discounted |
| 255 | 56 DE09 | GVA Grimley | Sites unlikely to come forward due to their existing use. Sites DE07, DE08 & DE09 should be discounted. | It is agreed that this site should be discounted |
| 275 | 56 DE09 | GVA Grimley | Study shows car park well used and site would not contribute to urban capacity. It is understood that Co-op are trying to purchase site and to keep as car park. This site should be discounted from the study. | It is agreed that this site should be discounted |
| 306 | 56 DE09 | GVA Grimley on behalf of Persimmon Homes | | It is agreed that this site should be discounted |
| 70 | 8 DE10 | Stuart Smith Reynolds | This site appears to be below the threshold of 10 units | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 256 | 56 DE10 | GVA Grimley | This site is included in the study but is below 0.4Ha in size Considering the comment from Highways regarding concerns for this site, it is not clear why an allowance for this site is given and it should be discounted. | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 276 | 56 DE10 | GVA Grimley | | Highways concerns noted but depending on scheme, maybe overcome. |
| 307 | 56 DE10 | GVA Grimley on behalf of Persimmon Homes | This site is in employment use with the owner not wishing to relocate. Therefore, the site should be discounted. | The site is considered suitable but timescale altered to reflect longer term prospects. Timescale should be adjusted from 0-5 years to 5-10 years. |

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| 106 | 23 DE16 | Deeping St. James PC | <p>Site should be developed for housing with orchard to remain open & green. DE16 size in question-is it 0.936 or 1.978Ha. There should be provision for affordable housing.</p> <p>Support for site in contributing to total UC provision. Potential for extended site comprises 1.98Ha against 0.94Ha stated in the UCS. This PDL site in the UCS should become available for res' dev' as current commercial use will soon cease. Only part of..</p> <p>The whole site as indicated on the map should include the orchard. The orchard should have the same attributes because of location, access and relationship with built development as site included in UCS. Non inclusion could result in piecemeal development</p> <p>This site seems to be Greenfield and therefore is in breach of other policies</p> <p>Believe that site should be discounted</p> <p>This is unlikely to come forward as the site is in multiple ownership and is considered Greenfield according to the definition given in PPG3</p> <p>Site suitable for housing and could offer a large proportion of affordable homes. Development would also not affect the identity of Frognall & improve the visual impact on the gateway to Frognall</p> | <p>After further investigation on this site, it is agreed that this site is classified as Greenfield and therefore it will be discounted accordingly.</p> <p>After further investigation on this site, it is agreed that this site is classified as Greenfield and therefore it will be discounted accordingly.</p> <p>After further investigation on this site, it is agreed that this site is classified as Greenfield and therefore it will be discounted accordingly.</p> <p>After further investigation on this site, it is agreed that this site is classified as Greenfield and therefore it will be discounted accordingly.</p> <p>After further investigation on this site, it is agreed that this site is classified as Greenfield and therefore it will be discounted accordingly.</p> <p>After further investigation on this site, it is agreed that this site is classified as Greenfield and therefore it will be discounted accordingly.</p> |
| 134 | 31 DE16 | Development Land & Planning Consultants LTD | | |
| 134 | 31 DE16 | Development Land & Planning Consultants LTD | | |
| 214 | 54 DE16 | | | |
| 248 | 56 DE16 | GVA Grimley | | |
| 277 | 56 DE16 | GVA Grimley | | |
| 108 | 23 DE17 | Deeping St. James PC | | COMMENT ON APPEAL |
| 215 | 54 DE17 | | | |
| 98 | 19 DE18 | | | |

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| 107 | 23 DE 18 | Deeping St. James PC | Site not considered suitable for housing development - number of houses proposed would double the number of houses in Flognall | The site is to be discounted from the study unless evidence is provided on future plans for relocation and a suitable site is found. |
| 111 | 25 DE 18 | | This site would see the doubling in size of Flognall undermining the sense of community and rural nature of the hamlet. Current use is for light industry and has had this suitable use for many years without damaging the fabric of the area. | The site is to be discounted from the study unless evidence is provided on future plans for relocation and a suitable site is found. |
| 203 | 49 DE 18 | Ampy Automation | Viable site and should be included in the UCS. SKDC will shortly receive application for housing from Persimmon Homes and Ampy will look to relocate within The Deepings drawing their three premises together in one site. | The site is to be discounted from the study unless evidence is provided on future plans for relocation and a suitable site is found. |
| 216 | 54 DE 18 | | This site seems to be Greenfield and therefore is in breach of other policies | Although site is certainly brownfield, it is to be discounted from the UCS |
| 257 | 56 DE 19 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 278 | 56 DE 19 | GVA Grimley | Part of this site is Greenfield land and should not be included in the UCS | The site boundary and classification needs to be checked. TO CHECK |
| 308 | 56 DE 19 | GVA Grimley on behalf of Persimmon Homes | This site is remote to shops, facilities and services. It also adjoins some industrial units so is subject to high levels of noise. Site performs poorly against Para 31 in PPG3. Site should therefore be discounted. | Site seems to be close to doctors surgery and supermarket. TO CHECK |
| 1 | 1 GEN | Allanjoyce Architects | The level of residential accommodation needed to support Grantham's retail center and the sustainability for the long term needs should be assessed | This assessment for the level of residential accommodation and the issue of long term sustainability is delivered through the Lincolnshire County Structure Plan. |
| 2 | 1 GEN | Allanjoyce Architects | Grantham High Street has a high proportion of poor retail properties that have been vacant for several years or have recently become vacant | The aims of the UCS do not envelop the problems of vacant retail premises or their state. |
| 3 | 1 GEN | Allanjoyce Architects | An indication is needed on the levels of employment land needed in the area as an alternative to commuting to the SW | The availability of employment land will be addressed by an Employment Land Review. |

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| 16 | 3 GEN | Smiths Gore | <p>Elements of the UCS housing land calculations are questionable & greater discounts should be given to existing commitments and future windfalls</p> <p>The UCS does not include sustainability issues or reference to services, education, traffic, employment sites and medical/hospital services</p> | <p>From the total number of site considered, 62% were discounted with a further 20% reduction given on the remaining sites to be included. It is felt that the methodology and discounts used are correct.</p> <p>The purpose of the UCS is to identify potential urban sites that may be suitable for housing. It is recognized that these issues are important but these will be addressed in the LDF and decided at the application stage.</p> |
| 17 | 4 GEN | | | <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> |
| 41 | 8 GEN | Stuart Smith Reynolds | <p>There is an inconsistency as the UCS states only >0.4Ha are included in study but other sites below this threshold are included</p> | <p>All sites with Planning Permission have been included and reviewed to return a yield figure of zero. Springfield Park is an exception to this and will be updated.</p> |
| 42 | 8 GEN | Stuart Smith Reynolds | <p>Some sites have PP but are included in the UCS resulting in possible double counting.</p> <p>The allowance for windfall should be based solely on PDL, however, it is likely that one third will be on Greenfield land. Calculation of site yield difficult to follow.</p> | <p>It is most likely that windfall sites will be on PDL. Greenfield site will not usually be looked on favourably.</p> |
| 43 | 8 GEN | Stuart Smith Reynolds | | |
| 44 | 8 GEN | Stuart Smith Reynolds | <p>The calculation of figures does not (in some cases) seem to be based on the 80% net developable area.</p> | <p>It is felt that the 80% yield figure used is an accurate starting point. Inevitably there will be some sites may yield a higher or smaller figure. There was also a further 20% reduction figure given to the sites that were included in the UCS.</p> |
| 45 | 8 GEN | Stuart Smith Reynolds | <p>Some smaller sites <0.4Ha appear to have a yield of <10 units.</p> <p>The non inclusion of sites stated in Para' 4.5 is supported. The use of 80% net developable area is considered reasonable to derive the yield. The 20% discount to overall capacity figures seems reasonable</p> | <p>The UCS does not include sites that are <0.4Ha and have a yield <10 residential units.</p> |
| 46 | 8 GEN | Stuart Smith Reynolds | | <p>Support noted</p> <p>Potential yield figures within the UCS may fluctuate depending on each site. It is considered that unless evidence or information is given to the contrary, yield figures within the UCS are as accurate as can be at this stage.</p> |
| 72 | 8 GEN | Stuart Smith Reynolds | <p>The UCS figures significantly overestimate the potential yield. Smith Stuart Reynolds adjusted figures show that Greenfield land is required along with UCS sites</p> | |

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| 73 | 9 GEN | Grantham Civic Society | <p>The strategies will rely heavily on current road systems and other facilities to support level of housing proposed. Price premiums on the areas of land included in the UCS could be a fare way of generating funds for infrastructure etc</p> <p>A balance should be maintained between housing and commercial development in the 'old basin' area so the prospect of waterside housing is not lost. Could this site be considered suitable for the Science Center?</p> | <p>Suitable sites within the UCS may well be subject to Section 106 or 278 agreements for various contributions and highway improvements.</p> <p>It is agreed this site should be considered for mixed-use. The LDF process will help determine if this site is suitable for The Science Center.</p> |
| 74 | 9 GEN | Grantham Civic Society | <p>A policy to create more employment and affordable housing should be made to encourage the public to come to the area and not create dormitory areas in the villages</p> | <p>The availability of employment land will be addressed by an Employment Land Review. Any site carried into the LDF and allocated for housing will usually have an element of affordable housing which will be negotiated at application stage.</p> |
| 78 | 11 GEN | Colsterworth PC & Gunby & Stainby PC | <p>The UCS identifies some 140 sites, some of which have archaeological potential. Should comment on archaeological constraints/requirements be submitted at this stage?</p> | <p>Any known UCS sites that have major archaeological constraints should be updated to reflect that information. Each site should then be treated individually.</p> |
| 79 | 12 GEN | Lincolnshire Heritage | <p>Many sites within the UCS have contamination issues</p> | <p>Contamination is an acknowledged constraint on many Brownfield sites and these will be addressed through the LDF process</p> |
| 83 | 13 GEN | Environment Agency | <p>The availability for water resources should be considered for sites within the UCS. Anglian Water should be consulted for extraction licenses for water.</p> | <p>Although this is not a constraint at this point in time, further consultation will be needed with the EA and Anglian Water before any site allocation.</p> |
| 84 | 13 GEN | Environment Agency | <p>The timing and cost of infrastructure improvements which may be necessary should be part of the plan making process as should be the availability of water resources</p> | <p>TO CHECK</p> |
| 85 | 13 GEN | Environment Agency | <p>The UCS should be in conformity with the CAMS programmes (Catchment Abstraction Management Strategies). The Witham CAMS was produced in 2004 & The Welland CAMS is due to be published in 2007</p> | <p>TO CHECK</p> |
| 86 | 13 GEN | Environment Agency | | |

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| 100 | 21 GEN | Savills | <p>The UCS has correctly identified many sites within urban areas that can contribute in the future to the housing supply. Protected land suitable for development should be made available within plan period in the event that demand and need are evident</p> <p>Sufficient Brownfield land will be identified in the LDF to meet housing figures within the Structure Plan. The need for available Greenfield land within the Structure Plan period is considered not necessary.</p> |
| 142 | 35 GEN | Bigwood Chartered Surveyors | <p>The purpose of the UCS is to identify suitable sites that have potential for housing. Affordable housing needs will be negotiated within the normal planning process.</p> <p>Sites with a number of constraints to overcome but may still be considered suitable have been given a longer timeframe in the UCS.</p> |
| 143 | 35 GEN | Bigwood Chartered Surveyors | <p>The purpose is to identify potential sites that may be suitable for housing. It is agreed that it is unlikely all sites will materialize within the plan period. An employment land review is to be undertaken which will address some of these issues.</p> |
| 144 | 35 GEN | Bigwood Chartered Surveyors | <p>The 20% discount figure given for the number of sites identified may not be sufficient given the vagaries surrounding some of the sites. There is also no explanation as to how this figure was derived</p> <p>If the 20% figure is not sufficient, then careful ongoing monitoring should address this.</p> |
| 145 | 35 GEN | Bigwood Chartered Surveyors | <p>Many of the sites identified within the urban settlements are in current employment use and have been put forward as potential residential sites, if so, are there assurances that dev' will be allowed and not opposed due to loss of employment.</p> <p>There can be no such assurances except that the sites to be included in the UCS are considered suitable for housing but consideration will be given to the Employment Land Review which will be developed in the near future.</p> |
| 147 | 37 GEN | Ablehomes | |
| 172 | 43 GEN | Marston PC | <p>The UCS concentrates on the towns and so does not impact on villages. It seems to have identified enough Brownfield sites to satisfy housing demand for the foreseeable future.</p> <p>It is agreed that sufficient Brownfield sites with housing potential have been identified on in the UCS.</p> |

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| 186 | 45 GEN | CarltonScroop & Normanton-on-Cliffe PC | <p>The UCS concentrates on the towns and so does not impact on villages. It seems to have identified enough Brownfield sites to satisfy housing demand for the foreseeable future. Consideration for infrastructure & car parking should be given.</p> | <p>The UCS does concentrate on urban area. Some sites have been discounted after discussions with LCC Highways. Wider issues regarding car parking and infrastructure will be addressed in the LDF</p> |
| 198 | 47 GEN | Escritt & Barrell | <p>The UCS stated that all sites below 0.4Ha were excluded. This is incorrect and should be rectified</p> <p>Windfall sites below 0.4Ha may have been incorrectly double counted and thereby significantly increasing the residential requirement figure for Grantham.</p> | <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> |
| 199 | 47 GEN | Escritt & Barrell | | <p>The UCS will be corrected to reflect that sites below<0.4Ha and <10 dwelling site capacity would be treated as a windfall site.</p> |
| 200 | 47 GEN | Escritt & Barrell | <p>Evidence of recent windfall sites completed shows that figures may be incorrect as certain windfalls that have been developed should really have been included in past UCS</p> | <p>The figures used for predicted windfall sites are based on the past 3 years figures. Possible windfall sites are not site specific within the UCS.</p> |
| 201 | 47 GEN | Escritt & Barrell | <p>Land off Barrowby Rd is now to be considered by ODPM. This permission which was supported by SKDC now has lost the support of the council due to the anticipated excess of Brownfield and windfall sites in Grantham. This theory is incorrect.</p> | <p>Contemporary planning guidance does advocate the use of PDL. It is considered that there will be sufficient urban Brownfield sites identified in the UCS within the District of South Kesteven without the need to include any Greenfield sites.</p> |
| 206 | 52 GEN | Humberts | <p>The schedules for Bourne, Grantham & The Deepings include sites with planning consent as indicated as a footnote to table at paragraph 6.2. Site consents prior to Sep2004 have been discounted to 0 to avoid double counting. A footnote should clarify this</p> | <p>It is agreed that a change in the summary should clarify this.</p> |
| 207 | 52 GEN | Humberts | <p>Statement 4.8 is derived from our report to the council. Although believed to be reasonable, it's not consistent with paragraph 3.3 and either one should be amended or deleted.</p> | <p>It is agreed that this will be reworded to state that a site will only be considered for inclusion as an allocation.</p> |

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| 217 | 54 GEN | <p>The UCS gives 'Carte blanche' for developers to change the use of employment land to housing arising to serious lack of industrial capacity. An ind' employment capacity study should be carried out in tandem with the UCS. Commuting will also occur to Notts</p> <p>The availability of employment land will be addressed by an Employment Land Review.</p> | |
| 232 | 54 GEN | <p>The methodology used should forecast housing trends by using demographic profiles for next 15 years to determine average house size.</p> <p>Sufficient sites will be identified in the UCS and a 'Plan, Monitor & manage' approach will be used to adjust to major shifts in household trends.</p> | |
| 233 | 55 GEN | <p>Controversial method of identifying sites for inclusion in UCS. Our site on Brownfield land not identified. If purpose of study is to confirm that there is sufficient Brownfield land that may be developed for housing then the study can be accepted.</p> <p>Comment noted</p> | F H Gilman & Co |
| 234 | 55 GEN | <p>Sites identified that could be considered suitable and likely to come forward will be allocated in the LDF (3.3) - this method of selecting sites is improper and all sites should be considered against normal planning rules</p> <p>The aim of the UCS is to identify enough Brownfield land within urban areas that may be suitable for housing development. Suitable sites included in the UCS may be considered for allocation in the LDF</p> | F H Gilman & Co |
| 235 | 55 GEN | <p>We are inclined to share conclusions on the UCS and feel there is sufficient Brownfield land within the district to not grant any future permission on Greenfield land for many years. IHP will hold the line until LDF</p> <p>It is agreed that sufficient Brownfield sites with housing potential have been identified on in the UCS.</p> | F H Gilman & Co |
| 252 | 56 GEN | <p>Guidance in 'Tapping The Potential' states that net sites areas should be used and indicates that for some sites this may be as low as 45% of the gross site area. A revised methodology is needed to account for differences between net & gross site areas.</p> <p>It is felt that the 80% yield figure used is an accurate starting point. Inevitably there will be some sites may yield a higher or smaller figure. There was also a further 20% reduction figure given to the sites that were included in the UCS.</p> | GVA Grimley |
| 253 | 56 GEN | <p>Reference in the UCS refers to Table 2.4 but tables within the UCS are not numbered.</p> <p>Tables within the UCS should be numbered for clarity.</p> | GVA Grimley |
| 254 | 56 GEN | <p>Original discount of 20% is not sufficient and that the level of urban capacity has been overestimated by at least 1000 dwellings.</p> <p>Final calculations will be discussed before the final version of the study is published.</p> | GVA Grimley |

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| 300 | 56 GEN | GVA Grimley on behalf of Persimmon Homes | Concerns raised over the loss of employment land resulting from the use of these site for housing with potential impact on the local economy. Many sites identified are currently used for alternate uses. It is likely such sites will only deliver dwellings within the medium or long term timescale. This will result in there being a shortfall in District wide housing supply over the next 10 years. | An employment land review is to be undertaken and the results of this will help decide on the outcome of sites possible use. |
| 301 | 56 GEN | GVA Grimley on behalf of Persimmon Homes | | Some timeframes within the UCS have been changed to reflect information received during the consultation exercise. It is believed that these timeframes are now as accurate as can be. |
| 302 | 56 GEN | GVA Grimley on behalf of Persimmon Homes | 20% allowance for sites that may not deliver is not sufficient. This should be increased. | From the total number of site considered, 62% were discounted with a further 20% reduction given on the remaining sites to be included. It is felt that the methodology and discounts used are correct. |
| 303 | 56 GEN | GVA Grimley on behalf of Persimmon Homes | There is an over reliance on Grantham as 63% of identified sites are located there. This could result in unequal distribution and set an imbalance of housing and employment within Grantham. | As Grantham is the largest of the four towns within the District, the strategic housing requirement is greater with more sites needing to be identified. |
| 75 | 10 GR GEN | Brown & Co | There is an omission in the UCS for Grantham (plan attached). This PDL site, West of GR03 on the western side of the railway should be included | This site should be included in the UCS and its use be considered. |
| 76 | 10 GR GEN | Brown & Co | A number of sites are unlikely to come forward and jobs require greater flexibility in the system for some growth in the period. | There must be sufficient sites identified in the UCS to enable SKDC to meet the strategic housing requirement figures in the Structure Plan. A 'Plan, Monitor and Manage' approach will be used to enable the LDF to be flexible. |
| 77 | 11 GR GEN | Colsterworth PC & Stainby PC | Grantham cannot cope with existing traffic problems with the UCS not providing information on possible increase in traffic for the next 2/3 years | The purpose of the UCS is to identify potential suitable housing sites that may become available within the urban areas of SK District. Some sites have been discounted after discussions with LCC Highways. Larger sites may need infrastructure improvements. |
| 89 | 15 GR GEN | Bidwells | The Council should allow for a greater number of windfall sites within the UCS | Windfall estimates were based on previous windfall sites over a 3 year period. |
| 124 | 29 GR GEN | Buckminster Management Limited | The map enclosed with this representation highlights a site on Alexandra Road that should be included in the UCS. This Brownfield site should be marked for development within a 5 year period | This site should be included in the UCS and its use be considered. |

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| 125 | 29 GR GEN | Buckminster Management Limited | <p>Although allotments have not been included, the site (map enclosed) is ground surrendered by the Allotment Association in October 2004. The inclusion of this site would unite sites at GR17 & GR 18</p> <p>Alotments sites along with any other Greenfield sites have now been discounted.</p> |
| 188 | 47 GR GEN | Escrutt & Barrell | <p>....therefore could be taken out of the equation if suitable for housing. This leaves 6 site with 4 having mixed use possibilities. This will still result in a loss of 26.543Ha of employment land. This will need to be relocated in areas which may not suit.</p> <p>An Employment Land Review is to be undertaken and this will address issues regarding the loss of employment land.</p> |
| 188 | 47 GR GEN | Escrutt & Barrell | <p>The calculation is that 37.9 Ha of employment land will be lost from the proposals set out in the UCS. These are made up of 12 site of varying size with 1 site having the benefit of permission. 5 of the 12 sites are redundant ind' buildings and</p> <p>An Employment Land Review is to be undertaken and this will address issues regarding the loss of employment land.</p> |
| 204 | 50 GR GEN | Godfrey Payton | <p>Map shows 2 areas of land that should be considered with the larger area being allocated and phased for release. This results from the likely yield being much less than anticipated. Flexibility should be incorporated in likelihood of increase in structure-</p> <p>These two sites are not considered relevant at this stage. Furthermore, both sites are Greenfield sites and would have been discounted.</p> |
| 204 | 50 GR GEN | Godfrey Payton | <p>....-plan numbers. This will help the community by negotiating a comprehensive range of benefits from planning gains. The smaller site should also be considered suitable for development with little impact on environment or surrounding properties.</p> <p>These two sites are not considered relevant at this stage. Furthermore, both sites are Greenfield sites and would have been discounted.</p> |
| 230 | 54 GR GEN | | <p>All allotments have been excluded but under used allotments should be considered if proposals to lose open space are followed through</p> <p>Allotments will not be considered as they are classified as Greenfield sites.</p> |
| 231 | 54 GR GEN | | <p>Exclusion of smaller sites is misleading and there are examples of small sites at a rate of 150 dwellings p/Ha. This would completely distort your figures</p> <p>The UCS has given suitable sites a density based on the criteria within Paragraph 4.4.</p> |

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| 90 | 15 GR01 | Bidwells | The Vacu-lug site should be reconsidered as it appears that the site has an existing factory on it and has recent investment | Site status to remain until further information obtained. TO CHECK - Vaculug Tel:593095 |
| 220 | 54 GR01 | | This site has seen massive investment for successful business and should not be considered for housing inside the next 15 years This site has seen recent consolidation by its owners and therefore should not have an allowance given. It should be discounted from the UCS | Site status to remain until further information obtained. TO CHECK - Vaculug Tel:593095 |
| 284 | 56 GR01 | GVA Grimley | Vac-u-lug only relocated to the site 4 years ago and site has seen significant investment recently. There is little possibility of occupiers relocating again and site should be discounted. | Site status to remain until further information obtained. TO CHECK - Vaculug Tel:593095 |
| 314 | 56 GR01 | GVA Grimley on behalf of Persimmon Homes | | |
| 47 | 8 GR02 | Stuart Smith Reynolds | Site currently has planning permission | This site has a current permission and therefore the capacity figure will be adjusted to zero. |
| 91 | 15 GR07 | Bidwells | This site on Trent Road has highway problems and occupiers have long leases | This site will remain with the timescale 10-15 years |
| 189 | 47 GR07 | Escritt & Barrell | This adjoins existing employment buildings on west side of Trent Rd and should be considered as within an area of employment land | This site is bordered by housing, The Earl of Dysart School and the Grantham Bowls Club. The status of the site remains. |
| 285 | 56 GR07 | GVA Grimley | Given the major constraints attached to this site, This site should be discounted from the UCS This site if developed would be a non conforming use and there would also be issues with loss of employment land. Therefore, this site should be discounted. | This site is bordered by housing, The Earl of Dysart School and the Grantham Bowls Club. The status of the site remains. |
| 315 | 56 GR07 | GVA Grimley on behalf of Persimmon Homes | | This site is bordered by housing, The Earl of Dysart School and the Grantham Bowls Club. The status of the site remains. |
| 228 | 54 GR08 | | The old Texas building should be included within this site as it has been empty for years | This site is to be included. It should be noted that it is in use for storage and warehouse purposes. |
| 92 | 15 GR09 | Bidwells | The site on Shaw Road has serious land use conflict together with highway concerns | Although this site has unusual characteristics, It is considered that the current road layout will help yield some housing by making more efficient use of the open space adjacent to the road. |
| 71 | 8 GR10 | Stuart Smith Reynolds | The yield on this site should be reduced | This site has a current permission for 34 dwellings and will be discounted from the UCS |

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| 227 | 54 GR11 | | This site should be removed now it is to be the new police station | This site is to remain. Planning permission for a police station has been approved for a site on Swingbridge Road so site GR11 has been incorrectly identified by the respondent. |
| 48 | 8 GR16 | Stuart Smith Reynolds | Site currently has planning permission | This site has current planning permission and will be reviewed and deleted |
| 218 | 54 GR16 | | This site is now part housing but remainder seems successful employment zone within easy access of A1 | This site has current planning permission and will be reviewed and deleted |
| 251 | 56 GR16 | GVA Grimley | This site should be discounted as it has the benefit of planning permission and should be treated as a housing commitment | This site has current planning permission and will be reviewed and deleted |
| 316 | 56 GR16 | GVA Grimley on behalf of Persimmon Homes | This site has planning permission and should be removed from the study. | This site has current planning permission and will be reviewed and deleted |
| 101 | 21 GR17 | Savills-on behalf of landowners | Part of the site is likely to become available in 0-5 year timescale. Allotments within site are largely unused and access could be gained from Harlaxton Rd. Premises were designed for current use & would not suit alternate ind' use. Housing most viable | The timescale should reflect the likely availability. It is agreed that the timescale should be adjusted from 5-10 years to 0-5 years. The allotments will not be included within the UCS as they are a Greenfield site. |
| 141 | 34 GR17 | Kimberley Developments | Highways engineers confirm access via Springfield Rd or Harlaxton Rd would be possible. Conclude that attractive in planning terms and whilst delivering sustainable B/field site | The site will remain in the UCS with potential for housing. |
| 141 | 34 GR17 | Kimberley Developments | Site suitable. Could be enlarged to include the redundant allotments to the east. Site could be 0-5 year time frame and not 5-10. Redevelopment costs significant so 100% housing needed. Local shopping center planned for Springfield Park could be used. | The timescale should reflect the likely availability. It is agreed that the timescale should be adjusted from 5-10 years to 0-5 years. The allotments will not be included within the UCS as they are a Greenfield site. |
| 190 | 47 GR17 | Escritt & Barrell | Area fragmented so unrealistic in terms of delivery. Adj' site just granted pp (GR15) confirming fragmentation | This site is considered not to be fragmented and will remain in UCS. |
| 219 | 54 GR17 | | This site has seen massive investment for successful business and should not be considered for housing inside the next 15 years | The timescale should reflect the likely availability. It is agreed that the timescale should be adjusted from 5-10 years to 0-5 years. The allotments will not be included within the UCS as they are a Greenfield site. |

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| 286 | 56 GR17 | GVA Grimley | If as suggested that site is in multiple ownership with secured long leases then this site should be discounted. | The timescale should reflect the likely availability. The timescale should be adjusted from 5-10 years to 0-5 years as discussions with landowners are ongoing. |
| 317 | 56 GR17 | GVA Grimley on behalf of Persimmon Homes | This site includes allotments and is therefore not in conformity with PPG3. Greenfield land should be discounted from the study. | The allotments are not included within the site but lie adjacent to the East. The site is attracting interest and is to remain in the UCS with a reduced timescale of 0-5 years. |
| 258 | 56 GR18 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 221 | 54 GR20 | | This site has seen massive investment for successful business and should not be considered for housing inside the next 15 years Major employer in Town with limited sites to relocate to. Industrial uses and railway line border site but site is not considered suitable. Aware of planning application but has not been determined yet. | Site has a current planning application on it and owners are wishing to relocate if suitable site can be found. |
| 318 | 56 GR20 | GVA Grimley on behalf of Persimmon Homes | | Site has a current planning application on it and owners are wishing to relocate if suitable site can be found. |
| 126 | 29 GR22 | Buckminster Management Limited | Site could be accessed using existing highway network. Whole of site should be included in the UCS for residential development (5-10 years) and not be labeled 'no change'. Opp's for high and low density areas and local facilities with room for open space | Potential to yield in excess of 500 dwellings, but the potential may only be realized if the Grantham east-west bypass is constructed. Section 278 and 106 obligations will be high to help fund road network. Notional figure of 50 for 10-15 years entered. |
| 222 | 54 GR22 | | This site suffers from access problems whether housing or employment. Site is however ideal for employment given its location on edge of town. If condition to remain as employment use, SKDC should work with owners to secure better access. Can help! | Potential to yield in excess of 500 dwellings, but the potential may only be realized if the Grantham east-west bypass is constructed. Section 278 and 106 obligations will be high to help fund road network. Notional figure of 50 for 10-15 years entered. |
| 191 | 47 GR22a | Escritt & Barrell | Although touted for residential dev' for many years, the access is so poor it would choke Albert ST & Houghton Rd. Possible but with bypass. | It is recognized that access improvements will be needed to this site to satisfy housing potential. Any future bypass would open up further possibilities especially when developed with site GR22 |

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| 223 | 54 GR22a | | <p>This site suffers from access problems whether housing or employment. Site is however ideal for employment given its location on edge of town. If condition to remain as employment use, SKDC should work with owners to secure better access. Can help!</p> <p>It is recognized that access improvements will be needed to this site to satisfy housing potential. Any future bypass would open up further possibilities especially when developed with site GR22</p> <p>It is recognized that access improvements will be needed to this site to satisfy housing potential. Any future bypass would open up further possibilities especially when developed with site GR22.</p> <p>Employment Land Review will address loss of employment land</p> <p>An Employment Land Review is to be undertaken and this will address issues regarding the loss of employment land.</p> |
| 287 | 56 GR22a | GVA Grimley | <p>If site did become available for housing then there would be an issue with loss of employment land. Site does not relate well to the town and should be discounted.</p> |
| 319 | 56 GR22a | GVA Grimley on behalf of Persimmon Homes | <p>The site is occupied by a local employer and housing would see loss of employment land.</p> |
| 192 | 47 GR23 | Escritt & Barrell | <p>This site could be redeveloped in conjunction with site GR22a. Again, possible with bypass</p> <p>It is recognized that access could be major constraint. Could be overcome if developed with GR22a. Time frame now states 5-10 year delivery to reflect this.</p> |
| 224 | 54 GR23 | | <p>This site suffers from access problems whether housing or employment. Site is however ideal for employment given its location on edge of town. If condition to remain as employment use, SKDC should work with owners to secure better access. Can help!</p> <p>It is recognized that access could be major constraint. Could be overcome if developed with GR22a. Time frame now states 5-10 year delivery to reflect this.</p> |
| 288 | 56 GR23 | GVA Grimley | <p>This site has access constraints and is thought to have restrictive covenants. There is also an issue with the loss of sports facilities. The site should be discounted for the reasons stated.</p> <p>Site to remain within the UCS</p> |
| 320 | 56 GR23 | GVA Grimley on behalf of Persimmon Homes | <p>Use of this site would result in the loss of sports provisions. The 2002 site was discounted due to unsuitable access but is now included in this study. It is unclear why?</p> <p>Site to remain within the UCS</p> |
| 259 | 56 GR29 | GVA Grimley | <p>This site is included in the study but is below 0.4Ha in size</p> <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> |

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| 54 | 8 GR32 | Stuart Smith Reynolds | Site is not PDL | The site is considered Greenfield and has been discounted. |
| 93 | 15 GR32 | Bidwells | This site (the railway club) is included but development of recreational land is discouraged by Central Government advice (PPG17) | Site is part of a larger planning approval and should be discounted. |
| 321 | 56 GR33 | GVA Grimley on behalf of Persimmon Homes | Serious access constraints. To achieve 54 dwellings on this site, density would need to be 117 P/Ha and this is not considered appropriate. A more realistic density of 40 P/Ha would deliver 18 dwellings. | Although this site is a very high density, the site lends itself to this density. The capacity for this site also reflect any schemes that have been discussed. |
| 58 | 8 GR34 | Stuart Smith Reynolds | Site unlikely to become available as in multiple ownership with significant public sector investment required and likely requirement to retain as employment land | Many constraints to overcome but significant investment may unlock high potential. Notional 100 capacity and long term time frame to remain. |
| 94 | 15 GR34 | Bidwells | This site on Old Wharf Rd is identified by the market for retail warehousing, has access problems and is in a high risk flood area | Noted that site has access constraints. Serious investment needed to improve infrastructure and unlock high potential. Site will remain in 10-15 timeframe. |
| 127 | 29 GR34 | Buckminster Management Limited | This site should be retained for commercial use and not be for residential development | Identified as possible mixed use site with only notional figure of 100 given. If significant investment in site, unlikely that use remain entirely commercial. |
| 193 | 47 GR34 | Escritt & Barrell | Obviously an 'ind' area' which if developed for residential would have access problems. This area should be discounted and the UCS also states this as notional | This large site has potential for some housing but difficult to predict possible capacity. Notional figure of 100 included but comprehensive strategy may increase capacity. |
| 211 | 53 GR34 | Office 2 Office | The respondent's site lies within GR34 although this needs confirmation. They occupy Unit 1b Dysart Rd and the premises are held on 5 year lease with extension option. UCS states delivery for site at 10-15 years, does this mean premises safe at present. | There are many constraints for this site and unless there is significant investment in the site, there is little chance of the timeframe being reduced from the predicted 10-15 years. |
| 225 | 54 GR34 | | This site should be subdivided now that retail site is close to approval. Site should not see loss of bowling center. Different designation should be given of mixed use for the canal basin area. | It is likely that site will see a comprehensive strategy for the area. Boundaries may be redefined to take into account forthcoming approvals. |

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| 289 | 56 GR34 | GVA Grimley | Proforma indicates site is in mixed ownership, has difficult ground conditions and the likely use if site were to come forward would be retail. This concludes that the site should be discounted. | It is likely that this site may see a comprehensive strategy for the area. Acknowledged constraints that require significant investment. Suitable for mixed-use with 100 notional figure to remain |
| 322 | 56 GR34 | GVA Grimley on behalf of Persimmon Homes | This site is occupied and given the absence of suitable site to relocate to, is not considered suitable. Furthermore, there would a loss of employment land. The site is also surrounded by various industrial uses. | It is likely that this site may see a comprehensive strategy for the area. Acknowledged constraints that require significant investment. Suitable for mixed-use with 100 notional figure to remain |
| 194 | 47 GR36 | Escritt & Barrell | This site has outline res' consent but still remains unsold despite the boom. It is unrealistic to therefore include this area in the UCS | Eastern part of the site has recent planning approval for 140 dwellings. Site boundary and details to be updated. |
| 226 | 54 GR37 | | This site should be removed now it is to be retail | This site has retail permission and will be updated. |
| 49 | 8 GR37a | Stuart Smith Reynolds | Site currently has planning permission | This site has planning permission for 34 flats and will be updated. |
| 62 | 8 GR37b | Stuart Smith Reynolds | This site appears to be below the threshold of 10 units | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 128 | 29 GR37b | Buckminster Management Limited | This site should remain as car parking | Although there is a recognized need for parking within the Town, a more efficient use of this space is needed to release the potential for housing within 0-5 timeframe. The site will remain in the UCS. |
| 197 | 47 GR37b | Escritt & Barrell | Car parking should be kept at this site. Small shopkeepers already pay high business rates and should be supported by SKDC by providing adequate parking facilities | Although there is a recognized need for parking within the Town, a more efficient use of this space is needed to release the potential for housing within 0-5 timeframe. The site will remain in the UCS. |
| 260 | 56 GR37b | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |

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| 290 | 56 GR37b | GVA Grimley | <p>There is an inappropriate density given for this site and the loss of parking would be a problem. The study states that compensatory car parking could be provided but the lack of suitable sites and the cost of a multi-story leads to discounting site.</p> <p>Consideration is given to possible loss of car parking but more efficient use of space is needed. Acknowledgement that compensatory car parking should be a consideration in the redevelopment of this site.</p> |
| 323 | 56 GR37b | GVA Grimley on behalf of Persimmon Homes | <p>To achieve the capacity figure of 25 given in the study, a density of 148 dwellings P/Ha would be needed. This is unrealistic and should be 40 dwellings P/Ha. This would yield only 7 dwellings taking the site below the threshold which should be withdrawn.</p> <p>Although this site is a very high density, the site lends itself to this density. The capacity for this site also reflect any schemes that have been discussed.</p> |
| 129 | 29 GR38 | Buckminster Management Limited | <p>This site should remain as car parking</p> <p>This site has been discounted within the UCS</p> |
| 130 | 29 GR39 | Buckminster Management Limited | <p>Although there is a recognized need for parking within the Town, a more efficient use of this space is needed to release the potential for housing within 0-5 timeframe. The site will remain in the UCS.</p> <p>This site should remain as car parking</p> |
| 196 | 47 GR39 | Escritt & Barrell | <p>Car parking should be kept at this site. Small shopkeepers already pay high business rates and should be supported by SKDC by providing adequate parking facilities</p> <p>Although there is a recognized need for parking within the Town, a more efficient use of this space is needed to release the potential for housing within 0-5 timeframe. The site will remain in the UCS.</p> |
| 261 | 56 GR39 | GVA Grimley | <p>This site is included in the study but is below 0.4Ha in size</p> <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> |
| 291 | 56 GR39 | GVA Grimley | <p>Site should be discounted due to already highlighted car parking problems.</p> <p>Although there is a recognized need for parking within the Town, a more efficient use of this space is needed to release the potential for housing within 0-5 timeframe. The site will remain in the UCS.</p> |
| 324 | 56 GR39 | GVA Grimley on behalf of Persimmon Homes | <p>Provides car parking for Town Center & railway station. Concerns raised by scrutiny panel suggest that car park should remain. This site should therefore be discounted.</p> <p>Although there is a recognized need for parking within the Town, a more efficient use of this space is needed to release the potential for housing within 0-5 timeframe. The site will remain in the UCS.</p> |

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| 131 | 29 GR44 | Buckminster Management Limited | This site should remain in its existing use as there is not a requirement to build on this land and will result in the loss of employment land | An employment land review will determine the current levels of employment land and future requirements. The strategic housing numbers within the Structure Plan means that SKDC must identify sufficient potential housing sites to meet this requirement. |
| 140 | 33 GR44 | C/o Unior International Ltd | Before comments are submitted, a meeting should be arranged to discuss the medium & long term for the site. (reply on behalf of 12 units) | There are acknowledged constraints for the site but site is considered a non conforming use. Timescale to remain at 10-15 years to reflect these constraints. |
| 195 | 47 GR44 | Escritt & Barrell | Original planning consent for this light ind' area restricted hours of work and the site is well screened from houses. Therefore, this site should remain and not be included for housing | This site has constraints that prevent early delivery of the site |
| 202 | 48 GR44 | | Units 1-4 of this site owned as an investment pension scheme. Concerns over how realizable these assets are given with the inclusion within the UCS albeit with a 10-15 timescale. Circumstances could warrant a quick sale or would SKDC et al be willing to.. | There are acknowledged constraints for the site but site is considered a non conforming use. Timescale to remain at 10-15 years to reflect these constraints. Because site is in multiple ownership, it would be difficult to consider reducing the timescale. |
| 202 | 48 GR44 | | purchase these units and them rent or lease them to tenants until the required date for this site? A meeting should be arranged to discuss the full facts. | There are acknowledged constraints for the site but site is considered a non conforming use. Timescale to remain at 10-15 years to reflect these constraints. Because site is in multiple ownership, it would be difficult to consider reducing the timescale. |
| 292 | 56 GR44 | GVA Grimley | Concerns over loss of employment and multiple ownership lead to the conclusion that site should be discounted. | There are acknowledged constraints for the site but site is considered a non conforming use. Timescale to remain at 10-15 years to reflect these constraints. |
| 325 | 56 GR44 | GVA Grimley on behalf of Persimmon Homes | This site is occupied and given the absence of suitable site to relocate to, is not considered suitable. Furthermore, there would a loss of employment land. | There are acknowledged constraints for the site but site is considered a non conforming use. Timescale to remain at 10-15 years to reflect these constraints. |
| 50 | 8 GR47 | Stuart Smith Reynolds | Site currently has planning permission This will not come forward as one site due to access problems and power lines. The middle section of the site should be kept as usable open space | Outline permission has lapsed on this site so remains within the UCS. Entry updated to reflect this. |
| 229 | 54 GR48 | | | Site has been already discounted. |

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| 262 | 56 GR52 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 51 | 8 GR53 | Stuart Smith Reynolds | Site currently has planning permission | Although approval recommended, still awaiting 106 agreement. |
| 263 | 56 GR53 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 293 | 56 GR53 | GVA Grimley | Study appears to state that an unrealistic density has been given for this site. | Although this site is a very high density, the site lends itself to this density. There is a section 106 agreement to be finalized on this site. |
| 326 | 56 GR53 | GVA Grimley on behalf of Persimmon Homes | To achieve the capacity figure of 40 given in the study, a density of 229 dwellings P/Ha would be needed. This is unrealistic and should be 40 dwellings P/Ha. This would yield only 7 dwellings taking the site below the threshold which should be withdrawn. | Although this site is a very high density, the site lends itself to this density. There is a section 106 agreement to be finalized on this site. |
| 264 | 56 GR58 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 265 | 56 GR63 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 7 | 2 ST GEN | Stamford Bypass Group | UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation and sustainability | Any allotments that were included have now been discounted from the UCS. Other issues will be addressed in the LDF |

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| 31 | 6 ST GEN | <p>RSS8 mentions the need to reduce motor car usage. further development will increase the use of the car by making more occupiers dependent on facilities (such as the hospital) in P'boro</p> <p>Mr Gilmore's "Stamford 250" approach promotes a more joined up thinking method. The current infrastructure would support such a proposal being close to the Town Center. Future growth needs an improved infrastructure that still promotes Stamford's tourism.</p> | <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |
| 121 | 26 ST GEN | | <p>The Old Sewerage Works site is to be included in the UCS for consideration.</p> |
| 148 | 38 ST GEN | Stamford Civic Society | <p>By identifying sites within the UCS, this should reduce the amount of windfall sites in Stamford. However, this is difficult to predict and future windfalls are based on previous stat's. Future windfalls will be assessed against normal planning criteria.</p> |
| 154 | 38 ST GEN | Stamford Civic Society | <p>Sites rejected or discounted that are included in the UCS are based on known constraints, local information and professional opinion.</p> |
| 156 | 38 ST GEN | Stamford Civic Society | <p>The Old Sewerage Works site is to be included in the UCS for consideration.</p> |
| 157 | 38 ST GEN | Stamford Civic Society | <p>An employment land review is to be undertaken to address the current and future demands on employment land.</p> |
| 158 | 38 ST GEN | Stamford Civic Society | <p>Agreed that protection of historic core and growth of Stamford is recognized concern. Identifying potential sites that are considered suitable to meet Structure Plan requirements should promote respondents views.</p> |
| 159 | 39 ST GEN | Stamford Chamber of Trade & Commerce | <p>Comment noted</p> |

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| 160 | 39 ST GEN | Stamford Chamber of Trade & Commerce | From 100 members that voted, it is their opinion that identified Brownfield sites in Stamford within the UCS for potential use for new homes is highly controversial | Comment noted |
| 161 | 39 ST GEN | Stamford Chamber of Trade & Commerce | From 100 members that voted, it is their opinion that if the study were to confirm that Stamford has plenty of Brownfield land which may be suitable for housing then it can be accepted in these terms | Comment noted |
| 162 | 39 ST GEN | Stamford Chamber of Trade & Commerce | From 100 members that voted, it is their opinion that if the study is to identify possible sites that may be suitable to be allocated in the LDF, then this is a grossly improper way of identifying sites | Comment noted |
| 163 | 39 ST GEN | Stamford Chamber of Trade & Commerce | From 100 members that voted, it is their opinion that each site needs to be formally considered against planning rules before being allocated in the LDF | Comment noted |
| 166 | 41 ST GEN | | Concern over the number of sites identified as if majority were developed, the character and nature of Stamford would change significantly | It is very unlikely that all sites with housing potential will be developed and therefore the numbers identified have been discounted accordingly. It is agreed that the protection of the historic core and characteristics of Stamford remain a priority. |
| 169 | 41 ST GEN | | Is all the development necessary. Housing development should not be considered in isolation but in conjunction with infrastructure, amenities and local facilities. Local car parking could be restricted to 1 car | There must be sufficient sites identified in the UCS to enable SKDC to meet the strategic housing requirement figures in the Structure Plan. A 'Plan, Monitor and Manage' approach will be used to enable the LDF to be flexible and address wider issues. |
| 183 | 44 ST GEN | Stamford Town Council | Some site have been included despite being below the 0.4Ha threshold as stated in the UCS. | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 184 | 44 ST GEN | Stamford Town Council | Plot adj' to site ST02a off Casterton Rd should be included for housing | Without the inclusion of a map highlighting the area, it is difficult to analyze. Presumptions are that this area of land is below the threshold of area and yield to be included. |
| 185 | 44 ST GEN | Stamford Town Council | Plot at r/o 117-129 Kesteven Rd with access from Green Lane should be included for housing | This site has a current permission on it and therefore should not be included in the UCS |

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| 205 | 51 ST GEN | Stamford Property Company Ltd | <p>Suggestion of a parcel of land for inclusion in UCS. Covering map shows area of Ryhall Rd. This site adjoins a residential area and Stamford retail park. Respondent would consider 100% affordable housing and help meet affordable housing targets.</p> <p>This site is to be included in the UCS for consideration.</p> |
| 244 | 55 ST GEN | F H Gilman & Co | <p>The large North St site bordered by Recreation Ground Rd & Cliff Road is a glaring omission in the study. This site which includes the car park is ripe for redevelopment e.g. some high density housing. Underground car parking for this site may be possible</p> <p>TO DISCUSS</p> |
| 245 | 55 ST GEN | F H Gilman & Co | <p>A site to be included would be Brownfield land to the south of Uffington Road. Stamford 250 design plans are included with this proposal. There are possibilities for access and will provide affordable homes to many purchasers who may find it sustainable</p> <p>The Old Sewerage Works site is to be included in the UCS for consideration.</p> |
| 246 | 55 ST GEN | F H Gilman & Co | <p>Land adjacent to the Stamford 250 proposal should also be included in the study provided that it is developed in a fully integrated manner with the 250 proposal</p> <p>The Old Sewerage Works site is to be included in the UCS for consideration. Land adjacent to this site needs to be correctly identified by the respondent before consideration for inclusion in the UCS.</p> |
| 247 | 55 ST GEN | F H Gilman & Co | <p>Brownfield land (shown on map) totaling 2.5 acres should be included in the UCS. Whilst the built development is fully utilized at present, timing is likely to be later rather than sooner for redevelopment following Eastern relief road and G.V.B.Park</p> <p>Cannot be identified as drawing no. 250-001 not included.</p> |
| 113 | 26 ST01 | | <p>Part of this site is adjacent the Malcolm Sergeant School playing field. Its current use positively encourages children's exercise and activity within the school and the loss of this amenity should be discouraged</p> <p>This is a Greenfield site and is discounted from the UCS</p> |
| 52 | 8 ST02a | Stuart Smith Reynolds | <p>Site currently has planning permission</p> <p>This site has planning consent and will therefore be discounted from the UCS</p> |
| 212 | 54 ST02a | | <p>This site seems to be Greenfield and therefore is in breach of other policies</p> <p>This site has planning consent and will therefore be discounted from the UCS</p> |

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| 236 | 55 ST02a | F H Gilman & Co | This is piecemeal incremental development and provides no development gain for community benefit. | This site has planning consent and will therefore be discounted from the UCS |
| 327 | 56 ST02a | GVA Grimley on behalf of Persimmon Homes | The site is outside the settlement boundary for Stamford and is remote to shops and services. The site is also in an area of environmental and geological importance. Site performs poorly against Para' 31 of PPG3 and is not considered appropriate for dev'. | This site has planning consent and will therefore be discounted from the UCS |
| 53 | 8 ST02b | Stuart Smith Reynolds | Site currently has planning permission | This site has planning consent and will therefore be discounted from the UCS |
| 213 | 54 ST02b | | This site seems to be Greenfield and therefore is in breach of other policies | This site has planning consent and will therefore be discounted from the UCS |
| 237 | 55 ST02b | F H Gilman & Co | This is piecemeal incremental development and provides no development gain for community benefit. | This site has planning consent and will therefore be discounted from the UCS |
| 328 | 56 ST02b | GVA Grimley on behalf of Persimmon Homes | The site is outside the settlement boundary for Stamford and is remote to shops and services. The site is also in an area of environmental and geological importance. Site performs poorly against Para' 31 of PPG3 and is not considered appropriate for dev'. | This site has planning consent and will therefore be discounted from the UCS |
| 167 | 41 ST02c | | Building over 200 homes on Williamson Cliff 200 homes on brickwork site is excessive. Jelson's approval adj Casterton Rd is already high density and if this site were included, it would raise major traffic concerns and negative effects on car parking. | This site has a recommended planning consent and is awaiting a section 106 agreement. UCS to be updated. |
| 238 | 55 ST02c | F H Gilman & Co | This is piecemeal incremental development and provides no development gain for community benefit. | This site has a recommended planning consent and is awaiting a section 106 agreement. UCS to be updated. |
| 294 | 56 ST02c | GVA Grimley | We note that there is a resolution to grant planning permission for this site and withdraw any previous comments. | This site has a recommended planning consent and is awaiting a section 106 agreement. UCS to be updated. |

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| 329 | 56 ST02c | GVA Grimley on behalf of Persimmon Homes | <p>The site is outside the settlement boundary for Stamford and is remote to shops and services. The site is also in an area of environmental and geological importance. Site performs poorly against Para' 31 of PPG3 and is not considered appropriate for dev'.</p> <p>Were the owners aware of the inclusion of this site and if not, should this site be included anyway? ID of this site may have a detrimental affect on this site and cause a deliberate running down of the site</p> | <p>This site has a recommended planning consent and is awaiting a section 106 agreement. UCS to be updated.</p> <p>This site would be entirely dependent on relocation in which there is no indication that this maybe forthcoming. Medium term delivery to reflect this stating 5-10 years.</p> |
| 32 | 6 ST04 | | <p>Stamford is a tourist attraction and is under-provided for car parking and this provision should remain for both residents and visitors. To build on existing car parks results in alternative sites needing to be found for new car parks</p> | <p>This site has been discounted in the UCS</p> |
| 114 | 26 ST07 | | | |
| 82 | 12 ST08 | Lincolnshire Heritage | <p>This site contains a Scheduled Ancient Monument</p> | <p>TO CHECK</p> |
| 149 | 38 ST09 | Stamford Civic Society | <p>Jackson's building center raises no objections for housing but will depend on availability of Uffington Rd replacement sites and resolution of road issues in that part of the town. This will be the case for Sycamores and Sharman's sites.</p> | <p>Employment land review may highlight inadequate quantity of employment opportunities on eastern edge of Stamford. Site included subject to suitable employment sites being located.</p> |
| 266 | 56 ST09 | GVA Grimley | <p>This site is included in the study but is below 0.4Ha in size</p> | <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> |
| 274 | 56 ST10 | GVA Grimley | <p>This site is included in the study but is below 0.4Ha in size</p> | <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> |

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| 63 | 8 ST15 | Stuart Smith Reynolds | This site appears to be below the threshold of 10 units | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 267 | 56 ST15 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 64 | 8 ST16 | Stuart Smith Reynolds | This site appears to be below the threshold of 10 units | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 268 | 56 ST16 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 65 | 8 ST17 | Stuart Smith Reynolds | This site appears to be below the threshold of 10 units | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 269 | 56 ST17 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 15 | 2 ST18 | Stamford Bypass Group | Due to increase in population and demand for leisure facilities, ST18 should be allocated for leisure uses only | Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site. |

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| 21 | 4 ST18 | <p>Concern that the site is partly owned by South Lincs Primary Care and partly owned by Peterborough & Stamford NHS Trust</p> <p>Proposal for Stamford Hospital is against national policy due to the loss of a service in a strategic location. if Stamford hospital is closed, the public will have to travel to hospitals in other areas similar to what has happened with Bourne hospital.</p> | <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |
| 27 | 6 ST18 | | <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |
| 59 | 8 ST18 | Stuart Smith Reynolds | <p>Community use and unlikely to become surplus to requirements</p> <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |
| 80 | 12 ST18 | Lincolnshire Heritage | <p>This site contains a Scheduled Ancient Monument and is not mentioned in the UCS</p> <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |
| 115 | 26 ST18 | | <p>(115 CONTINUED)...the aging population cannot be expected to afford to travel down to Peterborough hospital. There should be improved infrastructure to support greater numbers</p> <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |
| 115 | 26 ST18 | | <p>If housing is built on The Stamford Hospital site, the population will grow and chances are that the new residents will need hospital facilities at some time. The hospital should remain to the benefit of many and not just to the benefit of a few houses...</p> <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |
| 132 | 30 ST18 | | <p>Appalled at this site being considered. Although it has since been announced in the press that closure is not an option, there is still the possibility otherwise the site would not have been included in the first place.</p> <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |
| 150 | 38 ST18 | Stamford Civic Society | <p>Want the hospital to remain but would support any proposal for the long term future of the site.</p> <p>Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site.</p> |

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| 164 | 40 | ST18 | My concern is over the hospital and car parks because of proposals stated by Stamford Mercury. Can Stamford bear the loss of these amenities and has it been proven by SKDC that hundreds of new homes are needed in Stamford? | Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site. |
| 168 | 41 | ST18 | The hospital site should be removed from the UCS. In favour of keeping this site otherwise Stamford residents would then need to travel to Peterborough | Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site. |
| 173 | 44 | ST18 | Stamford Town Council If plans emerge as to reasons why the hospital may close, then we would oppose it | Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site. |
| 239 | 55 | ST18 | F H Gilman & Co Concerns with this being included - may emerge as a windfall site in the future | Site is to remain until evidence is provided proving that there are long term proposals in place to maintain the status of the hospital. Ongoing discussion may result in the status being amended for this site. |
| 174 | 44 | ST19 | Stamford Town Council The town council feels this is a suitable site and would have no objections | Although support noted, this site is predominantly commercial and is not considered suitable for housing. |
| 4 | 2 | ST20a | Stamford Bypass Group UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation and sustainability | This site is classified as Greenfield and has been discounted in the UCS. |
| 81 | 12 | ST20a | Lincolnshire Heritage This site contains a Scheduled Ancient Monument and is not mentioned in the UCS. This site may have a knock on effect to sites ST20b & ST20c | TO CHECK |
| 5 | 2 | ST20b | Stamford Bypass Group UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation and sustainability | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 18 | 4 | ST20b | These allocations are on allotment land and not in accordance with PPG3 | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |

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| 30 | 6 ST20b | RSS8 considers flood risk. This site is considered at risk from flooding according to EA flood maps. Has this site been considered against this flood risk?. The increase in traffic that 100 houses on this site would be considerable | Any future development on any part of this site that lies within zones 2 & 3 of the EA Flood Zone Maps would require an FRA. However, part of the site is to be discounted as it is classified as Greenfield land, Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 55 | 8 ST20b | Stuart Smith Reynolds Site is not PDL | |
| 87 | 14 ST20b | John Martin & Associates The sites of ST20b & ST20c in the UCS are considered misleading because of the varied land uses within these sites. The Bowman site within ST20b is unconstrained and could provide satisfactory access for land to the east. | The premises of E Bowman & Son will be included separately but the allotments to the rear will be discounted in the UCS. |
| 88 | 14 ST20b | John Martin & Associates | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 151 | 38 ST20b | Stamford Civic Society Allotments on Priory Rd. This site is part of the Welland Quarter opportunity area and should be labeled as such. Currently the subject of a study. Includes ST20b & ST20c | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 175 | 44 ST20b | Stamford Town Council The council cannot see the logic of the 100 unit notional figure | A large of portion of this site is now to be discounted. The inclusion of the western side of the site is Brownfield and any notional figures will be reassessed. |
| 208 | 52 ST20b | Humberts The inclusion of this site is contrary to the methodology outlined in paragraph 4.2 or the description is incorrect | These allotments are classified as a Greenfield site and are to be discounted in the UCS. |
| 249 | 56 ST20b | GVA Grimley Although site is included in the UCS. It is a Greenfield site and should be discounted | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 295 | 56 ST20b | GVA Grimley This site comprises of well used allotments and should be discounted from the UCS. | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 330 | 56 ST20b | GVA Grimley on behalf of Persimmon Homes This site incorporates allotments. Such land is Greenfield and should not form part of this study. | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |

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| 6 | 2 ST20c | Stamford Bypass Group | UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation and sustainability These allocations are on allotment land and not in accordance with PPG3 | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. Allotments within this site are classified as Greenfield and are to be discounted in the UCS. Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 19 | 4 ST20c | | | |
| 56 | 8 ST20c | Stuart Smith Reynolds | Site is not PDL | |
| 176 | 44 ST20c | Stamford Town Council | The council cannot see the logic of the 100 unit notional figure The inclusion of this site is contrary to the methodology outlined in paragraph 4.2 or the description is incorrect | A large of portion of this site is now to be discounted. The inclusion of the western side of the site is Brownfield and any notional figures will be reassessed. These allotments are classified as a Greenfield site and are to be discounted in the UCS. |
| 209 | 52 ST20c | Humberts | | |
| 210 | 52 ST20c | Humberts | Concerns are raised as to advice given by SKDC officers that some sites included in the UCS may not be looked favorably upon due to the loss of employment land. This advice is contrary to that given in Para' 3.3 and highlights the possibility that....conclusions of study are incomplete. Therefore the validity of issuing and /or adopting the statement in its current form are of concern Although site is included in the UCS. It is a Greenfield site and should be discounted | An employment land review is to be undertaken which will address any losses of employment land resulting from sites being developed. The conclusion of their findings may see the status of a site being changed in the future. An employment land review is to be undertaken which will address any losses of employment land resulting from sites being developed. The conclusion of their findings may see the status of a site being changed in the future. Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 210 | 52 ST20c | Humberts | | |
| 250 | 56 ST20c | GVA Grimley | | |
| 296 | 56 ST20c | GVA Grimley | These site comprises of well used allotments and should be discounted from the UCS. | Allotments within this site are classified as a Greenfield and are to be discounted in the UCS. |
| 331 | 56 ST20c | GVA Grimley on behalf of Persimmon Homes | This site incorporates allotments. Such land is Greenfield and should not form part of this study. | Allotments within this site are classified as Greenfield and are to be discounted in the UCS. |
| 66 | 8 ST22 | Stuart Smith Reynolds | This site appears to be below the threshold of 10 units | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |

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| 270 | 56 ST22 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 8 | 2 ST23 | Stamford Bypass Group | UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates land for housing and does not take account of traffic generation and sustainability | The purpose of the UCS is to identify potential suitable housing sites that may become available within the urban areas of SK District. Some sites have been discounted after discussions with LCC Highways. Many other issues will be addressed in LDF |
| 67 | 8 ST23 | Stuart Smith Reynolds | This site appears to be below the threshold of 10 units | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 271 | 56 ST23 | GVA Grimley | This site is included in the study but is below 0.4Ha in size | Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted. |
| 9 | 2 ST24 | Stamford Bypass Group | UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation and sustainability | This site has been discounted in the UCS. |
| 177 | 44 ST24 | Stamford Town Council | If this site does come available, it would be appropriate for housing development | |
| 10 | 2 ST24a | Stamford Bypass Group | UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation and sustainability | This site has a current planning permission on it and has been discounted within the UCS |
| 241 | 55 ST24a | F H Gilman & Co | This site should be reserved as the landing point for a 2nd bridge from Water Street as outlined by The Chamber of Trade in 2001 | This site has a current planning permission on it and has been discounted within the UCS |

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| 11 | 2 | ST25 | Stamford Bypass Group | <p>UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation and sustainability</p> | <p>Site to remain in the UCS for 5-10 year timescale with medium density (40 units). Wider issues relating to general development will be dealt within the emerging LDF and through DC process.</p> |
| 28 | 6 | ST25 | | <p>Proposal of closing Wharf Rd car park means no parking facilities available for shoppers or visitors to The Arts Center</p> | <p>Results of Town Center Car Parking Strategy may alter the status of the site. However, it is important that any car park sites make the most efficient use of their space whilst providing adequate parking in the Town. Site to remain in the UCS at present.</p> |
| 60 | 8 | ST25 | Stuart Smith Reynolds | <p>Town center car park. Unlikely to become surplus to requirements. Town center car parking strategy will determine need to retain in existing use</p> | <p>Results of Town Center Car Parking Strategy may alter the status of the site. However, it is important that any car park sites make the most efficient use of their space whilst providing adequate parking in the Town. Site to remain in the UCS at present.</p> |
| 116 | 26 | ST25 | | <p>Stamford is a tourist attraction and is under-provided for car parking and this provision should remain for both residents and visitors. To build on existing car parks results in alternative sites needing to be found for new car parks</p> | <p>Results of Town Center Car Parking Strategy may alter the status of the site. However, it is important that any car park sites make the most efficient use of their space whilst providing adequate parking in the Town. Site to remain in the UCS at present.</p> |
| 133 | 30 | ST25 | | <p>If this site is used for housing, where are the townsfolk and visitors to Stamford going to park. The already overcrowded roads will be even more congested with new housing where residents go to work in neighboring areas as there is little employment here</p> | <p>Results of Town Center Car Parking Strategy may alter the status of the site. However, it is important that any car park sites make the most efficient use of their space whilst providing adequate parking in the Town. Site to remain in the UCS at present.</p> |
| 152 | 38 | ST25 | Stamford Civic Society | <p>While acknowledging the problems that face SKDC with this site. The Wharf road car park is of great importance to the economy of the town center</p> | <p>Results of Town Center Car Parking Strategy may alter the status of the site. However, it is important that any car park sites make the most efficient use of their space whilst providing adequate parking in the Town. Site to remain in the UCS at present.</p> |
| 165 | 40 | ST25 | | <p>My concern is over the hospital and car parks because of proposals stated by Stamford Mercury. Can Stamford bear the loss of these amenities and has it been proven by SKDC that hundreds of new homes are needed in Stamford?</p> | <p>Results of Town Center Car Parking Strategy may alter the status of the site. Site to remain in the UCS at present. Hospital site to be reassessed.</p> |

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| 240 | 55 ST25 | F H Gilman & Co | <p>The Chamber of Trade 2004 car parking information pack shows there is little to be gained by including this site for residential development. The site may have possibilities but no project should be considered unless it triples the no. of car parking space</p> <p>Results of Town Center Car Parking Strategy may alter the status of the site. However, it is important that any car park sites make the most efficient use of their space whilst providing adequate parking in the Town. Site to remain in the UCS at present.</p> | |
| 297 | 56 ST25 | GVA Grimley | <p>Issues raised are loss of Town Center car parking and contamination of the site. Therefore this site should be discounted.</p> <p>Results of Town Center Car Parking Strategy may alter the status of the site. However, it is important that any car park sites make the most efficient use of their space whilst providing adequate parking in the Town. Site to remain in the UCS at present.</p> | |
| 332 | 56 ST25 | GVA Grimley on behalf of Persimmon Homes | <p>Site car park serves Town Center. Site is heavily contaminated and is therefore not viable for residential development. Furthermore, the site has adjacent industrial uses resulting in noise and disturbance if delivered.</p> <p>Results of Town Center Car Parking Strategy may alter the status of the site. However, it is important that any car park sites make the most efficient use of their space whilst providing adequate parking in the Town. Site to remain in the UCS at present.</p> | |
| 12 | 2 ST26 | Stamford Bypass Group | <p>UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation or sustainability</p> <p>This site has consent and is under construction. The site has been discounted in the UCS.</p> | |
| 13 | 2 ST26a | Stamford Bypass Group | <p>UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates land for housing and does not take account of traffic generation or sustainability</p> <p>Site considered suitable but relies on relocation to alternative site which is yet to be found. This problem reflected in timescale being 5-10 years. Sustainable location. Other wider issues addressed in forthcoming LDF.</p> | |
| 272 | 56 ST26a | GVA Grimley | <p>This site is included in the study but is below 0.4Ha in size</p> <p>Paragraph 4.3 to be amended to state that sites that meet all the criteria specified in table 2.4 and are above 0.4Ha in size or have capacity for 10 or more units should be included. Sites below 0.4Ha and below 10 units should be discounted.</p> | |
| 14 | 2 ST26b | Stamford Bypass Group | <p>UCS not comprehensively researched. Ignores issues of flooding, conservation of historic buildings and natural environment. It allocates allotment land for housing and does not take account of traffic generation or sustainability</p> <p>This site is classified as Greenfield and therefore discounted in the UCS.</p> | |

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| 20 | 4 ST27 | | This allocation is on an existing sports field and not in accordance with PPG3 | This site is involved in sports facility review with possibilities of relocating to another site. Still unresolved issues so 5-10 year timescale. Access will be a consideration for any new site found. |
| 57 | 8 ST27 | Stuart Smith Reynolds | Site is not PDL | This site is involved in sports facility review with possibilities of relocating to another site. Still unresolved issues so 5-10 year timescale. |
| 61 | 8 ST27 | Stuart Smith Reynolds | PPG17 issues | This site is involved in sports facility review with possibilities of relocating to another site. Still unresolved issues so 5-10 year timescale. |
| 153 | 38 ST27 | Stamford Civic Society | We understand the need for better facilities for this club and look to its relocation to one that has good access | This site is involved in sports facility review with possibilities of relocating to another site. Still unresolved issues so 5-10 year timescale. Access will be a consideration for any new site found. |
| 242 | 55 ST27 | F H Gilman & Co | The football ground site is well situated near to the cattle market site and can be used by home and away supporters alike. Possibilities may arise for the relocation when the new relief road connecting Queen Eleanor TC with Ryall Rd is finalized | This site is involved in sports facility review with possibilities of relocating to another site. Still unresolved issues so 5-10 year timescale. |
| 298 | 56 ST27 | GVA Grimley | Site subject to wider sports review within the Town. Proposals contrary to PPG17 and should be discounted until up-to-date assessment carried out or suitable relocation site found. | This site is involved in sports facility review with possibilities of relocating to another site. Still unresolved issues so 5-10 year timescale. |
| 333 | ST27 | GVA Grimley on behalf of Persimmon Homes | Football club are yet to find a suitable site of sufficient size. It is also the subject of strong opposition and the site should be discounted for these reasons. | This site is involved in sports facility review with possibilities of relocating to another site. Still unresolved issues so 5-10 year timescale. |
| 117 | 26 ST28 | | Stamford is a tourist attraction and is under-provided for car parking and this provision should remain for both residents and visitors. To build on existing car parks results in alternative sites needing to be found for new car parks | This site is discounted within the UCS. |
| 155 | 38 ST28 | Stamford Civic Society | The cattle market site should have a pricing policy to encourage its use on all days of the week. We would not want to see a reduction in the number of car parking spaces | This site is discounted within the UCS. |

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|-----|----------|-----------------------|--|--|
| 243 | 55 ST28 | F H Gilman & Co | In due course the site may have possibilities but no project should be considered unless it triples the no. of car parking spaces here | This site is discounted within the UCS. |
| 178 | 44 ST30 | Stamford Town Council | If this site does come available, it would be appropriate for housing development | Site is not likely to become available and is discounted in the UCS. |
| 179 | 44 ST30a | Stamford Town Council | If this site does come available, it would be appropriate for housing development or a multi-story car park | This site is discounted within the UCS. |
| 118 | 26 ST33 | | The sporting activities allowed on this site should be retained and not be redeveloped using piecemeal development | Site falls below area and unit thresholds and is therefore excluded. |
| 180 | 44 ST33 | Stamford Town Council | support only given if a suitable site could be found for relocation for the rugby club and play area within the vicinity | Site falls below area and unit thresholds and is therefore excluded. |
| 119 | 26 ST34 | | The sporting activities allowed on this site should be retained and not be redeveloped using piecemeal development | Site falls below area and unit thresholds and is therefore excluded. |
| 181 | 44 ST34 | Stamford Town Council | support only given if a suitable site could be found for relocation for the rugby club and play area within the vicinity | Site falls below area and unit thresholds and is therefore excluded. |
| 120 | 26 ST35 | | The sporting activities allowed on this site should be retained and not be redeveloped using piecemeal development | Site falls below area and unit thresholds and is therefore excluded. |
| 182 | 44 ST35 | Stamford Town Council | support only given if a suitable site could be found for relocation for the rugby club and play area within the vicinity | Site falls below area and unit thresholds and is therefore excluded. |

REPORT TO CABINET

REPORT OF: Head of Planning and Economic Regeneration

REPORT NO. PLA 505

DATE: 6TH JUNE 2005

| | |
|---|---|
| TITLE: | Revised Interim Housing Policy and Public Consultation response |
| FORWARD PLAN ITEM: | N/A |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN: | |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | Policy proposal |

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|--|--|
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | Cllr John Smith Economic Portfolio Holder |
| CORPORATE PRIORITY: | Planning and Conservation, affordable Housing |
| CRIME AND DISORDER IMPLICATIONS: | minor |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | Report publicly available on the Council's website www.southkesteven.gov.uk via the "Local Democracy" link |
| BACKGROUND PAPERS: | Cabinet report 7 th February 2005 PPG3 PPS7 Comments received about the Interim Housing Policy |

1. INTRODUCTION

- 1.1 This report outlines the results of the four week public consultation exercise on the Interim Housing Policy (IHP).
- 1.2 During the consultation period some 51 comments have been received about the policy, 11 of support and 40 objections. Each comment has been summarised and an officer response given in the schedules attached to this report. A full copy of each response is available for Members information in a file in the Members Lounge.
- 1.3 This report summarises the main issues raised through the consultation process, and outlines the changes that are proposed to the policy as a result. It should be noted that one of the major changes proposed is to split the policy into two separate policies; one for each of the category areas ie:
- the urban areas
 - the rural areas
- The policy for the four towns is not considered in detail in this report as the wording and format of the policy will be largely dependant upon the findings of the Urban Capacity Study and the Employment Land Review that are considered in a separate report.

2. RECOMMENDATIONS

- 2.1 Cabinet is asked to approve the changes to the Interim Housing policy set out in this report. Specifically to
- approve the division of the policy into two separate policies one for the urban areas and one for the rural area;
 - to approve the revised wording of the “rural” policy as set out in paragraph 4.10 below and adopt this as the Council’s policy for new residential development in rural areas.
- 2.2 By adopting this policy it will be used as a material consideration in determining planning applications for new residential development in all locations outside the built up areas of Grantham, Stamford, Bourne and the Deepings. Within these four towns the existing policy framework provided by policies H1-H7 of the South Kesteven Local Plan (1995) will remain valid. These adopted policies will be supplemented as necessary by more recent national, regional and strategic policy guidance, particularly in relation to the sequential approach to the location of development.
- 2.3 Cabinet is also asked to note the detailed responses that have been made by groups and individuals to the consultation on the IHP, and the officers responses to these which are given in the attached schedule.

3. DETAILS OF REPORT

Background

- 3.1 The Interim Housing Policy was prepared in response to the findings of the annual housing land supply monitoring and the urban capacity study (which was also subject to public consultation over the same period). These two studies revealed that the Lincolnshire Structure Plan (deposit version April 2004) housing requirement for the period 2001 – 2021 of 9200 houses for the district was likely to be met by completions, commitments and identified urban capacity sites.
- 3.2 The conclusion drawn from these findings was that no new residential development, other than on sites already with planning permission and identified through the urban capacity study, would need to be built during the period to 2021. Whilst it is acknowledged that the emerging LDF will need to address this issue with a robust policy framework, it was felt that action needed to be taken now in order that the Structure Plan housing requirement was not exceeded long before the end of the LDF plan period. The preparation of an Interim Housing Policy was considered the most appropriate method of combining the advice of recent national, regional and strategic policy into a single policy document for use in the determination of applications that would continue to be received for residential proposals across the district in the intervening period.
- 3.3 The draft Interim Housing Policy was based upon the following principles:
- Urban brownfield sites have preference over all other sites in particular greenfield sites; and
 - Development must be in sustainable locations, well served by existing services and facilities with access to good and frequent public transport.
- 3.4 Three levels of policy control were therefore suggested in the draft IHP depending on the location.
- Within the built up areas of Grantham, Stamford, Bourne and the Deepings housing proposals are generally considered acceptable where they are for:
 - a) sites identified in the urban capacity study
 - b) windfall sites which meet the definition of “previously developed land” in Annex A of PPG3
 - c) Conversion and re-use of existing buildings
 - d) replacement dwelling
 - Within the built up area of main villages which are considered “sustainable” housing proposals are generally considered acceptable where they are for:
 - a) Renewal of an existing permission on a brownfield site
 - b) Rural Exception sites for affordable housing or agricultural and forestry workers accommodation to meet a proven local need
 - c) Replacement dwelling (one for one)

- d) Conversion of listed building where no other use can be found
- All other villages and the countryside – considered the “rural area” housing proposals will only be considered acceptable if they are for:
 - a) Rural Exception sites for affordable housing or agricultural and forestry workers accommodation to meet a proven local need
 - b) Replacement dwelling (one for one)
 - c) Conversion of listed building where no other use can be found

4. Consultation Response

- 4.1** A total of 50 comments have been made by individuals, groups and agents acting on behalf of land owners and developers. These comments have been summarised in the schedule attached at appendix A to this report. The schedule also includes an Officer response to each. In many cases the Officer response is that changes are being suggested to the policy, which should address the comment made.
- 4.2** The majority of comments are of objection either to the overriding objective of the policy or to the details of the policy. However it should be noted that there has also been a degree of support for the policy, particularly from neighbouring local authorities (Peterborough and Nottinghamshire) and from the town councils and civic societies. A number of comments have also been made about the status of the policy and about procedural issues relating to the adoption and use of the policy.
- 4.3** The Interim Housing Policy has been prepared as an interim measure. The statement that accompanied the policy for consultation made it clear that the policy would never have the full weight and status of a policy which had been prepared and examined as part of the Development Plan process. It also made it clear that because of the changes brought about by the Planning and Compulsory Purchase Act 2004, the document could not be prepared as Supplementary Planning Guidance. The policy could therefore only ever be a material consideration in the determination of planning applications. It was also noted however that the policy had been prepared to accord with the advice of national and regional policy, in particular PPG3 Housing, PPS1 Creating Sustainable Communities, PPS7 Sustainable Development in Rural Areas, RSS8 and the emerging Lincolnshire Structure Plan. Advice sought from the Government Office for the East Midlands about the status of the policy concurs with this assessment of the status of the policy, adding that the validity of the document would be tested at appeal.
- 4.4** Further consideration has been given to the issue of Supplementary Planning advice and whether the status of the policy could be increased. Paragraphs 2.42 – 2.44 of PPS12 (Local Development Frameworks) makes it clear that Supplementary Planning Documents should only be prepared to supplement a policy in a development plan document, at the moment we do not have this.

However, If and when the Structure Plan is approved the policy could be considered to be SPD to the Structure Plan it may be possible at that time therefore to adopt the Interim policy as SPD.

- 4.5** Housing development in the district is continuously monitored. Annual monitoring figures are provided to both the County Council and the Regional Assembly each year. This monitoring covers the financial year from 1st April to 31st March. The Structure Plan Housing Requirement is for the period 2001 – 2021, therefore housing monitoring covers the same timeframe. The following table shows the housing land requirement for the district for this period and the situation in terms of commitments and completions. The commitment figure represents all sites with a valid planning permission where the decision notice has been issued and development can commence immediately. The other commitment figure relates only to the rural area and includes sites which were approved in April and sites which the Council has approved in principle subject to the completion of a S106 Obligation. It is important that regard is given to these sites as they also represent committed capacity and demonstrate that the rural housing requirement has now been fully met.

| | District | Grantham | Other Urban | Rural |
|---|-----------------|-----------------|--------------------|---------------|
| Structure Plan Requirement 2001-2021 | 9200 | 3800 | 3500 | 1900 |
| Completions 2001-2005 | 2440 | 670 | 742 | 1028 |
| Commitments @31/4/05 | 4535 | 1172 | 2573 | 790 |
| Other Commitments | 123 | | | 41 +82 |
| Urban Capacity @ September 2004 | 2061 | 1291 | 770 | |
| Residual Requirement | 41 | 667 | -585 | -41 |

- 4.6** These figures demonstrate that whilst the rural area requirement has already been met, the urban area requirement (particularly in Grantham) is yet to be achieved. The draft urban capacity study which was also published for consultation in March showed a potential capacity within the four towns of about 2500 dwellings. Together this would provide for the overall strategic housing requirement for the district, however the supply figure is somewhat skewed by the very large commitment in Bourne (Elsea Park).
- 4.7** A number of the sites included within the UCS have been questioned as part of the consultation exercise, and a number of additional sites not previously considered have also been suggested. These need to be investigated further before the UCS and therefore the capacity identified can be confirmed. In addition the issue of employment land supply needs to be assessed in detail, particularly the appropriateness of including a number of large operational employment sites. In light of the supply figures and the queries raised about urban capacity it is not considered appropriate to finalise a policy to restrict development within the towns. Further consideration of this aspect of the Interim Housing Policy should be made when the UCS and the Employment Land Review (ELR) are finalised and confirmed.

4.8 The figures do however clearly demonstrate that in the rural areas the Strategic housing requirement has already been met. The commitment figure of 790 (plus 123) will ensure that there will continue to be a supply of housing land for the next 10 years (using the Structure plan annual requirement of 95), this supply will obviously decrease as sites are developed or as planning permission lapses. It is inevitable that this supply of housing land will be used up before the end of the plan period. It is therefore important that a degree of flexibility is given to allow for a very moderate supply of housing land in the more sustainable locations.

4.9 Having considered the supply figures provided above and in the light of representations received, it is considered that the policy for the sustainable settlements (or Local Service Centres as they should now be termed) should be more flexible and allow for brownfield sites within the built up confines of the villages to be permitted for development. This change will ensure a very modest supply of development in the most sustainable locations, it will also allow for the redevelopment of previously developed sites within these settlements bringing the policy into better alignment with the spirit of PPS7. The identified Local Service Centres (& their adjoining villages within 500m) are:

- Ancaster
- Barkston & Syston
- Barrowby
- Baston
- Billingborough & Horbling
- Caythorpe & Frieston
- Colsterworth & Woolsthorpe by Colsterworth
- Corby Glen
- Great Gonerby
- Harlaxton
- Langtoft
- Long Bennington
- Morton & Hanthorpe
- Rippingale
- Thurlby & Northorpe

4.10 Interim Housing Policy

New residential development will not be permitted on green field sites within the rural area.

Within the main villages that are considered “local service centres” (and identified in this document), new residential proposals will only be permitted where they are for:

- a) a previously developed site (in accordance with the definition in PPG3 Annex C: see Appendix 1)

- b) Rural Exception sites for affordable housing or agricultural and forestry workers accommodation to meet a proven local need

In all other villages and the countryside housing proposals will only be considered acceptable if they are for :

- a) Rural Exception sites for affordable housing or agricultural and forestry workers accommodation to meet a proven local need
- b) Replacement dwelling (one for one)
- c) Conversion of buildings provided that the following criteria are met:
 - i) the building(s) contribute to the character & appearance of the local area by virtue of their historic, traditional or vernacular form
 - ii) the building(s) are in sound structural condition
 - iii) the building(s) are suitable for conversion without substantial alteration , extension or rebuilding
 - iv) the works to be undertaken do not detract from the character of the building(s) or their setting
 - v) it can be demonstrated that all other alternative uses have been considered

In all cases planning permission will also be subject to all relevant policies of the “saved” Adopted South Kesteven Local Plan

OTHER OPTIONS CONSIDERED AND ASSESSED

- 4.1 An alternative option would be to “do nothing” and maintain current situation, where policies H6 and H7 of the Local Plan would continue to be used to determine planning applications for new houses, awaiting the preparation of the Housing and Economic Development Policy DPD in the LDF. This plan should be adopted by the end of 2007. During this 2 ½ year period if the completion rates continues at a similar level to the previous 4 years (between 600 - 700) by the end of March 2007 it is likely that a total of 3200 houses will have been built and that some 4000 dwellings will have planning permission. A number of these permission will include new greenfield sites which will have gained permission during the two years since 2004. Whilst some of the new permissions are likely to be on identified urban capacity sites it is probable that a large number will also be on sites in less sustainable locations and on greenfield sites.
- 4.2 The consequences of continuing this approach is that the Structure Plan requirement for the district could be met by actual completions and commitments by 2010 some ten years early. Presenting the possibility of a ten year period during which no housing development will be permitted.

6. COMMENTS OF CORPORATE MANAGER, DEMOCRATIC AND LEGAL SERVICES (MONITORING OFFICER)

- 6.1 I am satisfied that the approach set out in this report for adopting the Interim Housing Policy is the best means of addressing the current circumstances

relating to housing provision. It is noted that this policy will be used as an interim measure prior to the preparation and adoption of the LDF. It is also noted that the policy will not form part of the development plan, nor is it being adopted as SPG. It can therefore only be used as a material consideration in the determination of planning applications.

8. CONCLUSIONS

- 8.1 Factual information from the housing monitoring data of completions and commitments in the district since 2001, reveals that the new Lincolnshire Structure Plan housing land requirement for villages/rural areas of 1900 dwellings between 2001 and 2021 can already be met by commitments and completions.
- 8.2 The Draft Interim Housing Policy covered all areas of the district including urban areas, sustainable villages (local service centres) and other villages and the countryside. However, it is proposed that the Interim Policy for the time being just include the local service centres, other villages and the countryside. The urban part of the policy covering the four main towns of Grantham, Stamford, Bourne and the Deepings will be delayed until such time as the findings of the Urban Capacity Study and the Employment Land Review are finalised. This is felt necessary, as the conclusions of these two studies will impact upon the housing policy in the urban areas.
- 8.3 An Interim Housing Policy is proposed as follows:

Interim Housing Policy

New residential development will not be permitted on green field sites within the rural area.

Within the main villages that are considered “local service centres” (and identified in this document), new residential proposals will only be permitted where they are for:

- a) a previously developed site (in accordance with the definition in PPG3 Annex C: see Appendix 1)**
- c) Rural Exception sites for affordable housing or agricultural and forestry workers accommodation to meet a proven local need**

In all other villages and the countryside housing proposals will only be considered acceptable if they are for :

- d) Rural Exception sites for affordable housing or agricultural and forestry workers accommodation to meet a proven local need**
- e) Replacement dwelling (one for one)**
- f) Conversion of buildings provided that the following criteria are met:**

- i)the building(s) contribute to the character & appearance of the local area by virtue of their historic, traditional or vernacular form**
- ii)the building(s) are in sound structural condition**
- iii)the building(s) are suitable for conversion without substantial alteration , extension or rebuilding**
- iv)the works to be undertaken do not detract from the character of the building(s) or their setting**
- v)it can be demonstrated that all other alternative uses have been considered**

In all cases planning permission will also be subject to all relevant policies of the “saved” Adopted South Kesteven Local Plan

8.4 A full copy of Housing Position Statement & Interim Housing Policy document is available in the members lounge.

9. CONTACT OFFICER

9.1 Mike Sibthorp, Head of Planning Policy and Economic Development

| Interim Housing Policy Summary of Consultation Responses | | | | |
|--|--------------------|---|--|--|
| Company Name | Object/ Support | Summary of Response | | SKDC Response |
| Ablehomes Ltd | Object | Presume outstanding planning appeal sites have been taken into account. (Talks about 2 in particular) | | Outstanding planning appeal sites have not been taken into account in the calculation of housing figures since the council would not know which way the decision would be likely to fall. The council's housing commitments are those sites where planning approvals have been issued. |
| Ablehomes Ltd | Object | In general terms it seems central govt. guidance seeks to reduce the no.s of units coming forward by reducing the number of sites being made available not by limiting the development upon sites. Surely the council still wishes to see best land use on sites which are to be developed. | | The objective of the proposed policy is to reduce the number of new housing units coming forward in line with the county council strategic housing requirement. However, the council still wish to see the most efficient use of land i.e. a minimum of 30 houses per ha in line with national guidance. |
| Acrabuild Ltd | Object | A 4 week consultation period is considered insufficient. Suggest a stakeholder round table discussion to discuss the issues. | | A forum was held before the documents were published for consultation. Issues were aired & questions were invited. Government advice is 4-12 weeks for consultation. |
| Acrabuild Ltd | Object | Policy changes should be considered through a local plan review in a Local Development Framework as this makes a mockery of the plan making process. | | The council do not view it as acceptable to leave the situation as it is at the moment since the current local plan policies H6 & H7 are out of date with national, regional & strategic policy. The proposed Draft Interim Housing Policy is to be just that, an interim measure until such time as a new policy is adopted as part of the Local Development Framework Core Strategy. |

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| Acrabuild Ltd | Object | Draft supporting text needed on the definition of a greenfield site. | The difference between greenfield and brownfield sites will be made clearer through the inclusion of the PPG3 annex C definition of previously developed land. |
| Acrabuild Ltd | Object | In relation to the four main towns, under used and vacant sites should be considered as these have been allowed for in the UCS and this is inconsistent and developing such sites can bring environmental benefits. Believe parts c) & d) of the towns policy are unnecessary as these are included in PPG 3 definition of previously developed land. Suggest re-wording as follows: The 4 main towns of Grantham, Stamford, Bourne & the Deepings should be the focus of new housing development. New development will therefore be allowed within these settlements ; a) on previously developed land (in accordance with PPG3 annex C definition), b) on vacant or underused land, or c) for conversion or re-use of existing buildings. | The Urban Capacity Study (UCS) consultation responses are being reviewed at present and any changes may affect the Interim Housing Policy in relation to the four main towns. As such, the urban part of the policy is being delayed until the UCS has been finalised. |
| Allington Parish Council | Object | The bus service does not meet the needs of the community and therefore does not meet the criteria for a sustainable village. | Allington is not identified as a sustainable village for this reason. |
| Barker Storey Matthews | Object | In the 4 main towns, vacant & under utilised land should not be precluded from development on the basis that it is not previously developed land. There will be occasions where such land could make a contribution to housing land supply. Additional wording should be added to the policy for the 4 main towns category a) to read a previously developed site, vacant or under utilised land. | The Urban Capacity Study (UCS) consultation responses are being reviewed at present and any changes may affect the Interim Housing Policy in relation to the four main towns. As such, this part of the policy is being delayed until the UCS has been finalised. |
| Barker Storey Matthews | Object | Proposals to limit and place a moratorium on development in villages will have an adverse effect on rural communities as populations may well fall resulting in less demand for available facilities & services. There is pressure from a growing no. of small households. | Although the proposed policy is intended to significantly reduce the number of residential planning permissions being granted within rural areas in the district, there is an outstanding commitment of 790 houses (as at date 01/04/05) which amounts to around 8 years supply (based on a structure plan average completions figure of 95 dwellings per year). As such the policy would not amount to a moratorium on development in villages. Also see changes proposed to policy. |

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| Barker Storey Matthews | Object | SKDC should consider proposals for infills in all villages or as a minimum on brownfield sites within all villages. Edge of village locations where the sustainability criteria can be met should be allowable. | See proposed changes to policy. |
| Bigwood Chartered Surveyors | Object | Do not consider an absolute prohibition on housing development on greenfield sites justified and feel the policy should be amended to suggest a preference for reuse of brownfield sites where this can properly meet the housing requirements of the district. Do not feel it is appropriate given the rural nature of the district and the proposed restrictions on villages that new housing development is concentrated in a single town such as Grantham. | The structure plan figures guide development levels in different locations. The Urban Capacity Study (UCS) consultation responses are being reviewed at present and any changes may affect the Interim Housing Policy in relation to the four main towns. As such, the urban part of the policy is being delayed until the UCS has been finalised. However, there is no justification for allowing additional development in villages. |
| Bourne Town Council | Support | Satisfactory as far as it goes, however, feel SKDC should go further and suspend all housing development in Stamford, Bourne & the Deepings for which planning permission has not yet been granted and embrace RPG8 & Lincolnshire Draft Structure Plan to cut down on dormitory development in the South of the district. There is no evidence here that this directive is being heeded. | Support noted. However, there remains a 330 unit residential shortfall for Stamford, Bourne & the Deepings in meeting the Lincolnshire Structure Plan (Deposit Draft April 2004) allocations. As such development in the South of the district cannot be totally suspended. |
| Bourne Tractors Ltd. | Object | Concern that there could be a shortfall in meeting the housing figures since a number of assumptions feed into the housing figures and also as the proposed policy would not support the renewal of the vast majority of extant permissions. | See proposed changes to policy. Sites with planning permission may lapse. However, proposed changes to the policy should ensure that new brownfield proposals in sustainably acceptable locations would replace such lapses. |
| Bourne Tractors Ltd. | Object | It is not clear why the renewal of planning permission is regarded as the only appropriate exception in villages that are regarded as being sustainable since this would prevent the use of previously developed sites that may well bring environmental benefits. | See proposed changes to policy. |
| Bourne Tractors Ltd. | Object | With reference to the Countryside Agency report "Are villages sustainable?" we question the assumption that the fewer services a village has, the less sustainable it is. Feel that a weighting should be allowed to reflect situations where market towns have closely related satellite villages. | The 'sustainable villages' have been reviewed and as such smaller settlements such some which are very closely linked to the main local service centre have been included within the 'sustainable village' |

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| Brown & Co | Object | Policy should not restrict reuse to listed buildings as this goes against PPS7, should also include other historic buildings and those of architectural importance. | See proposed changes to policy. |
| Brown & Co | Object | Appropriate infilling should be allowed in villages where there is a curtilage line or where in the heart of a village as wont significantly affect no.s. | SKDC villages do not have curtilage lines. Also see proposed changes to policy. |
| Brown & Co | Object | A no of sites not likely to come forward in plan period. Sustaining economic growth can only be achieved by reasonable levels of growth and this is not likely under the Interim Housing Policy. Surely information is available already to show regional office the need for more allocations. | The council is involved in the review of the Regional Spatial Strategy as a consultee and will attempt to influence housing allocations at the appropriate time. |
| Carlton Scroop & Normanton-on-Cliffe Parish Council | Object | Any Restriction on housing development in rural areas will lead to stagnation & decline in the longer term, contrary to PPS7. | The council is seeking to pursue the sustainable development agenda as set down in national guidance. PPG3 details the government's commitment to promoting more sustainable patterns of development, by concentrating most additional housing development within urban areas & adopting a sequential approach to the allocation of land for housing development.PPS7 goes on to say that away from larger urban areas, planning authorities should focus most new development in or near to local service centres where employment, housing , services and other facilities can be provided close together. |
| Carlton Scroop & Normanton-on-Cliffe Parish Council | Object | The decision to concentrate all future housing in the four main town centres does not take into account the need for improved road networks and better car parking. All of these towns are already packed to capacity with traffic and it is difficult to see how extra housing can possibly be built without making the situation worse. | The strategic housing requirement is set by the structure plan. Issues of highway and infrastructure capacity are being explored as part of the Structure Plan Examination in Public. National policy is to concentrate development in the most sustainable locations i.e. urban areas and local service centres. |

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| Carpenter Planning Consultants in association with Bidwells | Object | Any draft policy should not be a material consideration that carries any weight until it has at least had a full consultation & been adopted by the council. Ref appeal decision APP/M4320/A/03/111417 | The Draft Interim Housing Policy is not being used in the current determination of planning applications. However, housing figures for the district are a material consideration in determining planning applications as these relate directly to Lincolnshire Structure Plan (Deposit Draft April 2004) policies. |
| Carpenter Planning Consultants in association with Bidwells | Object | The policy fails to provide the opportunity for housing development to occur within villages where sustainable development can occur. (previously developed sites) It should recognise the need for some development in villages to retain existing services. There are a range of previously developed sites in villages that have a level of facilities which would allow a form of development to occur within existing communities. | See proposed changes to policy. |
| Carpenter Planning Consultants in association with Bidwells | Object | Recommend that existing policies H6 & H7 in the existing local plan be retained until the council properly reviews housing allocations through the requirements to the new act. | The council do not view this as acceptable since the current local plan policies H6 & H7 are out of date with national, regional & strategic policy. The proposed Draft Interim Housing Policy is to be just that, an interim measure until such time as a new policy is adopted as part of the Local Development Framework. |
| Cholmeley 1960 & Cholmeley 1968 Settlements-Easton Estate | Object | The first paragraph should state that until this policy is adopted (if at all) the weight that should be given to it as a material consideration in the determination of planning applications is of little or no weight taking into account that the policy has and will not be tested or considered by a planning inspector. | The Draft Interim Housing Policy is not being used in the current determination of planning applications. When adopted the interim policy will only be used as a material consideration in the determination of planning applications and will inevitably be tested by planning inspectors at appeal. |
| Cholmeley 1960 & Cholmeley 1968 Settlements-Easton Estate | Object | It is inappropriate for the council to be promoting a new housing policy on the basis that the draft Urban Capacity Study is being developed in parallel since the extent of brownfield land identified in the UCS may well be significantly lower following consultation. | The urban part of the policy is being delayed pending review of the Urban Capacity Study consultation responses and any changes that may affect the Interim Housing Policy in relation to the four main towns. |

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| Cholmeley 1960 & Cholmeley 1968 Settlements-Easton Estate | Object | The view that housing targets should not be exceeded is an inflexible approach. Believe this non-flexible emerging policy is contrary to government advice promoting plan, monitor, manage approach. | The Interim Housing Policy is only intended to be an interim measure until such time as the Local Development Framework is adopted. In line with PPG3, a plan, monitor & manage approach will be adopted to housing allocation with a regular review being part of the process. However, the plan, monitor & manage must be set within the context of the regional & strategic housing requirements. |
| Cholmeley 1960 & Cholmeley 1968 Settlements-Easton Estate | Object | Note that the council acknowledge that all development proposals must be considered in light of the current development plan policy, but feel that the word 'adopted' should be inserted to provide clarity. | The wording within the document will be updated accordingly. |
| Cholmeley 1960 & Cholmeley 1968 Settlements-Easton Estate | Object | Believe that the policy should be reviewed again and published for a 6 week public consultation before any formal ratification by planning committee or full council is granted. | For cabinet to consider |
| Cholmeley 1960 & Cholmeley 1968 Settlements-Easton Estate | Object | Feel that the council should identify what is meant by 'grossly exceed' in terms of housing exceeding projected need. | Agree that 'grossly exceeded' is a matter for interpretation. 10% has traditionally been used in the development plan process to recognise whether development levels are broadly in accordance with the framework. |
| Cholmeley 1960 & Cholmeley 1968 Settlements-Easton Estate | Object | Feel that the wording of the policy in relation to conversion of buildings should be amended to say "Conversion of listed building or building(s) that contribute to the local settlement or wider landscape by virtue of their appearance or historical association with other listed buildings or gardens." as believe this is actively encouraged in PPS7. | See proposed changes to policy. |
| Clifford Hirst | Object | Is the council prepared to accept that John Prescott's thousands & thousands of houses will go beyond Peterborough in order to produce the no.s required. | The council is involved in the review of the Regional Spatial Strategy as a consultee and will attempt to influence housing allocations at the appropriate time. |

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| Clifford Hirst | Object | If houses are not on the market, prices will rise making it more difficult for lower income groups. | This point is noted. The council is very concerned about the position of affordable housing across the district. For this reason the Interim Housing Policy criteria allows for affordable rural exception sites. |
| Colsterworth with Gunby & Stainby Parish Council | Object | Concerned that Parish Councils do not have a statutory voice in all planning matters affecting the community. Insufficient consultation with parish councils prior to planning decisions being made. | These comments will be addressed through the consultation on the Statement of Community Involvement. |
| Colsterworth with Gunby & Stainby Parish Council | Object | More consideration needs to be given to the communities housing requirements, not just generating more dormitory villages. | The council is seeking to address community housing needs through making allowance for affordable rural exception sites. However, the council cannot otherwise control the eventual occupiers of dwellings. |
| Crown Estate Commissioners | Object | Horbling & Pointon contribute to self containment of Billingborough. Draconian to prevent development in these villages. | Agree. The 'sustainable villages' have been reviewed and as such smaller settlements such as Horbling which are very closely linked to the main local service centre have been included within the 'sustainable village'. |
| Crown Estate Commissioners | Object | Choice of sustainable villages should be through LDF not Interim Policy. | The council do not view it as acceptable to leave the situation as it is at the moment since the current local plan policies H6 & H7 are out of date with national, regional & strategic policy. The proposed Draft Interim Housing Policy is to be just that, an interim measure until such time as a new policy is adopted as part of the Local Development Framework Core Strategy. The sustainable villages will be reviewed as part of this process. |
| Crown Estate Commissioners | Object | Some greenfield sites may perform better than brownfield sites so do not view total restriction on greenfield development as appropriate. Feel that there should be no restrictions on brownfield sites & allow some development on greenfield sites with restrictions. | Only the most sustainable brownfield sites are being considered for new housing development under the proposed policy. As such, this will not be the case. |

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| Crown Estate Commissioners | Object | No justification for restricting replacement dwellings to one for one in villages. | See proposed changes to policy. |
| Crown Estate Commissioners | Object | No justification for restricting conversions within villages to listed buildings only, as many eg.s of unlisted buildings where only viable reuse = housing. | See proposed changes to policy. |
| Crown Estate Commissioners | Object | Policy within sustainable villages seems extremely restrictive & contrary to PPG3 which promotes brownfield windfall site development. Will have a detrimental impact on vitality & viability of villages, contrary to PPS7 | See proposed changes to policy. |
| Crown Estate Commissioners | Object | No justification for restricting development within villages to rural exception/agricultural/forestry dwellings as these are normally outside settlements. | See proposed changes to policy. |
| Deeping St James Parish Council | Support | Approves of the prohibition of new housing development on greenfield sites. Recognises that the principles of sustainable development are difficult to apply in a linear settlement such as the Deepings. | Support noted. |
| Deeping St James United Charities | Comment | The approach is understood, however, in the longer term the delivery of housing on previously developed sites could fall below expectation as a result of issues such as land assembly, ownership, contamination & other use options. Suggest; If as a result of monitoring & evidence timely delivery of previously developed land will not fulfil expectation, favourable consideration will be given to the identification & release of appropriately located land. (urban area extensions) | The Interim Housing Policy is only intended to be an interim measure until such time as the Local Development Framework is adopted. In line with PPG3, a plan monitor manage approach will be adopted to housing allocation with a regular review being part of the process. The Urban Capacity Study (UCS) consultation responses are being reviewed at present and any changes may affect the Interim Housing Policy in relation to the four main towns. As such, this part of the policy is being delayed until the UCS has been finalised. |
| Earlsfield Compact | Object | We cannot sustain a half decent bus service now, so what hope is there for new developments. | This will largely be a matter for consideration in the LDF, where the issue of planning gain to promote bus travel within large development schemes will be raised. |
| Environment Agency | Support | Agency welcomes a policy seeking to utilise previously developed land in preference to other sites and the benefits of remediation to contaminated sites. | Support noted. |

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| Environment Agency | Comment | The availability of water resources & foul sewer capacity should be considered as part of the identification of sustainable settlements. | At this stage the council is not identifying specific sites. Both the environment agency and the local water authority are consulted on individual planning applications. Where these are for larger housing developments likely to affect water resources & foul sewer capacity developers will be expected to contribute to upgrading facilities to take this into account. |
| Fenton Parish Council | Object | No. of residents living in less sustainable villages exceeds those living in sustainable villages. Therefore appears that the minority are being advantaged to the disadvantage of the majority. Believe draconian, retrograde step towards rural community growth. | The council is seeking to pursue the sustainable development agenda as set down in national guidance. PPG3 details the government's commitment to promoting more sustainable patterns of development, by concentrating most additional housing development within urban areas & adopting a sequential approach to the allocation of land for housing development. PPS7 goes on to say that away from larger urban areas, planning authorities should focus most new development in or near to local service centres where employment, housing, services and other facilities can be provided close together. The approach adopted by the Interim Policy does this. |
| Grantham Civic Society | Support | Do not disagree with general strategy but feel that its success relies heavily on the ability of the road system and other facilities, including parks & open spaces etc. to support housing levels proposed. | Public facilities such as parks & open spaces, highway improvements & education contributions can be achieved through the negotiation of Section 106 legal agreements in relation to individual planning applications. |
| Great Gonerby Parish Council | Object | This policy will have a detrimental effect on house prices due to a lack of building and will also affect the building industry. | Acknowledged. However, the council is seeking to address community housing needs through making allowance for affordable rural exception sites. |

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| Heydour Parish Council | Object | Villages should be allowed to evolve naturally giving less sustainable villages the opportunity to develop so that various amenities might become viable. To limit development too rigidly risks condemning a community to being less sustainable for evermore. | <p>The council is seeking to pursue the sustainable development agenda as set down in national guidance. PPG3 details the government's commitment to promoting more sustainable patterns of development, by concentrating most additional housing development within urban areas & adopting a sequential approach to the allocation of land for housing development. PPS7 goes on to say that away from larger urban areas, planning authorities should focus most new development in or near to local service centres where employment, housing, services and other facilities can be provided close together. The approach adopted by the Interim Policy does this.</p> <p>The sustainability matrix will be updated accordingly.</p> <p>Support noted.</p> <p>Support noted and the sustainability matrix will be updated accordingly.</p> <p>See proposed changes to policy.</p> <p>The Draft Interim Housing Policy is not being used in the current determination of planning applications. However, housing figures for the district are a material consideration in determining planning applications as these relate directly to Lincolnshire Structure Plan (Deposit Draft April 2004) policies.</p> |
| Heydour Parish Council | Object | Heydour, Oasby & Aisby are one parish. Oasby does not have a shop. Heydour does not have recreational & open spaces/children's play area: these are at Aisby. Aisby has a mobile library visit and a bus service (1/4 mile walk). | |
| Highways Agency | Support | Supports the interim housing policy which is based on the principles of sustainable development and will minimise the impact of housing development on the trunk road network by concentrating development in urban areas. | |
| Hough on the Hill Parish Council | Support | The Parish Council supports the content of the document but points out that Hough Parish does not have a post office or bus service. | |
| Humberts | Object | Surely the policy should allow for sensible variations/flexibility at the margins where the proposal represents a better use of sites. | |
| Humberts | Object | Concerned over the speed of implementation and that the policy will be regarded as a material consideration before the results of the consultation have even been appraised. | |

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| Humberts | Object | A significant part of the arithmetical constraint which the policy seeks to address is provided by the Urban Capacity Study. Concerned that there are anomalies in this document that the consultation is intended to resolve and feel that the Interim policy is premature pending a complementary review of employment land. | Acknowledged. The urban part of the Interim Housing Policy is being delayed until both the Urban Capacity Study & the Employment Land Review are finalised. |
| Humberts | Object | We refer to the likelihood that the population estimates, the statistical foundation at the root of this review are widely regarded as flawed and as such a more flexible approach should be adopted. | The approach is actually based upon household figures, not population figures. Nevertheless the LPA needs to be in conformity with regional & strategic requirements which have and are going through the statutory process to adoption. |
| Irnham Parish Council | Object | We feel that the Interim Policy is totally misguided. Irnham was voted Best East Midlands village in 2004. People want to live here. Irnham has a public house, a church on which £250,000 has recently been spent and a £250,000 sewage works has recently built following 25 new houses constructed in the villages over the last 10 years. Irnham (& most villages in South Kesteven) can easily accommodate 5-10 more houses and their existing facilities would be better utilised and become more sustainable. | The council is seeking to pursue the sustainable development agenda as set down in national guidance. PPG3 details the government's commitment to promoting more sustainable patterns of development, by concentrating most additional housing development within urban areas & adopting a sequential approach to the allocation of land for housing development. PPS7 goes on to say that away from larger urban areas, planning authorities should focus most new development in or near to local service centres where employment, housing, services and other facilities can be provided close together. The approach adopted by the Interim Policy does this. |

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| J. Wherry | Object | <p>The approach is understood, however, in the longer term the delivery of housing on previously developed sites could fall below expectation as a result of issues such as land assembly, ownership, contamination & other use options. Suggest; If as a result of monitoring & evidence timely delivery of previously developed land will not fulfil expectation, favourable consideration will be given to the identification & release of appropriately located land. (urban area extensions)</p> | <p>The Interim Housing Policy is only intended to be an interim measure until such time as the Local Development Framework is adopted. In line with PPG3, a plan monitor manage approach will be adopted to housing allocation with a regular review being part of the process. The Urban Capacity Study (UCS) consultation responses are being reviewed at present and any changes may affect the Interim Housing Policy in relation to the four main towns. As such, this part of the policy is being delayed until the UCS has been finalised.</p> |
| JHG Planning Consultancy Ltd | Object | <p>The proposed policy is draconian & an over reaction. The council should continue with the approach of the adopted local plan which allows for infill within all villages in a sensible manner. This is in accordance with PPS7.</p> | <p>The Interim Housing Policy is only intended to be an interim measure until such time as the Local Development Framework is adopted. In line with PPG3, a plan monitor manage approach will be adopted to housing allocation with a regular review being part of the process. The Urban Capacity Study (UCS) consultation responses are being reviewed at present and any changes may affect the Interim Housing Policy in relation to the four main towns. As such, this part of the policy is being delayed until the UCS has been finalised. Also see proposed changes to policy.</p> |
| Lincolnshire County Council | Object | <p>In Appendix 1 it is stated that there is secondary school provision at Baston & Witham on the Hill. This is not the case.</p> | <p>The sustainability matrix will be updated accordingly.</p> |

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| Long Bennington Parish Council | Object | The parish council wish to suggest an amendment to the wording for point b) of the villages policies as follows; Rural exception sites for affordable housing or socially required retirement housing or agricultural & forestry workers accommodation to meet a proven local need. | The policy wording does not need to be amended in this respect since if there were to be a proven local need for affordable housing for the elderly then this would be covered under the classification of affordable housing. |
| Marston Parish Council | Object | Any Restriction on housing development in rural areas will lead to stagnation & decline in the longer term, contrary to PPS7. | The council is seeking to pursue the sustainable development agenda as set down in national guidance. PPG3 details the government's commitment to promoting more sustainable patterns of development, by concentrating most additional housing development within urban areas & adopting a sequential approach to the allocation of land for housing development.PPS7 goes on to say that away from larger urban areas, planning authorities should focus most new development in or near to local service centres where employment, housing , services and other facilities can be provided close together. |
| Marston Parish Council | Object | Marston does have a visit by a mobile library. | The sustainability matrix will be updated accordingly. |
| Mears Motors Ltd | Object | Proposed strategy too draconian. Proposal for residential on brownfield sites in sustainable villages should be considered, particularly where they bring about planning gain e.g. by removing an inappropriate use in a residential area. Policy should be reworded to say 4.6a) the development of brownfield sites. This would be consistent with PPG3 & PPS7. Unless village development is encouraged the trend for reduced household sizes will mean populations will fall & villages services will suffer | See proposed changes to policy. |
| Mr D Fowler | Support | Pleased to read that Corby Glen is a sustainable village for growth. | Support noted. |

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| Mr & Mrs Hallam | Object | The document makes a number of contradictory references to the weight that should be given to the document in planning decisions. It is suggested that the proper approach is to only use the document as the basis for a refusal of planning permission once it has the status of adopted SPD. | The Draft Interim Housing Policy is not being used in the current determination of planning applications. However, housing figures for the district are a material consideration in determining planning applications as these relate directly to Lincolnshire Structure Plan (Deposit Draft April 2004) policies. When adopted the interim policy will only be used as a material consideration in the determination of planning applications. It cannot however be adopted as SPG or SPD at the current time. |
| Mr & Mrs Hallam | Object | Concern that there could be a shortfall in meeting the housing figures since a number of assumptions feed into the housing figures and also as the proposed policy would not support the renewal of the vast majority of extant permissions. | See proposed changes to policy. Sites with planning permission may lapse. However, proposed changes to the policy should ensure that new brownfield proposals in sustainably acceptable locations would replace such lapses. |
| Mr & Mrs Hallam | Object | With reference to the Countryside Agency report "Are villages sustainable?" we question the assumption that the fewer services a village has, the less sustainable it is, when in fact the real picture may in fact be more complex. | The 'sustainable villages' have been reviewed and as such smaller settlements such some which are very closely linked to the main local service centre have been included within the 'sustainable village' |
| Mr & Mrs Hallam | Object | It is not clear why the proposed policy limits conversion schemes to listed buildings as this appears to conflict with PPS7. The proper approach is to reflect PPS7 & allow for the conversion of buildings that make a positive contribution to local character irrespective of whether they are listed. | See proposed changes to policy. |
| Mr P Mason | Object | Ambiguous regarding significance of proposed policy, whether only 'when adopted' paragraph 6.4 or 'with almost immediate effect' paragraphs 3.6 & 3.7. No force/consideration should be given to the proposals until after formally adopted. | The Draft Interim Housing Policy is not being used in the current determination of planning applications. However, housing figures for the district are a material consideration in determining planning applications as these relate directly to Lincolnshire Structure Plan (Deposit Draft April 2004) policies. |

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| NAI Fuller Peiser | Object | Premature policy as will be based on un-adopted draft Lincolnshire County Structure Plan & Draft Urban Capacity Study (neither have been tested by examination). | This is why the document is an Interim measure and can only be a material consideration when adopted. The policy will inevitably be tested by planning inspectors at appeal. The urban part of the proposed policy is being deferred until after the Urban Capacity Study consultation responses have been reviewed and the document finalised. |
| NAI Fuller Peiser | Object | Policy does not consider development on brownfield sites in sustainable villages. | See proposed changes to policy. |
| Nottinghamshire County Council | Support | Welcome the proposed policy & the proposal to restrict further allocations of housing until a local development framework is developed. | Support noted. |
| Persimmon Homes | Object | The proposed policy is too inflexible & would prevent any greenfield sites from being developed in order to meet any shortfall in urban capacity. We are particularly concerned about the implications for the Deepings and feel that the proposed policy must be reconsidered if affordable housing is to be delivered there. The policy will carry little weight until the Urban Capacity Study has been finalised and the proposed policy has been subject to independent scrutiny at LDF inquiry. | The Urban Capacity Study (UCS) consultation responses are being reviewed at present and any changes may affect the Interim Housing Policy in relation to the four main towns. As such, this part of the policy is being delayed until the UCS has been finalised. The status of the policy is acknowledged and, when adopted, it will only be used as a material consideration in determining planning applications. The policy will inevitably be tested by planning inspectors at appeal. |
| Peterborough City Council | Support | The revisions will seek to address issues around residential development, in accordance with the emerging Structure Plan, in order to achieve greater sustainable development in the district. | Support noted. |

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| Polebrook Ltd | Object | <p>The document makes a number of contradictory references to the weight that should be given to the document in planning decisions. It is suggested that the proper approach is to only use the document as the basis for a refusal of planning permission once it has the status of adopted SPD.</p> | <p>The Draft Interim Housing Policy is not being used in the current determination of planning applications. However, housing figures for the district are a material consideration in determining planning applications as these relate directly to Lincolnshire Structure Plan (Deposit Draft April 2004) policies. When adopted the interim policy will only be used as a material consideration in the determination of planning applications. It cannot however be adopted as SPG or SPD at the current time.</p> |
| Polebrook Ltd | Object | <p>Concern that there could be a shortfall in meeting the housing figures since a number of assumptions feed into the housing figures and also as the proposed policy would not support the renewal of the vast majority of extant permissions.</p> | <p>See proposed changes to policy. Sites with planning permission may lapse. However, proposed changes to the policy should ensure that new brownfield proposals in sustainably acceptable locations would replace such lapses.</p> |
| Polebrook Ltd | Object | <p>With reference to the Countryside Agency report "Are villages sustainable?" we question the assumption that the fewer services a village has, the less sustainable it is, when in fact the real picture may in fact be more complex.</p> | <p>The 'sustainable villages' have been reviewed and as such smaller settlements such some which are very closely linked to the main local service centre have been included within the 'sustainable village'</p> |
| Riley & Co. | Object | <p>Interim housing policies are not envisaged by PPG3 which anticipates that PPG3 itself will govern the position until new development plan policies are adopted.</p> | <p>In light of the new planning system the situation in respect of housing supply will not be fully addressed by adopted policy until the end of 2007. The council consider it prudent to summarise its approach which will be largely dependent upon adopted national, regional & strategic (not yet adopted) policies.</p> |

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| Riley & Co. | Comment | If SKDC fails to follow a fair procedure in respect of the Interim Housing Policy its decision to adopt may be subject to judicial review. | In the absence of any formal procedures set down for the council to follow, SKDC feels that it has followed a fair procedure in putting the document out for a 4 week consultation period. All the consultation responses received have been taken into account and the document is based upon adopted national, regional & emerging strategic guidance. |
| Riley & Co. | Comment | The Interim Housing Policy will only ever be a material consideration when it comes to determining a planning application. | Acknowledged |
| Riley & Co. | Object | It seems unreasonable & inconsistent for the policy to exclude any new housing development on greenfield sites in the district given that the assessment of the strategic housing land requirement set out in the draft Urban Capacity Study identifies a potential shortfall of housing sites in Grantham & the villages which would presumably need to be accommodated on greenfield sites precluded by the draft policy. | There is no shortfall in the rural areas. There is a potential shortfall in Grantham. However, the urban part of the policy is being delayed until the UCS has been finalised. |
| Rippingdale Village Design Committee | Object | The parts of the existing adopted local plan policies H6 & H7 in relation to the 'improvement & extension of existing dwellings' should be retained. | The policies H6 & H7 of the existing local plan are not actually being withdrawn. However, the proposed Interim Housing Policy will be used as a material consideration in addition to determine planning applications for new residential development. Within the existing local plan Planning Applications for improvement & extension to existing dwellings are also considered against policy EN1. |
| Rippingdale Village Design Committee | Object | The policy wording in relation to replacement dwellings (one for one) is confusing and should be clarified. | See proposed changes to policy. |

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| Rippingale Village Design Committee | Object | There is an omission of Village Design Statements from the policy background materials. | Rippingale Village Design Statement is adopted by the council as supplementary planning guidance and is used in the consideration of planning applications in relation to Rippingale. It is not however felt appropriate to include the VDS as background to a policy covering the whole the rural area within South Kesteven. |
| Rippingale Village Design Committee | Object | The relationship between 'sustainable' & 'least sustainables' villages relative to the matrix scores & essential criteria is unclear & confusing. The matrix has been compiled in alphabetical order & not in order of the most & least sustainable villages. The document fails to identify which villages are considered sustainable villages & it would be preferable to list those villages rather than have an inconclusive scoring method. | The matrix scoring system will be clarified and the sustainable villages (local service centres) will be clearly identified both on the matrix and in the document text. |
| Rippingale Village Design Committee | Object | The matrix refers to a village post office & village food shop as being considered as separate facilities. It is thought it is the norm for a village post office to be combined with a food shop & felt that the two should be treated as one for scoring purposes. | This is not always the case. It is therefore prudent to separate the 2 uses out. |
| Rippingale Village Design Committee | Object | The matrix makes no indication of which villages have a bus service on an hourly or more frequent basis. Rippingale lacks such a facility and thus cannot be considered sustainable as required in paragraph 4.2 of the consultation document which states that "New development must be in sustainable locations, well served by existing services and facilities with access to good, frequent public transport." | The matrix does identify villages with a 1 hourly or more frequent bus services (these are within the essential criteria). Those with less regular services are identified within the desirable category. However, a settlement has been classed as sustainable (a local service centre) if it has 7 out 8 essential criteria. With regards to Rippingale, a 1 hourly or more frequent bus service is the only one of the essential services it does not contain. As such, the majority of essential services are already within the village, reducing the necessity for villages to travel elsewhere. |

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| Savills | Object | Provision should be made within the policy for 'protected land' suitable for development within the planned period in the event that demand & need become evident in that period. | Sites within urban areas identified in the UCS or newly arising windfalls will provide a supply of sites over the forthcoming years. These will be in addition to the committed sites. |
| Savills | Comment | The over allocation of housing commitments as at 30/09/04, particularly in Bourne is unusually excessive and throws out of balance provision elsewhere in the district. | Noted |
| Smith Stuart Reynolds | Object | If adopted the policy should be deferred until the UCS has been revised and employment land survey carried out. Conflicts with strategic policy for Grantham as will require greenfield as well as brownfield development. Residual housing requirement not critical as urban capacity & windfall have been overestimated. | Acknowledged. The urban part of the Interim Housing Policy is being delayed until both the Urban Capacity Study & the Employment Land Review are finalised. |
| Smith Stuart Reynolds | Object | Policy unduly restrictive in rural area in relation to sustainable settlements and development should be permitted in these on brownfield sites. | See proposed changes to policy. |
| Smith Stuart Reynolds | Object | Limited weight as not SPG. | The status of the policy is acknowledged and it will only be used as a material consideration in determining planning applications. The policy will inevitably be tested by planning inspectors at appeal. |
| Smiths Gore for the Belvoir Estate & Trustees of Aslackby Estate | Object | Within the main villages there are very few brownfield sites and thus category a) is probably of little consequence. If this is the case, there is little difference between sustainable and unsustainable villages and the overall approach could be combined. | The number of brownfield sites in villages is in fact surprisingly high, particularly as the definition includes gardens. |
| Smiths Gore for the Belvoir Estate & Trustees of Aslackby Estate | Object | The policy conflicts with PPG3 & PPS7. A less restrictive policy should be adopted. | See proposed changes to policy. |

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| Smiths Gore for the Belvoir Estate & Trustees of Aslackby Estate | Object | Disagree with categories d) & c) referring to listed buildings only. Non listed traditional rural buildings may contribute to the character of an area. Conflicts with PPG3 & PPS7. "Whether no other use can be found" is vague & needs to be clarified. | See proposed changes to policy. |
| Smiths Gore for the Belvoir Estate & Trustees of Aslackby Estate | Object | Status of policy questionable. It is not SPG or SPD and the limitations should therefore be acknowledged. | The status of the policy is acknowledged and it will only be used as a material consideration in determining planning applications. The policy will inevitably be tested by planning inspectors at appeal. |
| Stamford Bypass Group | Object | Concerned the Interim Housing Policy has been formulated in isolation with no reference to the traffic generated by the proposed new housing in Stamford. Concern that interpretation of the policy relates to the urban character of individual settlements. | The Interim Housing Policy is not part of the Local Development Framework (LDF). The Interim Housing Policy is intended to limit development in the intervening period prior to comprehensive policy renewal in the LDF which will consider these issues. |
| Stamford Chamber of Trade & Commerce | Comment | We take the view that your council has put forward your Interim Housing Policy as a result of the chaotic upheaval in the planning system being undertaken by John Prescott (and knock on effects). We take the view that this SKDC policy document should be considered an 'Interim' measure to tide the council over until the lunacy passes. | Noted. The document is only intended as an interim measure until the LDF documents are prepared & adopted. |
| Stamford Civic Society | Support | The society is supportive in broad terms of reducing the number of housing units required and shares the view that there is sufficient brownfield land within Stamford to make the use of greenfield sites unnecessary. | Support noted. |
| Stamford Civic Society | Object | However, we are concerned that the town needs modest growth to provide affordable housing and whether the targets proposed are realistic. If not housing supply could dry up, particularly as much of the immediate supply is well along in the pipeline. We are also concerned about 'overfill' sites in the town and that the thrust of the document seems to encourage more of these. | Urban capacity sites are identified in Stamford. Some are large or part of major mixed use proposals e.g. Welland Quarter, therefore supply should be maintained. |
| Stamford Town Council | Support | Agrees with content. | Support noted. |
| Taylor & Hardy | Object | With particular reference to Allington, the policy is considered far too restrictive. Additional comments to follow. | Additional comments never received. |

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| Toft Cum Lound & Manthorpe Parish Council | Object | It is recommended that brownfield sites in villages should be permitted for development. | See proposed changes to policy. |
| Trustees of CEF Trust | Object | The proposed interim housing policy is being promoted outside a statutory plan context and cannot therefore derive any recognisable status in the planning policy regime. | Although the Interim Housing Policy will not form part of the adopted development plan, it will when adopted become a material consideration in the determination of planning applications. |
| Trustees of CEF Trust | Object | The proposed policy amounts to an indefinite moratorium on new housing development on greenfield sites without reference to the PPG3 requirements and in particular, the sequential approach to identifying and releasing land for development. | The Interim Housing Policy is only intended to be an interim measure until such time as the Local Development Framework is adopted. In line with PPG3, a plan monitor manage approach will be adopted to housing allocation with a regular review being part of the process. The policy actually refers to the sequential approach set out in PPG 3 and takes this document as one of the main reference points. |
| Trustees of the Len Pick Charitable Trust | Object | The document is too prescriptive & draconian. Will, if carried through, enforce negative growth in rural economies & accelerate the existing loss of services leading to social deprivation. | <p>The council is seeking to pursue the sustainable development agenda as set down in national guidance. PPG3 details the government's commitment to promoting more sustainable patterns of development, by concentrating most additional housing development within urban areas & adopting a sequential approach to the allocation of land for housing development. PPS7 goes on to say that away from larger urban areas, planning authorities should focus most new development in or near to local service centres where employment, housing, services and other facilities can be provided close together. Also see proposed changes to policy.</p> |

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| Trustees of the Len Pick Charitable Trust | Object | The restrictions on housing development in urban settlements will have the result of creating further pressure on existing industrial space for use as replacement residential development as is envisaged in the Urban Capacity Study, with consequent reduction in employment opportunities. | The Urban Capacity Study (UCS) consultation responses are being reviewed at present and any changes may affect the Interim Housing Policy in relation to the four main towns. The urban part of the policy is being delayed until both the UCS and the Employment Land Review have been finalised. |
| Westborough & Dry Doddington Parish Council | Object | With regard to less sustainable villages, the PC feels that low cost houses will still be in short supply and are concerned that people brought up in a village will no longer have the option to build their own house to stay. | The Interim Policy allows for affordable rural exception sites. |
| Westborough & Dry Doddington Parish Council | Object | Facilities in Westborough & Dry Doddington include a pub, a mobile library, a large children's day nursery, a pine furniture manufacturers & a furniture making business | The sustainability matrix will be updated accordingly. |

REPORT TO CABINET

REPORT OF: DIRECTOR OF FINANCE AND
STRATEGIC RESOURCES

REPORT NO: FIN 236

DATE: 24 May 2005

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| TITLE: | UPDATE ON FINANCIAL ISSUES 2005/2006 |
| FORWARD PLAN ITEM: | NOT RELEVANT |
| DATE WHEN FIRST APPEARED IN FORWARD PLAN : | NOT RELEVANT |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | BUDGETARY FRAMEWORK |

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| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | CORPORATE FINANCE |
| CORPORATE PRIORITY: | CORPORATE GOVERNANCE |
| CRIME AND DISORDER IMPLICATIONS: | NONE |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | NONE |
| BACKGROUND PAPERS: | NONE |

Introduction

1. The purpose of the report is to update the Cabinet on:
 - (a) the use of the Capacity and Priority Setting Budget
 - (b) update on areas of risk identified in the Budget - Supporting People Grant
 - (c) Medium Term Financial Strategy
 - (d) Gershon Backward looking statement.

Recommendations

- (a) It is recommended that £200,000 be allocated from the Capacity and Priority Setting Budget to the Salaries Budget.
- (b) £50,000 be retained for one-off capacity funding.
- (c) The Supporting People Grant offer be approved.
- (d) The Chief Executive, Leader and myself sign off the backward looking Gershon statement for 2004/2005.
- (e) The Leader and Finance Portfolio holder contribute to the Medium Term Financial Strategy (MTFS).

Details of Report

A Capacity and Priority Setting Budget

- A1 The use of this budget for 2005/2006 will primarily be used for salary related expenditure in areas where clear capacity issues have arisen. In particular Financial Services and Housing Services.

Financial Services

- A2 It has been recognised that additional Corporate Finance Support is required. The additional work required under the 'Use of Resources' assessment will mean an increase to financial management capacity is necessary. In addition the work required on the Procurement agenda means overall, £80,000 should be allocated to the salaries budget, for this purpose.

Housing Services

- A3 The housing inspection and subsequent review has highlighted the need to increase capacity within the General Fund for Strategic Housing. £60,000 should be allocated to the salaries budget for this purpose.

Other uses

- A4 It is expected that further capacity within member training and community services means additional allocations may be required to support capacity building.
- A5 Overall I recommend £200,000 be allocated to the salaries budget and £50,000 returned for one-off projects.

B Budget Risks - Supporting People

- B1 As the Cabinet will recall I had concerns over the level of Supporting People Grant likely to be received in 2004/2005 and 2005/2006 and highlighted this as an area of risk within the Budget.
- B2 Following lengthy discussions with the County Council and Supporting People Team I can now inform the Cabinet that an offer has been made that mitigates the risk.
- B3 The offer is £167,000 one-off payment for 2004/2005 and retention by SKDC of refunds - thus a total of about £180,000. For 2005/2006 a guaranteed income level of £825,000 which is about the expected level for the contract and gives improved financial stability to the service.
- B4 The SKDC model is one which the Supporting People team wish to pursue countywide, and therefore we are required to:
- (a) do detailed cost-work during 2005/2006 to explain progress to the team
 - (b) undertake a service review. The Supporting People team will work as critical friends to the process, which will prove valuable for the service.
- B5 The Grant offer is a good one and I recommend the Cabinet approves it.

C Gershon Backward Looking Statement 2004/2005

- C1 This statement is due to be submitted by June 16th. It needs to be signed off by the Leader, Chief Executive and myself. Any efficiency savings related to 2004/2005 can be deducted from the target savings over the period 2005/2006 - 2007/2008. I shall update the Cabinet at a later date on the savings identified for 2004/2005.

D Medium Term Financial Strategy (MTFS)

- D1 Given the requests for additional financing, the level of savings required to redirect into priorities, it is an appropriate time to revise the MTFS. I propose this is completed by the end of July in order to feed into early consideration of budget issues for 2006/2007. The Leader and Finance Portfolio are asked to contribute to this work.

Conclusions

The report has updated the Cabinet in some key finance areas.

REPORT TO COUNCIL

REPORT OF: Chief Executive

REPORT NO. CEX 288

DATE: 28th April 2005

| | |
|--|---|
| TITLE: | Issues for South Kesteven District Council arising out of a review of the Corporate Governance Report on Lincolnshire County Council. |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | No |
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | Corporate Governance |
| CORPORATE PRIORITY: | N/A |
| CRIME AND DISORDER IMPLICATIONS: | N/A |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | N/A |

Introduction

In March the Audit Commission published its Corporate Governance Inspection report on Lincolnshire County Council, a copy of which is available on the Audit Commission web site.

It is stated that one of the major factors that led to the Corporate Governance inspection was the Council's failure to improve and the extent to which this was attributable to problems with leadership, culture, and community focus. As the local environment within which the County Council operates has many similarities to that of the District Council there are several learning lessons that the District can infer from these elements of the published report. This report identifies these lessons and makes recommendations for improvement.

There were other, more widely reported, factors that also contributed to the inspection. Fortunately the District has not suffered from any similar experiences so these elements have not been considered in this report.

Background

The County Council accepted in full the report and in their accompanying press release referred to it as a wake-up call. From South Kesteven's perspective it gives us an opportunity to develop a more informed understanding of the precise standards and expectations of inspection agencies such as the Audit Commission. This understanding, and the initiation of subsequent action in response to it, is vital if the Council is to achieve what the County has failed to do, and progress from "Fair" towards "Excellent".

The report does not make comfortable reading and challenges several long held assumptions and beliefs. Whilst no report can compel anyone to change their view or approach, the report does make it evident that any Council will pay a very high price indeed if it cannot demonstrate appropriate standards of corporate governance. The report also makes clear that it is a responsibility of the Chief Executive to provide strong and unambiguous advice to the Council on the actions needed to demonstrate improvement and this report is written with this in mind.

Leadership, Culture and Standards of Conduct

Partnership Working

The report states that LCC are seen externally as weak because of their limited and reactive engagement with Local Strategic Partnership (LSPs) (para 31). Although SKDC has played a more leading role, there is still only a minority of members who have attended LSP meetings or become actively involved. The current review by the LSP of the Community Strategy provides an ideal opportunity for both executive and non-executive members to become more actively involved in this important partnership. The Council has recognised this in making the improvement of the LSP and the Community Strategy one of its "Category B" priorities. Sound understanding and support from all members to the LSP is essential but because of the number of organisations represented on the partnership, it is not possible for all 58 members of the SKDC to play an active role. Therefore the Council will need to assist the LSP in developing a consultation process that will improve knowledge, understanding and involvement between the LSP and Council members

Recommendation 1: That all groups make a clear statement of support and commitment to partnership working through the LSP.

Overview and Scrutiny Committees

The report welcomes the recent sharing of scrutiny chairs by LCC (para 34), which is seen as an example of a more open and transparent approach to business. South Kesteven had also embarked on a similar process this time last year. Since then the number Chairmanships held by non-administration members has reduced from two to one with the number of vice-chairmanships remaining at three. Whatever the reasons for this change, it is likely that an inspection would consider it to be a retrograde step.

Recommendation 2 : That the Chairs and Vice-Chairmanships of DSPs are shared between the major groups in a way that reflects the overall political balance of the Council.

Standards Committee

The report identified the key role of the Standards Committee in inspiring public confidence is the willingness of the Council to change. I have no evidence that these problems have affected the District Council's Standards Committee. However given the importance of this Committee it could be dangerous to rely solely on such an assumption.

Recommendation 3 : That the Chairman of the Standards Committee be invited to report to the Council on the extent to which he feels that the members of the authority understand and support the role of the Standards Committee and any proposals he may have for improving the work of the Standards Committee.

Member Training and Development

One key theme of the report is the importance of member training and development. Paragraph 30 for example draws a sharp contrast between the introduction of a competency framework for senior managers and the lack of any similar approach for members. Similarly paragraph 39 states that the leader has failed to champion the need for councillor training and reports reluctance by members to use external training agencies, and the partial take-up of the limited training that is available.

The recommendation of the report (at the foot of page 5) is to implement a comprehensive training and mentoring programme "ensuring that mandatory elements are identified and all Councillors attend".

Members of the County Council will know that the County member-training programme that is described as "limited" in the report is a more comprehensive programme than that currently being implemented in South Kesteven. Furthermore although approved by the Cabinet, there was strong opposition from some members of the Scrutiny Co-ordinating Committee to the proposal to make it compulsory.

In the light of this I have asked the Monitoring Officer to clarify whether the Council does have the power to amend its constitution to require all members of the DSPs and Executive to attend specified training courses within twelve

months of being appointed. He has sought the opinion of a barrister on this point to ensure members have authoritative advice on the issue.

The Barrister's advice is to the effect that it is feasible to include in the Council's Constitution and specifically within the Local Members' Code of Conduct a suitable provision.

That provision is to the effect that any member who does not complete the scheme of training would render themselves in breach of the Code and therefore subject to a referral to the Standards Board for England.

It is likely that, for the future, such a referral would eventually be determined by this Council's Standards Committee who will have the power to approve a sanction on such a member of up to 3 months suspension from office.

Before implementing any scheme of compulsory training the Council will need to determine what are the essential requirements for members and what is the best format for providing this training. The resolution of these important issues will take a time and as we are currently in the middle of the Council term, it is recommended that the implementation of mandatory training elements for all members be effective from the 1st May 2007. After this date members would then have twelve months to attend the course appropriate to the Committees they serve on. The delivery of the discretionary, desirable competencies would then follow.

Recommendation 4 : That in view of the increasing importance of members training the Corporate Manager of Human Resources undertakes a review of the resources required to support a more comprehensive member training and development programme at South Kesteven using external expertise where appropriate.

Recommendation 5 : That the Constitution and Accounts Committee design an amendment to the Constitution so that with effect from the 1st May 2007, the desirable and essential competencies required of both Cabinet and DSP members are defined with all members being required to attend designated sessions for the essential competencies within twelve months of their appointment.

Effectiveness and team ethos of the Cabinet and CMT

In a number of places the report refers to ineffectual working of both the County Executive and the CMT both individually and when they meet together. This is little evidence to suggest that this is a problem at South Kesteven, however given the importance of these relationships it would be worth repeating the staff survey conducted by the Audit Commission in South Kesteven to ascertain staff perceptions on these issues. As we have just completed one survey, the best time for another survey would be in the autumn. This would also enable the results to be compared with the outcomes from the 360 degree appraisals currently being undertaken by members of the Executive

Recommendation 6: That in the autumn of this year, staff of South Kesteven are asked to complete the survey used by the Audit Commission to inform the Corporate Governance report so that results can be compared.

Attitude of the Council to Consultation

Paragraph 45 of the report states that the County Council is seen by outside agencies as parochial with old-fashioned ideas about its relationship to communities. The introduction of Local Area Assemblies and the Annual Stakeholder Conference has demonstrated that South Kesteven is willing to contemplate new modern forms of public consultation. If these are to be successful it is vital that all members fully support these assemblies and use them as an opportunity to engage in genuine dialogue with our residents.

Recommendation 7: That the Council re-affirms its commitment to the concept of Local Area Assemblies and pledges to work with local people to make these meeting effective forums for wider community engagement.

Community Focus

Vision

The report found that the County did not have a clear concept of its vision for the area. The District has invested a considerable amount of time in developing its vision of “pride” articulated by the five steps and supported by our ambitions and priorities. One of the member development sessions has been designed to ensure that members appreciate the ramifications of our approach and how it reflects the priorities of local residents.

Unlike the County Council the District has a clear consultation strategy, which includes consultation with hard to reach groups through initiatives such as the “Yells”. However like the County we do not currently have a strategy for social inclusion even though we have a category B priority for vulnerable people.

Recommendation 8: That under our priority for vulnerable people the Director of Community Services prepares a strategy for Social Inclusion by December 2005.

Structures and Processes

Speed of progress

Like SKDC, the County Council originally received a CPA rating of “fair” and this was confirmed at a re-inspection last year. Similarly our CPA re-fresh also confirmed a score of “Fair”. The governance report clearly states that the speed of improvement is not sufficient to match that achieved by other authorities, and from a relative standing the Council may be slipping backwards. Recent reports to the District Council on the strategic housing services demonstrate that we also have a risk of not making rapid enough strides for improvement. Change is not always easy or comfortable but if the

Council is serious about progression members of the Council will need to be willing to accept a faster pace of change than has been experienced to-date. There will be some issues for staff during these periods of change, but as we can see from the County Council report if we don't make quick progress the consequences for both the Council and its staff are even graver.

Commitment to modern local government

Paragraphs 71 infers that the new scrutiny arrangements at the County have not resulted in members being any clearer about the roles of scrutiny, policy development and the executive. This is another topic that is being covered in our own member development programme. The report goes on to infer that the County scrutiny structure may have been unduly influenced by a preference expressed by some members for the old committee system.

Recently members of this Council endorsed a motion that called for a review of the system introduced by the Local Government Act 2000 and this would probably be seen by an external inspection agency as evidence of a similar preference. If the Council is to succeed in its journey towards improvement it will need to be able to convince these inspections that these views all members of the Council are committed to making a full and active contribution to the Council through the mechanisms set-out in the Council's constitution.

Recommendation 9: That those members who may have concerns about the current system, or indeed a preference for the previous Committee system consider how they will be able to demonstrate to an external assessor that these views have not deterred them from playing a full and active part in the Council's decision making and scrutiny processes as set-out in the constitution.

Internal Control

Staff appraisals

The report identified problems with the consistency of staff appraisal and the setting of objectives for Directors. At SKDC objectives have been set for all Directors and an appraisal system has been in operation for several years. However recent evidence from the staffs survey indicates that there may be problems in its application.

Recommendation 10 : That the Corporate Manager Human Resources investigates the level of compliance with the Council's policies regarding staff appraisals and the effectiveness of the appraisals that have been undertaken.

**Duncan Kerr,
Chief Executive**

Agenda Item 13

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

REPORT TO CABINET

This Report is to be considered as a matter of urgency because of the need for the Council to take prompt action to respond to the unexpectedly high demand on the waste collection created by the success of Green Waste recycling.

JOINT

REPORT OF: Chief Executive & Director of Finance & Strategic Resources

REPORT NO. CEX290

DATE: 6th June 2005

| | |
|--|--|
| TITLE: | Green Waste Scheme |
| FORWARD PLAN ITEM: | N/A |
| KEY DECISION OR POLICY FRAMEWORK PROPOSAL: | Yes |
| COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION: | Councillor Ray Auger, Healthy Environment Portfolio Councillor Teri Bryant, Resources Portfolio |
| CORPORATE PRIORITY: | Recycling |
| CRIME AND DISORDER IMPLICATIONS: | N/A |
| FREEDOM OF INFORMATION ACT IMPLICATIONS: | N/A |

Background

Predicting the demand for any new recycling service is not easy. When the scheme was originally prepared and submitted in March 2004, figures for waste being recycled through this route were derived from the nearest neighbouring authority to offer such a service, which was North Kesteven. Based on their data it was anticipated that some 40 tonnes per week (2,000 tonnes per annum) would be collected making a 4% contribution to our recycling rate, improving it from 14% to 18%. Calculations were based on operating over only a partial area of the district with waste being collected by two vehicles and two crews.

As members will be aware the original bid was rejected. The Council was however given the opportunity to revise the bid and have it re-considered in August 2004. At a meeting with DEFRA attended by Councillor Auger, the portfolio-holder and officers from the Council, waste management professionals appointed by DEFRA provided guidance to the authority on the adjustments to the bid which would improve its prospects of success. Two of these factors had implications on the costs of the scheme. These were:

1. The concern that the scheme did not discriminate against rural communities by being made available to all.
2. The view that, in order to assist waste diversion and minimise the impact on total waste airings, householders should make some token financial contribution to the scheme.

In the light of these suggestions the calculations were reconsidered. At the time there was no evidence to suggest that these adjustments to the scheme would have any impact on the total weight of material being recycled, but the operating capacity was increased by 50% from two to three vehicles to reflect the increased costs and downtime associated with serving the more dispersed rural communities.

This revised bid was successful and the Council has received just short of £1 million to implement the scheme with effect from the 1st April 2005.

Performance of the Scheme

Since its introduction, the amount of green waste has consistently exceeded predictions (see Appendix A). As the implementation period coincided with the spring growth season, which is known nationally to create the greatest monthly totals of green waste, it has needed an operational period of at least two months before any reliable yearly projections could be attempted.

To-date although only 14,000 bins have been distributed (56% of those available), the waste arising from these green bins has averaged over 150 tonnes per week. Taking account of the seasonal impact, we have estimated the total material being recycled in the year will equate to 150 tonnes for 30 weeks and 50 tonnes for 18 weeks giving an average over the year of 112 tonnes. Taking account of the number of bins we have distributed, this means that the levels of green waste being produced is over three times that we predicted. The amount of green waste now projected to be recycled in this year will make a 9% (as opposed to a 4%) increase in our overall recycling rate to 23%, only 1% short of the revised target recently set by Council for two years time (2007/8).

To appreciate the extent to which the success of this scheme has improved the performance of the Council it is informative to compare with other authorities in Lincolnshire. Unfortunately the 2004/5 data is not yet available for all authorities so earlier data has to be used. In 2003/4 our total recycling rate of 13.65% was the worst in the county. If we had achieved a 23% rate in that year we would have moved from the worst performer to the best. In practice all Councils are seeking to improve recycling and it is likely that a 23% recycling rate will now place us somewhere in the middle of the "Lincolnshire league table".

However the sheer quantity of green waste being presented for collection is posing considerable operational problems and does not appear to have been matched by a corresponding decrease in the amount taken to landfill sites. The hours available for collection is limited both by the restrictions on the opening hours of the recycling facility (which closes at 5.30pm) and by the legal limitations on the number of hours that HGV drivers can operate. Even if the number of properties serviced by the scheme is restricted to the 14,000 properties already provided with wheeled bins, the Council will need to provide another vehicle and crew to ensure that it complies with health and safety and vehicle operating legislation. Any breach of these obligations is not only a serious criminal matter but could result in the authority having its Vehicle Operators licence suspended and having to cease refuse collection.

Resolving the Operational Issues Resulting from the High Demand

There are a number of efficiency improvements which are being considered to respond to the higher than expected demand. These include extending the collections days to include the whole of Monday (originally set aside for vehicle maintenance which has been re-scheduled to the weekend) and consideration of collections on Saturday mornings (when the recycling site closes at 12.30). We are also considering the potential for relief drivers.

However our risk assessment concludes that these measures will not be sufficient to enable us to meet the current demand in a manner which is safe and legal. Therefore consideration has been given to the procurement of an additional vehicle and crew. There is a six month lead time for new vehicles. However, this can be avoided and the total costs reduced by the procurement of a used vehicle.

The cost of purchasing this vehicle is estimated at £50,000 with associated estimated revenue costs of £110,000 per annum including wages, running costs and overheads. Although this provision would meet currently projected demand it would not facilitate the increased capacity needed to service the remaining 11,000 bins if they are also distributed. It is therefore also necessary to postpone the issuing of further bins until we have had a better opportunity to assess the quantity of green waste being collected over a longer period and make decisions on how this can be financed. If this enables us to re-instate provision before the end of the financial year the Council will be able to secure the £110,000 included within the budget from the sale of bins. However if the current trend continues and it is not possible to seek to re-instate the provision of bins by March 2006 then there will be a further loss of income of £110,000 to the Council in 2005/6. Given the current volumes being collected, it is more advantageous to request a supplementary estimate for this loss of income, than to have to incur the additional costs of collection from a further 11,000 properties at the current time. Although a postponement to the provision of bins will obviously disappoint residents considering making an application, all the publicity for the scheme stressed that the number of bins was limited and that they would be provided on a first come, first served basis. In the event of a postponement the Council would operate a waiting list.

Given the urgency of the situation and the risks to the Council of drivers exceeding the statutory limitations on their working hours, I propose the following recommendations.

Recommendation

1. That the Cabinet resolves that as a temporary measure, the green waste scheme is closed to new applicants.
2. To Vire up to £69,000 from salaries to recruit a crew for the new vehicle as a temporary measure.
3. To allocate the remaining £50,000 from the Capacity and Priority setting budget to Recycling
4. To purchase a second hand vehicle – financed from Existing Asset Provision within the Capital Programme.
5. Seek to provide a full costing for the remainder of this year and for next year to ascertain the financial impact of the service. This is to be completed by the end of July to form part of the Medium Term Financial Strategy and request at that time any supplementary estimates required to be considered by Council.

Consultation

In accordance with the requirements of the constitution, and in the absence of the Chairman of the relevant DSP, Cllr Nick Craft Vice-Chairman of the DSP has been notified of the content and recommendations of this report.

Duncan Kerr
Chief Executive

John Blair
Corporate Director Finance and Strategic Resources

APPENDIX A – GREEN WASTE ARISING IN SKDC IN 2005/6

Anticipated arisings = 50,000 tonnes per week.

