



# AGENDA

## CABINET

**MONDAY, 7 AUGUST 2006**

**11.00 AM**

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

Duncan Kerr, Chief Executive

<b>CABINET MEMBERS:</b>	Councillor Mrs. Linda Neal (Leader/ Portfolio: Strategic Partnerships & Community Safety), Councillor Ray Auger (Portfolio: Healthy Environment), Councillor Teri Bryant (Portfolio: Resources & Assets), Councillor Paul Carpenter (Deputy Leader & Portfolio: Access and Engagement), Councillor Mrs Frances Cartwright (Portfolio: Organisational Development & Housing) and Councillor John Smith (Portfolio: Economic Development)
-----------------------------	---

Cabinet Support Officer:	Jo Toomey 01476 406152 e-mail: <a href="mailto:j.toomey@southkesteven.gov.uk">j.toomey@southkesteven.gov.uk</a>
-----------------------------	--

**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 10<sup>th</sup> July 2006.  
(Enclosure)
- 3. DECLARATIONS OF INTEREST (IF ANY)**

**CATEGORY A PRIORITY ISSUES:**

**EXCLUSION OF THE PUBLIC**

It is anticipated that, in accordance with Section 100A(4) of the Local Government Act 1972 as amended, 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 3 of Schedule 12A of the Act as amended, would be disclosed to the public.

4. **\*BOURNE CORE AREA**  
Report by the Economic Development Portfolio Holder. (To follow)  
  
*This report is exempt because it contains information on the Council's contracts.*
5. **\*ASSET MANAGEMENT PLAN**  
Report number AFM018 by the Resources and Assets Portfolio Holder. (Enclosure)
6. **\*MEDIUM TERM FINANCIAL STRATEGY**  
Report by the Corporate Head of Finance and Resources. (To follow)
7. **REVIEW OF PENSIONS POLICY**  
Report by the Chief Executive. (To follow)

**CHANGE MANAGEMENT ACTION PLAN ISSUES:**

8. **PROCUREMENT OF LEISURE SERVICES**  
Report number LAC150 by the Healthy Environment Portfolio Holder. (Enclosure)
9. **CONSULTATION ON LOCAL AREA AGREEMENTS OUTCOME FRAMEWORK**  
Report number CEX346 by the Chief Executive. (Enclosure)
10. **LINCOLNSHIRE SHARED SERVICES**  
Report by the Chief Executive. (To follow)
11. **MATTERS REFERRED TO CABINET BY THE COUNCIL OR THE DEVELOPMENT & SCRUTINY PANELS**
12. **ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.**
13. **REPRESENTATIONS RECEIVED FROM MEMBERS OF THE PUBLIC ON MATTERS WITHIN THE FORWARD PLAN (IF ANY)**
14. **REPRESENTATIONS RECEIVED FROM NON CABINET MEMBERS**
15. **ANY OTHER BUSINESS WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, DECIDES IS URGENT**



**MEETING OF THE CABINET**  
**10 JULY 2006 - 11.00 AM – 12.47 PM**

**PRESENT:**

**Councillor Ray Auger  
Councillor Teri Bryant  
Councillor Paul Carpenter  
Councillor Mrs Frances Cartwright  
Councillor John Smith**

**Councillor Mrs. Linda Neal – Leader / Chairman**

**Chief Executive  
Strategic Director (2)  
Corporate Head Finance and Resources  
Director of Tenancy Services  
Monitoring Officer  
Member Services Manager  
LSVT Project Manager  
Economic Development Team Leader  
Cabinet Support Officer**

**Non-Cabinet Councillors : Craft, Turner**

**CO27. MINUTES**

The minutes of the Cabinet meeting held on the 12<sup>th</sup> June 2006 were approved as a correct record with the following amendments at minute CO16.

*“This option was not felt to be suitable as it would be entirely dependent upon the outcome of the Stock Transfer and would result in a continued period of uncertainty for local residents.”*

There was also concern that the consultation item under agenda item CO14 had been distributed without the amendment being made to energy generation figures. Cabinet members were pleased that the document would, in future, be made available on disc.

CO28. DECLARATIONS OF INTEREST (IF ANY)

No declarations of interest were made.

CO29. \*LARGE SCALE VOLUNTARY TRANSFER: DRAFT TENANCY AGREEMENT

**DECISION:**

**The Cabinet recommends to Council that:**

- 1. The impact of the diseconomies of scale from LSVT are managed out over a five year period;**
- 2. The General Fund be protected by utilising interest receipts generated from LSVT capital receipts based on a phased Capital Programme;**
- 3. The Capital Programme be phased over:**
  - i. 5 years for affordable housing utilising 50% of the net useable receipt and**
  - ii. 10 years for Developing Sustainable Communities utilising the other 50% of the net useable receipt,****with an annual review of the Capital Programme to ensure that the council tax payer remains protected from the impact of the LSVT**
- 4. The approval of the text within the Formal Consultation Document Offer to Tenants with minor modifications made at the meeting;**
- 5. That the Leader be delegated the authority to approve the format of the document;**
- 6. That the Formal Consultation Document is issued to tenants as explained in paragraph 3.4 of report CHFR11.**

Considerations/Reasons for Decision:

- (1) Report number CHFR11 and its appendices (including the draft Offer to Tenants), by the Corporate Head of Finance and Resources and the Director of Tenancy Services on the financial implications of the proposed LSVT and the draft Offer to Tenants;
- (2) Considerations of the LSVT member group and the Resources Development and Scrutiny Panel on the financial implications of LSVT;
- (3) The Enterprise Beha Williams Norman Ltd (EBWNL) report on Housing Options Appraisal which was presented to Cabinet on 9<sup>th</sup> May 2005 and subsequent updates identifying key areas of potential financial impact including the valuation of the housing stock, set up costs, estimated capital receipts, statutory housing services, diseconomies of scale, housing benefit costs, VAT, impact on revenue support grant and interest receipt (initial impact

- assessment of these was attached as Appendix A to the report);
- (4) The Draft Offer, which was based on a template produced by the Council's legal advisors and on experience and best practice from previous stock transfers;
  - (5) Comments on the draft offer document from: the Tenants Working Group, the LSVT Working Group, the Offer Review Working Group and the Shadow Board of South Lincolnshire Homes;
  - (6) Appendix B should be amended so that the amount added to the RPI and the 0.5% should reflect the value in the offer document of £2.17;
  - (7) Information included in Appendix B, page 3 on voids was based on historical information within the Council;
  - (8) Definitions of the terms "assign" and "Limited" should be included in the definition of terms;
  - (9) Page 28 should be amended to read *"this guarantee would apply to the rent increase by South Lincolnshire Homes in 2008 and then in April 2009, 2010, 2011 and 2012"*;
  - (10) There should be some reference within the Draft Offer to the fact that leaseholders have been involved throughout the process;
  - (11) Text within the offer document reflected legal advice and legislation;
  - (12) Under section 14, it should be confirmed that the necessary permission would need to be provided in a written form;
  - (13) The format of the document would be designed to make it easily readable and understandable to tenants; this would include a colour-coding system.

Other options considered and assessed for the protection of the general fund:

1. Use of interest receipts generated from LSVT capital receipts, based on phased capital programme. A model of an indicative capital programme and assumptions regarding investment receipts based on a phased capital programme was attached as appendix C to the report. If the estimated impact on the general fund is managed over a period of time, then the anticipated receipts from a phased capital programme would be sufficient to protect the general fund. If this option was the preferred mechanism for protecting the General Fund, then it would be prudent to undertake an annual review of the capital programme to ensure that the General Fund remains protected by use of interest receipts.
2. Top sliced sum from LSVT capital receipt. A worst case scenario based on interest rates of 4.5% and an estimated impact on the general fund of around £500,000, it is estimated that £11.15million would be required to protect the general fund, leaving a capital receipt for investment of £13.15million, also assuming that the impact on the general fund was not managed out over the five year period.
3. Use of balances transferred from HRA. The balance on the HRA would transfer to the general fund post transfer once Secretary of State approval has been received to close the

HRA. This could be utilised in part to protect the general fund, although the level of balances is likely to be insufficient to generate interest earnings to cover the financial impact on the general fund, therefore, the balance would also need to be drawn upon to fully protect the general fund. In addition, as the approval to close the HRA has to be sought from the Secretary of State, which can only be sought a year after the last transaction on the account, this would not be a suitable option in the year following an LSVT.

4. Use of VAT shelter. A report on the potential for a VAT shelter had been prepared by EBWNL and attached as appendix D. Whilst there is potential for significant financial benefits from developing a VAT shelter, the Council would need to obtain specialist VAT advice before proceeding. Any VAT Shelter scheme may be subject to future changes in legislation and until specialist advice has been received, it is considered that this is the least desirable option for protecting the general fund.

It was noted that no members of the press or Council members with concerns over LSVT attended the meeting.

#### CO30. \*COMMUNITY STRATEGY

##### **DECISION:**

**The Cabinet was minded to approve in principle the Sustainable Communities Action Plan subject to a detailed funding breakdown and to consider recommendations as part of the forthcoming budget process.**

Considerations/Reasons for Decision:

- (1) Report number DCS46 by the Economic Development Portfolio Holder on the Sustainable Communities Action Plan that with the Community Plan, forms the Sustainable Community Strategy for 2006-2011;
- (2) The draft Sustainable Communities Action plan at appendix A of report DCS46;
- (3) The Action Plan and Sustainable Communities Strategy would support the Council's priorities.

#### CO31. \*MEDIUM TERM FINANCIAL STRATEGY

##### **DECISION:**

**The Cabinet:**

1. **Approve the development of a more strategic forward looking approach to budgeting with a more robust three year planning**

- process, demonstrating the direction of resources towards priority services;
2. Approve an indicative budget requirement for the general fund together with an indicative tax increase for 2007/08 and acknowledge implications for the following three years of the strategy;
  3. Approve the development of a Fees and Charges Strategy to address both discretionary and mandatory fees over a rolling three year period;
  4. Request a review of current position relating to Performance Grants, Challenge Funding and Partnership contributions to be undertaken;
  5. Request a review of the assumptions used to assess the Tax Base and Collection fund as follows:
    - The estimated number of properties (in Band D terms) expected to be added for the period of the budget.
    - The collection rate assumptions.
    - The balance on the Collection Fund.
  6. Request the Resources DSP to undertake scrutiny of the indicative budget, allocation and tax increase together with the headline issues prior to Cabinet's formal recommendation to Council on the Medium Term Financial Strategy as part of the Budget Framework;
  7. To task officers to keep the impacts of the Comprehensive Spending Review and any other specific grants under review.

Considerations/Reasons for Decision:

- (1) Report number CHFR12 by the Corporate Head of Finance and Resources on the key issues that impact on the Council's Medium Term Financial Strategy (MTFS) and on the budget preparation for 2007/08;
- (2) The Previous MTFS submitted to Cabinet in August 2005, which identified key local issues facing the Council, including: housing stock options, leisure trust, travel concessions, grounds maintenance contract renewal and the senior management restructure (addressed in appendix A to the report);
- (3) Schedule of anticipated movement in reserves attached as appendix B to report CHFR12;
- (4) Recommendations made by Bob Whetton Ltd, an external consultant who carried out a desktop review of the strategic financial issues facing the council.
- (5) A Development and Scrutiny Panel overspend and significant variations identified at a DSP level in report CHFR10;
- (6) Local impacting factors: review of Council priorities, the expanding tax base and population, level of Council balances and reserves and corporate demands;
- (7) National issues affecting the MTFS including Revenue Support Grant, comprehensive spending review 2007, specific grants, travel

concessions, Local Area Agreements and the Lyons Review.

CO32. POLICE REORGANISATION CONSULTATION

**DECISION:**

**That the Community Safety Portfolio Holder be delegated the authority to submit a response to the police authority on behalf of the District Council.**

Considerations/Reasons for Decision:

- (1) Report number CEX344 by the Chief Executive on the consultation process on the proposed merger of East Midlands police forces;
- (2) The Police Authority deadline of 11<sup>th</sup> August 2006 for the submission of any objections to the proposed merger;
- (3) Responses to consultation should have been submitted to the Police Authority by 7<sup>th</sup> July, which was before the July meeting of the Cabinet, so a formal response as soon after the deadline as possible would be necessary.

CO33. ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.

**NON-KEY DECISIONS:**

**Councillor Frances Cartwright: Portfolio – Housing and Organisational Development.**

**DECISION:**

That approval is granted that the use of Starter Tenancies by South Lincolnshire Homes is included as a commitment in the LSVT Offer Document.

[Decision Made on 19/06/06]

**DECISION:**

That approval is granted that the land outlined on plan 'A' attached to report HST004 be transferred to Muir Group Housing Association Ltd to develop affordable housing in partnership with South Kesteven District Council. The council to have 100% nomination rights to the affordable housing prescribed in the nomination agreement for this site. The transfer of the land to Muir Group Housing Association Ltd at District Valuer's valuation with the district council granting the association financial assistance in respect of the whole purchase price in accordance with S.25 of the Local Government Act, 1988 and the General Disposal Consent 2005. The transfer of the land to take place following planning approval for the affordable housing units and associated car parking for both the new affordable housing units and the six



housing units backing onto the site.

[Decision Made on 04/07/06]

DECISION:

That approval is granted that the land outlined plan 'A' attached to report HST002 be transferred to Muir Group Housing Association Ltd to develop affordable housing in partnership with South Kesteven District Council. The council to have 100% nomination rights to the affordable housing prescribed in the nomination agreement for this site. The transfer of the land to Muir Group Housing Association Ltd at District Valuer's valuation with the district council granting the association financial assistance in respect of the whole purchase price in accordance with S.25 of the Local Government Act, 1988 and the General Disposal Consent 2005. The transfer of the land to take place following planning approval for the affordable housing units and associated car parking for the new affordable housing units.

[Decision Made on 04/07/06]

DECISION:

That approval is granted that the land outlined on plan 'A' attached to report HST003 be transferred to Muir Group Housing Association Ltd to develop affordable housing in partnership with South Kesteven District Council. The council to have 100% nomination rights to the affordable housing prescribed in the nomination agreement for this site. The transfer of the land to Muir Group Housing Association Ltd at District Valuer's valuation with the district council granting the association financial assistance in respect of the whole purchase price in accordance with S.25 of the Local Government Act, 1988 and the General Disposal Consent 2005. The transfer of the land to take place following planning approval for the affordable housing units and associated car parking for the new affordable housing units.

[Decision Made on 04/07/06]

DECISION:

That approval is granted that the land outlined on plan 'A' attached to report HST005 be transferred to Muir Group Housing Association Ltd to develop affordable housing in partnership with South Kesteven district council. The council to have 100% nomination rights to the affordable housing prescribed in the nomination agreement for this site. The transfer of the land to Muir Group Housing Association Ltd at District Valuer's valuation with the district council granting the association financial assistance in respect of the whole purchase price in accordance with S.25 of the Local Government Act, 1988 and the General Disposal Consent 2005. The transfer of the land to take place following planning approval for the affordable housing units and associated car parking for the new affordable housing units.

[Decision Made on 04/07/06]

**Councillor John Smith: Portfolio – Economic Development**

**DECISION:**

To approve a contribution of £5,000 to support the Community Rail Partnership Officer and the work undertaken in Grantham, in partnership with the County Council and other district partners.

[Decision Made on 04/07/06]

**DATE DECISIONS EFFECTIVE:**

Minute CO29, being a Policy Framework Proposal, stands referred to the Extraordinary Council meeting on 20<sup>th</sup> July 2006. All other decisions as made on 10<sup>th</sup> January 2006 can be implemented on the 19<sup>th</sup> July 2006 unless subject to call-in by the Chairman of the relevant Development and Scrutiny Panel or five members of the Council.

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

**Contact: Cabinet Support Officer- Tel: 01476 406152  
e-mail [j.toomey@southkesteven.gov.uk](mailto:j.toomey@southkesteven.gov.uk)**

## REPORT TO CABINET

REPORT OF: Resources & Assets Portfolio Holder

REPORT NO. AFM 0018

DATE: 26<sup>th</sup> July 2006

<b>TITLE:</b>	Asset Management Plan
<b>FORWARD PLAN ITEM:</b>	Yes
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	14 <sup>th</sup> July 2006
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Key Decision

<b>COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	Councillor Teri Bryant
<b>CORPORATE PRIORITY:</b>	Use of Resources Maintenance of the Council's Assets
<b>CRIME AND DISORDER IMPLICATIONS:</b>	N/A
<b>FREEDOM OF INFORMATION ACT IMPLICATIONS:</b>	N/A
<b>BACKGROUND PAPERS:</b>	Resources DSP 07.06.06, Property Performance Management Group action notes, Asset & Facilities Management files

## **1. INTRODUCTION**

A copy of The Asset Management Plan 2006-2009 (Final Draft) dated July 2006 accompanies this report.

## **2. DETAILS OF REPORT**

The format for The Asset Management Plan has been developed using the following sources of information:-

- Feedback from GOEM upon our previously submitted plan (our rating at that time was Good)
- Advice and knowledge obtained from Beacon Council's and others rated Excellent in Asset Management Planning
- Publications by the RICS policy unit – Asset Management in local Government.

In addition a previous draft has been reviewed by the Portfolio holder, Councillor Bryant, and also by the Resources DSP on Wednesday 7<sup>th</sup> June 2006. Comments received from both these parties have been incorporated into the final draft.

## **3. RECOMMENDATIONS**

That Cabinet adopt The Asset Management 2006 - 2009 (Final Draft).

## **4. CONCLUSION**

Following the launch of the Beacon Peer Support Service (50% match funding for an IDEA / IPF peer review in Asset Management by an "excellent" rated Council) it had been hoped that by our early registration for this we could encourage an early review of our Asset Management Plan. It would now seem that "1<sup>st</sup> come" basis will not apply and that all requests for peer reviews are to be considered by a Beacon Peer Support Service Board in September 2006. Whilst it would have been useful beforehand, and on the basis that The Asset Management Plan is a "live" document, whereupon any recommendations can be acted upon later, it is now appropriate to move forward in adopting a current Asset Management Plan.

## **5. CONTACT OFFICER**

**P Stokes**  
**ASSET & FACILITIES MANAGER**  
**01476 406410**  
**p.stokes@southkesteven.gov.uk**

FINAL DRAFT



# ASSET MANAGEMENT PLAN

## 2006-2009

*"Promoting pride in our communities"*

**South Kesteven District Council**  
STAMFORD • GRANTHAM • BOURNE • THE DEEPINGS

JULY 2006

---

## CONTENT

## SOUTH KESTEVEN DISTRICT COUNCIL

GLOSSARY OF ACRONYM'S USED	3
CORE DATA	4
THE CORPORATE APPROACH	6
PLANNING AND CONSULTATION	7
DATA MANAGEMENT	7
PERFORMANCE MONITORING AND MEASUREMENT	8
PROGRAMME DEVELOPMENT	8
REVIEW OF ASSETS	9
SPENDING AND OUTPUT/OUTCOMES	10
PROPOSED PROGRAMMES	11
APPENDIX 1	13
APPENDIX 2	16
APPENDIX 3	17

---

### **GLOSSARY OF ACRONYMS USED**

SKDC	South Kesteven District Council
ASHE	Annual Survey of Hours and Earnings
ONS	Office of National Statistics
DCLG	Department of Communities and Local Government
LC	Leisure Centre
CPO	Corporate Property Officer
PPMG	Property Performance Management Group
OMT	Operational Management Team
DSP	Development and Scrutiny Panel
DDA	Disability Discrimination Act
UPRN	Unique Property Reference Number
CIPFA	Chartered Institute of Public Finance Accounts
PPI	Property Performance Indicator
ODPM	Office of the Deputy Prime Minister
AMP	Asset Management Plan
CCTV	Closed Circuit Television
PA	Public Address
UV	Ultra-Violet Water Filters
O	Owned Property
L	Leased Property
PL	Partnership Lease

## **CORE DATA**

### **A BACKGROUND TO SOUTH KESTEVEN AREA AND POPULATION**

1. South Kesteven is located in South-West Lincolnshire within the East Midlands, having borders with four other counties. It is a district of great variety covering an area of 94,535 hectares with four traditional market towns and over 100 villages and hamlets.

2. Grantham, the largest town and administrative centre, has a population of approximately 35,385, Stamford around 20,341, Bourne approximately 13,156 and the Deepings around 13,742.

3. Approximately 83,000 people (which is equivalent to 64 per cent of the total population of South Kesteven district) live in the four market towns and the remaining 46,000 or 36 per cent live in the rural areas.

4. At an estimated 129,000 people, South Kesteven is the second largest of the seven local authorities that make up the county of Lincolnshire. The district ranks 7th in population size of the 40 of authorities in the East Midlands after the cities of Derby, Leicester, Northampton and Nottingham. The Office of National Statistics estimates that a further increase of 2.4% is predicted for South Kesteven to 2010. The present population splits are as follows:-

Male	63,200
Female	65,800
0-19	31,100
20-64	75,300
65 and over	22,600

5. There are 75% of the houses in the district owner-occupied, 12% rented from the District Council and 11% rented in the private sector with 2% in Housing Association and Registered Social Landlords.

### **Employment and Unemployment**

6. Over the last 2 years the district's population has increased by 1.24%. The average growth rate per annum was approximately 800 people.

7. Inward immigration from Peterborough and Cambridgeshire has been the primary reason for population increase closely followed by the

growth of food processing operations in Grantham and Bourne drawing in significant EU labour together with their families. The unemployment figure in the District is presently running at 2.1%.

8. The average gross weekly earnings in South Kesteven for 2005 was £429.80, being 8.5% below the regional average of £469.80 (Great Britain £518.70).

\*Statistics from the following sources:-  
Taylor Associates.  
ASHE 2005.  
ONS.  
DCLG.

### **Identified Challenges & Opportunities**

9. South Kesteven is committed to ensuring that services are provided to all users fairly and equally and the Council is mindful of its duty to eliminate unlawful discrimination.

### **Statistical & Financial Context**

10. The Council provides services typically associated with a grouping of small traditional market towns and villages and a large rural area. The Council's gross and net budgets for 2006-2007 are as follows:-

	£000
Gross General Fund Budget	14,455
Net General Fund Budget	5,144
Non-Housing Capital Programme	8,240

11. The Council has a mixed portfolio of non-housing assets summarised by type, number and value as follows:-

	Gross Internal Floor Area (m <sup>2</sup> )	No.	Value £
Admin and Civic Buildings	6,352	5	13,800,000
Depots/Workshops	2,108	1	1,600,000
Industrial & Commercial Units	9,498	6	5,448,500
Sports & Leisure Facilities	16,619	5	27,450,000
Cultural Venues	8,938	6	15,085,000
Public Conveniences	136	4	132,500
Car Parks (incl multi-storey)	-	16	6,100,000
Bus Stations	-	3	530,000



12. Detailed Condition Surveys are undertaken on an annual rolling basis for 20% of the 46 properties of non-housing property assets and a realistic assessment of backlog maintenance is illustrated in the table set out below:-

<b>Backlog Maintenance Across Service Areas</b>			
OPERATIONAL ASSETS	Category 1 Urgent 2006 £	Category 2 Essential 2006 £	Category 3 Desirable 2006 £
<u>Leisure</u> Condition works to Deepings LC subject to resolution of lease arrangements	110,000	-	-
Painting to SKDC Stadium	-	25,000	-
<u>Heritage</u> Maintenance to Monuments (The Conduit)	1,000	-	-
<u>Unadopted Roads</u> Adoption Process to Whitley Way & Halifax Drive, Market Deeping.	-	150,000	-
Adoption Process to Alma Park, Grantham	-	-	300,000
<b>Sub Total</b>	<b>111,000</b>	<b>175,000</b>	<b>300,000</b>
NON-OPERATIONAL ASSETS			
<u>Industrial</u> Security fencing to Graham Hill Way, Bourne	-	-	6000
Kerbing & Paving to Mowbeck Way, Grantham	-	3,000	
<u>Depot</u> Fencing/gates Paving	-	-	5,000
<b>Sub Total</b>	<b>-</b>	<b>3,000</b>	<b>11,000</b>
<b>Combined Total</b>	<b>111,000</b>	<b>178,000</b>	<b>311,000</b>

13. A summary of the Council's draft capital investment plans for the next 3 years (2006/7; 2007/8 and 2008/9), together with the likely sources of finance is provided below:-

	2006/ 07 £000	2007/ 08 £000	2008/ 09 £000
<b>Non-Housing Property</b>			
Community	360	110	
Economic	3,900	1,500	1,000
Engagement	720		
Healthy Environment	2,700		
Resources	560	560	
<b>TOTAL</b>	<b>8,240</b>	<b>2,170</b>	<b>1,000</b>
<b>Sources of Finance</b>			
Revenue Contributions	3,373		
Capital Receipts	2,700		
Grants/Contributions			
Reserves/Provisions			
Borrowing	2,167	2,170	1,000
<b>TOTAL</b>	<b>8,240</b>	<b>2,170</b>	<b>1,000</b>

---

## **ASSET MANAGEMENT PLAN**

### **THE CORPORATE APPROACH**

**The Asset Management Plan principally considers the Non-Housing Portfolio i.e. General Fund Properties**

1. A designated officer has been appointed by the Corporate Head of Finance and Resources to undertake the lead role for Asset Management. In this context the Asset & Facilities Manager has been designated as the Lead Officer (the Corporate Property Officer) in order to develop the Asset Management process. This post reports through the Property Performance Management Group to the Operational Management Team and thence to Cabinet. The role of the post is to implement and co-ordinate a corporate approach to Asset Management within the Council and to develop the Asset Management Plan.

2. Following a recent review, the Council has decided to restructure the way it manages property-related matters. A revised staff structure was introduced in December 2005. Effectively, Property Services was split into Tenancy Services (dealing solely with housing and related matters) and Asset & Facilities Management (dealing with public buildings and the Council's diverse property assets). The Asset & Facilities Management service has evolved from the recent restructuring of the way the Council delivers services through its property asset portfolio. Asset Management is recognised as a strong theme that runs through and cuts across all Council Service Delivery. The Asset Management service drives continuous improvement to the Council's property portfolio to provide shape and form to service delivery in the District as a whole. The Service Manager (CPO) forwards Performance Indicator information to the Property Performance Management Group on a monthly basis.

3. A corporate Property Performance Management Group (PPMG) of officers was set up on 2001 to co-ordinate the development of Asset Management throughout the Council. Representatives of each relevant division have been appointed to the group, which reports to the Operational Management Team (OMT). The PPMG meets every month.

4. The PPMG pro-actively and methodically reviews all land and property to identify surplus holdings, where corporate and service objectives are not being met, including change of use and potential partnerships.

The terms of reference for the group are:-

- To ensure that the Council has suitable and sufficient property assets to allow fulfilment of core roles and responsibilities within local communities;
- To foster a corporate approach to Asset Management;
- To update and implement the Asset Management Plan;
- To interact regularly with stakeholder groups with an interest in property matters, to identify local property needs consistent with corporate objectives;
- Develop long term Asset Management Plans in conjunction with Service Managers and stakeholders to meet future needs;
- Scrutinise and prioritise all requests for additional assets submitted by Service Managers;
- To carry out project prioritisation and evaluation including project assessment scoring (as detailed on the form in Appendix 1);
- To identify surplus assets and utilise or dispose of effectively;
- To monitor progress of record keeping, database information, test certification and maintenance of Health and Safety regulations;
- To introduce or modify procedures as required to meet changing circumstances, legislation and priorities;
- To monitor the upkeep of rolling condition surveys and property valuations on an annual basis.

5. The Operational Management Team receives recommendations from the Property Performance Management Group. Asset performance matters, measurements and monitoring are reported by the PPMG to the OMT on a monthly basis and Performance Indicators are then circulated to the Development Scrutiny Panel. New asset matters are added to the team's Significant Project List Database and the Risk Register, the latter having a member assigned to report monthly actions taken and reduce risk.

---

6. Decisions taken by the Cabinet on asset matters are minuted and passed to the Resources Development & Scrutiny Panel (DSP) charged with special responsibility for Asset Management, new policy and scrutinising Cabinet Decisions. Instructions are then fed back into the management process for subsequent action by the CPO.

7. Comprehensive Performance Assessment, Best Value Reviews, budget process, performance management and service delivery plans will all influence the development of the Council's asset base. The Council has approved a Community Strategy and developed Town Centre Partnerships that will influence and impact upon future Asset Management Plans.

### **PLANNING AND CONSULTATION**

8. Asset Management decisions are informed by the following groups:-

- Members and Cabinet
- Local Area Assemblies
- Lincolnshire County Council
- Bourne Town Council
- Stamford Town Council
- Market Deeping Town Council
- Parish Councils
- Grantham Civic Trust
- Stamford Civic Society
- Stamford Vision
- Grantham Future
- Town Centre Management Partnerships
- Local Strategic Partnerships
- Deepings Community Trust
- Lincolnshire Constabulary
- Lincolnshire Fire Brigade
- Local Businesses
- Bourne United Charities
- Tenants
- Partners
- Access Ability South Kesteven
- Environment Agency
- Utilities Operators

9. Information brought to the Property Performance Management Group by stakeholders is periodically sifted and added to tenant's requests and staff contributions towards improvements in Asset Management within the authority.

10. A recent survey of Operational buildings within the authority found that all meet current requirements for service delivery. The latest information (October 2005) showed that all are

open for disabled access, a priority identified for rectification in previous asset management plans and Best Value Reviews, achieving a targeted requirement for 2005-06. During 2005 a disabled access lift was completed at SKDC Stadium, Grantham, built within time and under budget to meet the requirements of the DDA. This was funded in partnership with the Football Association.

11. Accurate requirements are fed into the budget process from information derived from Condition Surveys and backlog maintenance reports.

12. People were given the chance to have their say on shaping the future of Stamford, Bourne and The Deepings. These three towns alongside Grantham were the subject of a report commissioned by SKDC. Contained in the draft action plan is a vision of proposed and planned areas of development including a facelift for Bourne Town Centre, development of East Street and Welham Street car parks, Grantham.

13. The Property Performance Management Group uses the information from the consultation process to develop the Council's Asset Management Plan and ensure priorities are fed through to the Capital Programme and provision is planned for future service delivery needs.

### **DATA MANAGEMENT**

14. Details of the Council's 908 assets (buildings and open spaces) are recorded on a software package provided by Logotech Systems Ltd. The system contains both Financial and Property elemental information attached to Unique Property Reference Numbers (UPRN) as follows for:-

Financial Database:

- Budgets
- Expenditure
- Disposals
- Core Financial database
- Rental Income.

Property Database:

- Key (UPRN) details
- Attributes
- Valuations
- Legal
- Condition
- Tenancy details.

---

15. From the detailed Condition Surveys in paragraph 12 (Core Data), properties are graded by CIPFA ranking A to D for condition. Suitability and sustainability are assessed continually, most recently in the light of the Audit Commission Review of the Strategic Housing Service, which subsequently led to a staff and accommodation review.

16. The main non-housing property portfolio consists of 46 major properties for which the Council maintains an interest and maintenance responsibility. These are detailed under Appendix 2.

17. The Property Performance Management Group continually reviews the Council's assets in order to meet future service delivery requirements, Corporate Objectives and compliance with local plans and strategies. By way of these reviews, the Council identified five surplus assets for potential disposal between 2006-2009 as follows:-

- South Road Development Land, Bourne
- Rainbow Centre Car Park, Market Deeping
- West Street Car Park, Billingborough
- East Street Car Park, Grantham
- Open Space, Bridge Street, Market Deeping.

During July 2006, reports will be prepared for Cabinet and the Resources DSP relating to surplus assets for consideration and possible disposal of additional assets.

18. Information from condition surveys is used to inform the capital and revenue budget process. Property condition comparisons are benchmarked against other local authorities.

19. Principal backlog maintenance identified, predominantly falls within three categories:

- A small amount of Heritage work to monuments,
- An upgrade of office security,
- Upgrading of UV equipment to Leisure Centres within 2006-07.

20. A comprehensive Asbestos Survey was carried out in 2005 on all the public buildings within the Council's responsibility, including those built after 1996. A copy of each survey has been lodged at Receptions at every site for Contractors' inspections prior to work taking place in these buildings. Firm instructions

have been issued to all tenants and users to draw Contractor's attention to these files

21. A customer survey of Council operational buildings was carried out by way of questionnaires and on-site surveys followed up by recommendations from Service Managers to the Property Performance Management Group. Responses to the survey were cross-referenced to the Audit Commission Review and together they exposed the need for further consolidation in housing matters, both management and service delivery. Accommodation difficulties thrown up will be resolved by leasing other offices following the re-organisation and the creation of a Customer Services Centre. A linked Accommodation Review has been carried out for offices in 26/27 St Catherine's Road, Grantham.

### **PERFORMANCE MONITORING AND MEASUREMENT**

22. During the course of 2005/06 the Council collected data in order to compile the five National Performance Property Indicators.

23. It is accepted that information collected will go towards comparisons with other local authorities and private sector agencies regularly. The Council is, therefore, a contributor and sharer of property performance information with ten other local authorities of similar size and outlook across England.

24. Additionally, local PPI's are collated and information is shared with adjacent authorities.

25. Outcomes from the PPI process and subsequent benchmarking are used as a reference source for the following years Service Delivery Plans.

26. The Corporate Property Officer is responsible for reporting through the PPMG to the Operational Management Team any inadequate property performance against targets and will make recommendations for improvements. Progress is monitored by the OMT against the Capital programme.

### **PROGRAMME DEVELOPMENT**

27. Each capital scheme received from Service Managers is assessed via a project evaluation process of points being awarded for key criteria laid down in the Council's strategic objectives and Corporate Priorities.

---

28. The process is informed and reflects any gap analysis for future or present service delivery against current asset provision. Also specifically identifies value for money and any potential surplus assets created by the development.

29. Project evaluation is undertaken by the Property Performance Management Group. Successful schemes at this stage are prioritised and forwarded to the Operational Management Team for consideration and possible feeding into the draft capital programme being worked up for the next three year programmes. The programmes being sufficiently flexible to allow for set aside or take up, funding permitted.

30. Post-evaluation reviews are undertaken for all capital projects over £25,000. Outturns and outcomes are recorded within the evaluation process and that suitability is still maintained within the corporate objectives.

## **REVIEW OF ASSETS**

31. A review of current assets is undertaken annually. The review considers:

1. What is an asset;
2. Its current state
3. Needs for investment over life cycles of:
  - Up to 1 year,
  - 1 – 3 years,
  - 3 - 5 years,
  - 5 years and over.
4. The relevance of the purpose of the asset in terms of service provisions. The method of disposal of surplus assets is detailed in Appendix 3.

### **Housing Review**

32. A recent OMT review of service delivery within the Council's Housing Services brought about a management restructuring process and exercise that gave rise for the need of a staff accommodation review.

33. The Council's Housing Management Team has been streamlined and the staff accommodation has been consolidated with elements of staff incorporated into the new Call and Customer Services Centre. All providing a better use of existing office accommodation and dovetailing into future expansion of the

Customer Services Centre, reception and information in 2006-08.

### **Public Conveniences Review**

34. A Best Value Review highlighted recent property under-performance for nine public conveniences across the district. After consultation, the PPMG recommended to the OMT that five conveniences should be closed or re-designated as follows:

1. One licensed and managed by a Town Council,
2. One upgraded to an Attendant-managed unit,
3. One sold,
4. One re-developed adjacent to the Customer Services Centre,
5. One subject to further reviews pending consultation and assessment for use by fairs and markets.

These submissions were accepted by the Cabinet and subsequently ratified by the full Council with closures, transfers of management, one refurbishment (2004) and a further refurbishment at Grantham taking place in 2006-07.

### **Customer Services Centre Review**

35. Following Best Value Reviews and cross-cutting Service Plans, the PPMG made recommendations that were forwarded to the OMT as part of a more efficient use of public space at Grantham Council Offices. The Cabinet, on advice from OMT who collected public opinion, authorised the closure of receptions in Environmental Health, Housing and Taxi Licensing. Inquiries for the short term being dealt with by the present Call Centre and eventually being incorporated into the extension of the banking concourse (Customer Services Centre), which will include a refurbished and linked up public convenience from Abbey Gardens, Grantham.

### **Car Parks Review**

36. From the 2004 Asset Review, the Cabinet considered a report regarding the development of Watergate and East Street car parks, Grantham. There followed a recommendation from the Cabinet that competitive tenders should be sought for the construction of a multi-storey car park on the existing Welham Street site. Further authorisation was given for

---

the demolition of East Street car park (former Kwik Save site) and budgets laid in place to provide a temporary surfaced car park until such time as Welham Street is completed. It is planned that East Street car park is marketed for development once the Welham Street contract has been let.

37. A cost benefit analysis has been undertaken and the proposal study calls for the demolition costs, site surveys, planning costs and set up expenditure to be recovered from the sale for development as does all temporary car park works and materials.

#### Drainage and Watercourses Review

38. Flood and storm damage monitoring in the villages of Aisby and Pickworth has identified the need for culverting. Near failures of the Grantham Canal banks were identified from continual monitoring and small works are planned for 2006-07 followed by a major programme at a later date in partnership with other agencies. Scouring and erosion to the River Witham banks will be actioned in 2006-07, for which the Environment Agency is responsible.

#### **SPENDING OUTPUTS/OUTCOMES**

39. The Council operates a medium term Asset Capital Programme, which is revised on an annual basis each November.

40. The capital programme is bolstered by revenue income, sale of surplus assets, funding from such as the Lottery, Sport England and ODPM initiatives etc. A degree of expertise is embedded within the Council that is skilled at getting self-financing projects off the ground, on time and within budget. Skills honed upon historical successes such as the Meres Leisure Centre, the Scotgate and Park Air factories. Future projects will, where possible, benefit from new procurement policies being set in place to meet e-government requirements.

41. After the capital programme has been adopted by the full Council, it is regularly monitored by the PPMG and outcomes are reported to the OMT.

42. The PPMG is responsible for reviewing the Asset Management Plan (AMP) action plan and performance measures to ensure they meet the requirements of future plans.

#### **KEY ISSUES TO KEEP UP WITH:-**

- 1) All industrial & commercial units to be let.
- 2) Increase energy efficiency to all Council public property.
- 3) Increase the use of Green products and use reclaimed building materials where possible and cost-effective to do so.
- 4) Continually review staff accommodation space and utilisation.
- 5) Maintain all public buildings open to disabled access.
- 6) Incorporate changes to meet new legislation.
- 7) 20% annual valuations.
- 8) 20% annual condition surveys.
- 9) Updating Property Database.
- 10) Complete the Annual Planned Maintenance Programme.

#### **KEY INVESTMENT ISSUES FOR NEXT THREE YEARS WILL BE:-**

- 11) Rectification of contaminated land at Wharf Road car park, Stamford. (Anticipated completion October 2006).
- 12) Grantham Canal preliminary and intermediate works.
- 13) Demolition and temporary car park at East Street, Grantham. (Completion April 2006).
- 14) Construction of Welham Street multi-storey car park, Grantham.

#### **43. COMPLETED PROGRAMME 2005-06**

- 1) New emergency lighting installed at Council Offices, Grantham.
- 2) Lift installed at SKDC Stadium.
- 3) Installation of security film to ground floor windows at Council Offices, Grantham.
- 4) New lighting, CCTV & surfacing to multi-storey car park, Grantham.
- 5) New track surfacing and stand refurbishment to SKDC Stadium.
- 6) Security works to Toft Tunnel, Bourne for health and safety reasons in provision of access to key holders only
- 7) Installation and refurbishment of intruder alarms to Council Offices, Grantham.
- 8) UV installation to Stamford and Bourne Leisure Centres.
- 9) Asbestos surveys to public buildings.

---

## **PROPOSED PROGRAMMES**

### **44. PROPOSED PROGRAMME 2006-07**

- 1) Customer Services Centre, Grantham.
- 2) Install new access control system to Council Offices, Grantham.
- 3) Install security fencing to Civic Offices, Grantham.
- 4) Refurbish office CCTV & link to Control Room.
- 5) Infrastructure development to Northfields Industrial Estate and adoption of existing roads and sewers.
- 6) Start up work to Grantham Canal project.
- 7) Demolition and temporary car park at East Street, Grantham.
- 8) Construction of multi-storey car park at Welham Street, Grantham.
- 9) Rectification of contaminated land at Wharf Road car park, Stamford.
- 10) Refurbishment of Abbey Gardens public conveniences, Grantham.
- 11) Installation of PA system to Council Offices, Grantham.
- 12) Programmed maintenance to public and leisure buildings.
- 13) Annual Closed Churchyard survey and safety work.
- 14) UV installation to Meres Leisure Centre, Grantham.
- 15) 20% of condition surveys to public buildings.
- 16) 20% of Insurance Valuations.
- 17) Upgrade unadopted road, Back Lane, Radcliffe Road, Stamford.
- 18) Obtain grant and replace 120no. streetlights prior to adoption.

### **45. SUMMARY OF PREPARATORY ACTION IN 2006 FOR 2007/08**

July	- Review of Surplus Assets
August	- Prepare Service Delivery Plans
	- Prepare Property Targets and Business Plan
September	- Capital Appraisals
	- Stakeholder survey
October	- Report appraisal priority to PPMG
	- PPMG reports to OMT
November	- Scrutiny Panels consider PPI progress
	- Cabinet budgets for approval and forwarding to Full Council.

### **46. PROPOSED PROGRAMME 2007-08**

- 1) Marketing of East Street development land, Grantham.
- 2) Grantham Canal bank work.
- 3) 20% of property valuations.
- 4) 20% of public property Condition Surveys.
- 5) Closed Churchyard safety survey and work.
- 6) Other works identified from:-
  - Condition Surveys
  - Public Consultation
  - Stakeholder Surveys
  - Local Strategic Plan
  - Service Delivery Plans
  - Changing Legislation
  - Accommodation Reviews
- 7) Planned maintenance schedules.

### **47. PROPOSED PROGRAMME 2008-09**

- 1) Grantham Canal bank improvements.
- 2) 20% Property Insurance Valuations.
- 3) 20% of Public Property Condition Surveys.
- 4) Closed Churchyard safety survey and works.
- 5) Insurance Valuation of Civic Artefacts, Regalia and Works of Art.
- 6) Other works identified from:-
  - Condition Surveys
  - Public Consultation
  - Stakeholder Surveys
  - Local Strategic Plan
  - Service Delivery Plans
  - Changing Legislation
  - Accommodation Reviews
- 7) Planned maintenance schedules.

---

## **APPENDICES**



---

## **APPENDIX 1**

<b><u>Capital</u></b> <b>Project:</b>	
1.	<b><u>Project Proposer</u></b>
2.	<b><u>Project Details</u></b> <i>Basic summary of proposal</i>
3.	<b><u>Location/Address (if applicable)</u></b> <i>Include site location plan</i>
4.	<b><u>Identification of Priority Area e.g. Town Centre – A</u></b>
5.	<b><u>Evidence of Needs/Objectives of Project</u></b> <i>Consider Local Consultation, Service Strategy, National Strategy and Statutory Obligation</i>
6.	<b><u>Evidence of Partnership Support</u></b> <i>Please provide full details</i>

---

7.	<b><u>Identify Outputs and Outcomes of Project</u></b>
8.	<b><u>Financial Implications (Capital and Revenue)</u></b> <i>Quality of Estimates, Detail Revenue Implications</i>
9.	<b><u>Level of Risk – Uncertainty identified with project</u></b>
10.	<b><u>Timescale</u></b> <i>Detail timescales for planning/consultations/approvals and likely tendering/construction phases through to completion</i>

Completed by:

Date:

## Project Assessment

**Project Ref:**

**Project Description:**

Stage 1 Factor	Comments	Stage 2 Detailed Prioritisation		Ranking	Score	Total
Priorities	Schemes must be linked to at least one of the Councils category A or Category B priorities.	Each scheme to be marked on a Scale of 0-4 (priority A) services and 0-2 (priority B) services to indicate how well the scheme meets each priority. Therefore schemes, which are cross cutting, will benefit.	Town Centre Development	0-4	0	0
			Access to Services	0-4	0	0
			Recycling	0-4	0	0
			Anti-social Behaviour	0-4	0	0
			Communications	0-4	0	0
			Affordable Housing	0-4	0	0
			Use of Resources	0-4	0	0
			Business Development	0-2	0	0
			LSP & Community Strategy	0-2	0	0
			Housing Management	0-2	0	0
			Diversity	0-2	0	0
			Maintenance of Council assets	0-2	0	0
			Street Scene	0-2	0	0
					0	
Evidence of Needs	In some cases local demands are in excess of national guidelines and strategies and this tries to acknowledge that the two must be balanced. This will cover Health and Safety related schemes.	All factors will receive equal weighting.	Local Consultation	1-5	0	0
			Service Strategy	1-5	0	0
			National Strategy	1-5	0	0
			Statutory Obligation	1-5	0	0
						0
Partnership Eligibility under existing criteria can be demonstrated.	Show that work has been done to ensure that the obtaining of external finance is realistic. The degree to which partnership will add value to the project.	The proportion of finance, which will be met by third party. The likelihood of receiving support. Assessment of the value the partner will add to the project.	Evidence of 3 <sup>rd</sup> party contribution.	0-15	0	0
Outputs & Outcome These have been clearly identified and can be justified from supporting evidence.	This will enable the Council to improve the way it reports its work and clearly show what is being achieved. A standard list of outputs/outcomes will be prepared so as to assist in comparing different schemes.	A list of factors will be established. These may be grouped. Assessment then made on what the scheme will achieve.	Evidence	0-10	0	0
Financial Capital costs have been based on internal or external professional advice. Revenue implications have been properly developed.	Capital costs include both works and land purchase. Try and avoid 'guesstimates'; which results in schemes requiring increased finance or having to be reduced to meet finance available.	Capital will be based on the quality of work, which has been put into estimate, eg costed feasibility studies. Revenue will be based on whether the effect is positive, neutral or negative on the revenue budget. VAT impact on Council's 5% test.	Capital: Evidence	0-5	0	0
			Revenue: Evidence	0-5	0	0
						0
Risk Assessment Identify the level of risk in a project not being able to proceed.	Try to ensure that not all schemes selected are high risk with the danger that there will be delays in delivery or non-delivery	The following will all need to be considered: Technical Issues Financial Uncertainty Partnership Uncertainty Planning Issues Legal Issues	High Risk = Low Score	0-5	0	0
			Low Risk = High Score			
Timescales			Timescale Certainty High	4	0	0
			Timescale Certainty Low	0		
Total Score						0

## **APPENDIX 2**

### **OPERATIONAL ASSETS**

#### Administration Offices

- |  |   |
|--|---|
| 1) Council Offices, Grantham             | O |
| 2) Bourne Town Hall                      | L |
| 3) Office, Maiden Lane, Stamford         | L |
| 4) Office, Deepings Communication Centre | O |

#### Depot

- |                             |   |
|-----------------------------|---|
| 5) Alexandra Road, Grantham | O |
|-----------------------------|---|

#### Museums & Arts Venues

- |                                    |   |
|------------------------------------|---|
| 6) Grantham Museum                 | O |
| 7) Stamford Museum                 | O |
| 8) Guildhall Arts Centre, Grantham | O |
| 9) Stamford Arts Centre            | L |
| 10) Corn Exchange, Bourne          | O |
| 11) Wake House, Bourne             | O |

#### Leisure Centres

- |   |    |
|---|----|
| 12) Meres Leisure Centre & Stadium Grantham | O  |
| 13) Bourne Leisure Centre                   | O  |
| 14) Stamford Leisure Centre                 | O  |
| 15) The Deepings Leisure Centre             | PL |
| 16) Stamford Indoor Bowls Club              | O  |

#### Public Conveniences

- |                                    |   |
|------------------------------------|---|
| 17) Red Lion Square, Stamford      | O |
| 18) Rainbow Centre, Market Deeping | O |
| 19) Bus Station, Grantham          | L |
| 20) South Road, Bourne             | O |

#### Bus Stations

- |                          |   |
|--------------------------|---|
| 21) Grantham Bus Station | L |
| 22) Bourne Bus Station   | O |
| 23) Stamford Bus Station | O |

#### Off-Street Car Parks

- |                                   |   |
|-----------------------------------|---|
| 24) Wharf Road, Grantham          | L |
| 25) Conduit Lane, Grantham        | O |
| 26) Trent Road, Grantham          | O |
| 27) Watergate, Grantham           | O |
| 28) Greenwoods Row, Grantham      | O |
| 29) Welham Street, Grantham       | O |
| 30) East Street, Grantham         | O |
| 31) St Catherine's Road, Grantham | O |
| 32) Cattle Market, Stamford       | O |
| 33) Wharf Road, Stamford          | O |
| 34) St Leonard's Street, Stamford | O |
| 35) Bath Row, Stamford            | O |
| 36) North Street, Stamford        | O |
| 37) West Street, Billingborough   | O |
| 38) South Street, Bourne          | O |
| 39) Burghley Street, Bourne       | O |

### **NON-OPERATIONAL ASSETS**

#### Industrial/Commercial Property

- |                                       |    |
|---------------------------------------|----|
| 40) Mowbeck Way (8 sites), Grantham   | O  |
| 41) Hollis Road (1 site), Grantham    | O  |
| 42) Graham Hill Way (6 sites), Bourne | O  |
| 43) Park-Air Factory, Market Deeping  | O  |
| 44) Scotgate Factory, Market Deeping  | O  |
| 45) Withambrook (13 sites)            | PL |

#### Civic Building

- |                              |   |
|------------------------------|---|
| 46) Market Deeping Town Hall | O |
|------------------------------|---|

#### **KEY:**

- |                   |    |
|-------------------|----|
| Owned Property    | O  |
| Leased Property   | L  |
| Partnership Lease | PL |

---

## **APPENDIX 3**

### **METHOD OF DISPOSAL OF SURPLUS/UNDER-USED COUNCIL-OWNED PROPERTY**

**AS APPROVED BY PROPERTY PERFORMANCE MANAGEMENT GROUP 20/5/2003**

#### **INTRODUCTION**

This statement sets out in sequence, the procedure to be adopted in connection with the disposal of surplus/under-used property.

#### **1. Definition of Surplus/Under – Used Property**

A site is deemed to be surplus to the Council's requirements if either: -

- a) It makes only a limited contribution to the delivery of the Council's services, strategic or corporate objectives.
- b) It has no potential for future strategic or regeneration/redevelopment purposes.
- c) An alternative site has been identified which would achieve a more cost effective service delivery.

A site is deemed to be under-used if: -

- a) Part of the site is vacant and is likely to remain vacant for the foreseeable future.
- b) The income being generated from the site is consistently below that which could be achieved from:
  - i) Disposing of the site and investing the income
  - ii) An alternative use
  - iii) Intensifying the existing use.

#### **2. Site Identification**

Sites for possible disposal may be identified in the following ways: -

- a) Through Asset Monitoring work being undertaken by the Property Performance Management Group.
- b) Through Service Units declaring specific sites as being surplus to requirements.\*
- c) Through identifying previously unidentified surplus land from the Land Terriers.
- d) Through Local Plan designation.

\* Where an under-used asset is generating an income, a cost/benefit analysis must be carried out to establish whether it is in the Council's best interests to dispose of the site.

At the discretion of the Property Performance Management Group, valuation of assets will be undertaken by the District Valuer.

#### **3. Site Investigations**

Once a potential site has been identified the Property Performance Management Group will ensure consultation with Statutory Authorities and relevant Council Sections to establish whether there are any development constraints on the site. Ground investigation works and desk studies into previous land history, will also be carried out where appropriate.

---

4. **Land Use**

Unless a site is already designated for a specific use in the Local Plan, the above consultations will indicate the potential range of development opportunities for the site. This will be either: -

- a) Housing – Social
- b) Housing – Private
- c) Industrial/ Commercial
- d) Leisure/Community

If any other use is identified, the possibility of development by the Council is to be considered first. Consideration will be given to the potential for revenue regeneration from development of an asset for leasehold purposes in accordance with the Council's corporate and service objectives.

If development by the Council is not required for investment purposes or social provision, then the site may be brought forward for disposal.

5. **Method of Disposal**

Disposal shall be in accordance with the Code of Practice for disposal (JGB publication) and LGA 1972 obtaining best price and related Disposal Consents prescribed from time to time by Statutory Regulations.

Unless a "special purchaser" or a "preferred use" has been identified, all potential purchasers are to be given an opportunity to tender/submit an offer.

6. **Marketing Strategy**

Marketing will generally be via an external agent who will advise on method of disposal. All staff costs, legal costs, consultants costs, etc associated with any potential disposal of an asset (even where such costs do not lead to an actual disposal) are to be recharged to the appropriate cost centre as agreed with the Property Performance Management Group.

7. **Timing**

The timing of any marketing/disposals will need to be considered against the Council's budgetary requirements, together with the current state of the market. Before recommending that a disposal is to proceed, the following factors are to be taken into consideration: -

- Current market conditions
- Potential for the site value to increase in the future
- Has Operational Management Team advised of need to raise capital receipts?
- Regional Planning Guidance – this will influence decisions on the disposal (and acquisition) of land, as well as the future use if individual sites.

8. **Property Performance Management Group**

A report on the disposal or leasehold development of any sites deemed to be surplus or under-used is to be considered by the Property Performance Management Group and reviewed at least annually.

---

9. **Cabinet Approval**

If the PPMG confirms recommendation for disposal or leasehold development, a report will be submitted to Cabinet.

10. **Marketing**

If Cabinet approves disposal the marketing strategy is to be commenced, with a view to identifying a purchaser by the Property Performance Management Group.

11. **Negotiations**

The return from any disposal is to be maximised unless there are over-riding factors identified in the Corporate Plan which take precedence over the receipt of capital, e.g. preferred use or special purchaser. Acceptance of any offer needs to be “franked” by the District Valuer – if less than best price is accepted then justification is required to be evidenced.

12. **Instructions**

Once a purchaser has been identified and all terms of the disposal have been agreed, Legal Services will be instructed.

13. **Completion**

When the disposal has been completed an information item is prepared for Members.

# Agenda Item 8

## REPORT TO CABINET

REPORT OF: HEALTHY ENVIRONMENT PORTFOLIO  
HOLDER

REPORT NO: LAC 150

DATE: 5 JULY 2006

<b>TITLE:</b>	PROCUREMENT OF LEISURE SERVICES PROGRESS REPORT
<b>FORWARD PLAN ITEM:</b>	NO
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	KEY DECISION

<b>COUNCIL AIMS/PORTFOL IO HOLDER NAME AND DESIGNATION:</b>	CLLR RAY AUGER HEALTHY ENVIRONMENT PORTFOLIO
<b>CORPORATE PRIORITY:</b>	CHANGE MANAGEMENT
<b>CRIME AND DISORDER IMPLICATIONS:</b>	MINOR
<b>FREEDOM OF INFORMATION ACT IMPLICATIONS :</b>	This report is publicly available via the Local Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>
<b>BACKGROUND PAPERS:</b>	Report LAC 146 - Consultant's report on leisure trust options Report LAC 147 – Establishment of leisure trust



	Report LAC 148 (and supplementary) – leisure Trust Partnerships Report LAC 149 – leisure trust project plan
--	--

## 1. RECOMMENDATIONS

That consideration be given to revising the council's leisure procurement project plan to allow full market testing of all the leisure procurement options to be undertaken on a concurrent basis.

That consideration be given to identifying investment and service delivery issues for inclusion in the procurement exercise.

## 2. INTRODUCTION

At the meeting of the cabinet on 12 June it was agreed that the indicative project plan, showing three possible stages of procurement, be approved. The first of these stages was soft market testing of the contracting trust market. This report looks at progress on this issue. It also refers to new advice from the audit commission, published on 15 June, on the procurement of leisure services.

## 3. MARKET TESTING

The contracting trust market is comprised of genuine not for profit distributing organisations (NPDO's) and hybrid trusts that have direct links to private sector contractors. The market testing focused on genuine NPDO's. This was achieved by contacting all members of the sports and recreation trusts association (SPORTA). SPORTA has 107 members although very few have expansion strategies.

To date we have received four positive responses from the following organisations.

- Annandale & Eskdale Sports & Leisure Trust (AESLT)
- SOLL Leisure
- Cultural Community Partnerships (CCP)
- Community Leisure Services Ltd (CLS)

We have also received two letters from organisations that are expanding, but only within a defined geographical area.

One of the respondents, CLS, has previously been investigated by the charities commission for having links with a private sector organisation. It was actually set up by DC Leisure, a well-known leisure contractor. The commission found, amongst other things, that CLS had not been sufficiently independent from DC Leisure. However the charities commission reports that CLS is now operating from its own premises and independently of the commercial company. According to the CLS web site the company provides leisure management services for four local authorities, including Lincoln City Council. <http://www.communityleisure.co.uk/index.cfm>

AESLT currently manages several facilities in the Dumfries and Galloway region of Southwest Scotland. To date they have not expanded into management beyond their original boundaries. <http://www.annansportstrust.co.uk/>

SOLL Leisure is a group of companies with two charitable trusts managing 12 leisure facilities within Oxfordshire in partnership with South Oxfordshire District Council, the Vale of White Horse District Council, Didcot Town Council and Thame Town Council. SOLL have established a model charitable company, which, it hopes, will allow the organisation to expand to other parts of the country. It would have ring-fenced surpluses, financial transparency and a local board. SOLL is currently in discussion with Rutland about the delivery of their leisure services. <http://www.soll-leisure.co.uk/index.cfm?fuseaction=cms.ShowPage&PageID=1>

CCP is the leisure trust that operates facilities for East Northamptonshire District Council. Its portfolio includes three leisure centres and responsibility for arts and heritage development work. <http://culturalcommunitypartnerships.org.uk/index.cfm?fuseaction=cms.ShowPage&PageID=8>

The companies that were contacted were given until 14 July to express an initial interest in managing our facilities. There may well be a further response but at this stage, unless things change, the level of interest is probably insufficient to guarantee a competitive response. If that were still the case at 14 July, by following the project plan, we would then begin the process of engaging consultants to work with us on preparing a business plan for an independent leisure trust.

#### 4. THE AUDIT COMMISSION

I have previously referred to a report by the audit commission. It is titled 'public sports and recreation facilities – making them fit for the future'. It can be found at the audit commission's web site.

<http://www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?CategoryID=ENGLISH^576^SUBJECT^115&ProdID=3CC48D79-9F95-40cf-80BA-1BD14E044A43>

The recommendations say that councils should improve the strategic planning of sports and recreation provision and increase overall efficiency by:

- assessing current and future sports and recreation needs locally and their relationship to regional and national needs;
- collaborating with the private, voluntary, health and education sectors and working across administration boundaries in the planning, procurement and delivery of services;
- appraising the options for delivering sports and recreation services systematically in an open and transparent way and testing the market to ensure that the best value option is identified; and
- improving the collection, analysis and use of performance information in order to demonstrate value for money, for example by including financial performance and social outcomes in all contracts.

The following diagram details the recommended route to procurement.



There are several issues raised by this report that could impact upon our project plan. Given that the council is generally complaisant where the audit commission is concerned it is probably appropriate to consider them as soon as possible. A further event to note is the forthcoming gateway review of the procurement process by the 4P's. This will take place from 19 to 21 September, following a planning meeting on 8 September.

## 5. HOW DO WE COMPARE

The audit commission's proposals have three key elements; strategic planning, appraising the options and market testing.

### Strategic planning

The district council undertook a household and user survey on sporting provision in 2001, which resulted in the development of plans to provide additional facilities in Stamford. An indoor sports hall and synthetic turf pitch were the key elements of these plans. This project was halted when the proposals for the synthetic pitch failed to receive planning consent. In 2003 the council commissioned a sports facilities assessment. This revealed that the most significant deficiencies in the council's provision of sports facilities were for a sports hall and synthetic pitch in the south west of the district and for tennis courts located centrally.

The Sport England activeplacespower web tool can help in the strategic planning process but some of its functionality is limited to relatively few sports. However it does confirm the issue about the sports hall deficiency.

The district council has, in recent years, established clear priorities. Leisure is a category m priority (service minimum). Under these circumstances it is unlikely that there will be an opportunity for investment in the expansion of facilities. However the maintenance of facilities is a concern and as part of the procurement process the council has commissioned a condition survey that will be complete by September 2006.

### Appraising the options

The council has already given consideration to different ways of delivering the service. It has hands on experience of direct management and private sector contract management. It has given detailed consideration to a proposal to utilise a hybrid trust and has reviewed the contracting trust market. What it has not done is test all these options, together with an independent trust, side by side.

In order to do that the council would have to change the project plan. At the moment it is heading to stage two that would see a business plan developed for an independent trust. Only if that business plan is unacceptable to the council does it intend to undertake a competitive tendering process, engaging with the private sector. To establish a true comparison of costs it would be more appropriate to undertake the business planning work and the tendering work consecutively so that the cost of setting up a trust can be directly compared to the other market options.

It is also appropriate to give consideration to the inclusion of any investment and service delivery requirements in the planning process.

The council has given detailed consideration to partnership working and this is detailed in previous reports. It is evident that there is little opportunity to find partners in the procurement process.

#### Market testing

The council is now ready to go to this stage.

### 6. CONCLUSION

The work to establish the market for a contracting trust to bid for the management of the council's leisure facilities is nearly complete. There is interest but probably not sufficient to generate strong competition. The project plan now requires the council to develop a business plan for an independent trust for south kesteven. The audit commission has recently published a report providing guidance on leisure procurement. It advises that a leisure trust should not be established until the costs of doing so have been compared with the other procurement options. If the council is to follow this advice it will need to change the project plan to allow the trust option to be evaluated alongside other methods of service delivery.

The report also asks council's to plan strategically for leisure provision and to consider service delivery and investment requirements when preparing a brief.

### 7. COMMENTS OF THE CORPORATE HEAD (FINANCE AND RESOURCES) SECTION 151 OFFICER

I support the methodology promoted by the Audit Commission as it will ensure that a robust process has been followed which in turn should result in the most cost effective solution for the delivery of leisure services in South Kesteven.

Due to the financially complex nature of this procurement and the current internal resource issues it is worth re-iterating that much of the financial work may need to be externalized.

8. COMMENTS OF THE LEGAL SERVICES MANAGER/MONITORING OFFICER

The approach proposed by the Audit Commission will provide an effective means of comparison of the various vehicles for provision of the service.

9. CONTACT OFFICER

John Slater  
01476 406150  
[john.slater@southkesteven.gov.uk](mailto:john.slater@southkesteven.gov.uk)

## REPORT TO CABINET

**REPORT OF:** Chief Executive

**REPORT NO.** CEX346

**DATE:** 7<sup>th</sup> August 2006

<b>TITLE:</b>	Consultation on Local Area Agreement Outcome Framework
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	No
<b>COUNCIL AIMS/PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	All
<b>CORPORATE PRIORITY:</b>	N/a
<b>CRIME AND DISORDER IMPLICATIONS:</b>	Detailed in Report
<b>FREEDOM OF INFORMATION ACT IMPLICATIONS:</b>	N/a

### Background

1. Local Area Agreements are a national initiative to improve integration between local and national government. This is done through reaching agreement on the delivery by local government of key outcomes. Some of these are prescribed nationally others can be set locally.
2. Although no new funding is available for Local Area Agreements they do offer the opportunity of improving efficiency and effectiveness by merging disparate funding streams into a single pot. They also offer Local Authorities the chance to identify any “freedoms or flexibilities” which could be given under ministerial delegated authority to help deliver the outcomes.
3. Local Area Agreements are signed-off on a county basis, and for various reasons Lincolnshire is a little behind other counties in the East Midlands. However there has been rapid progress this year and it is expected that the County LAA will be submitted to the Government Office by September.

4. One advantage of being somewhat later than other parts of the country has been that we can learn from some of the agreements that have already been signed. The best of these incorporate, but are not dominated by, the national priorities. In these documents there is a strong local priority or value that emerges. For example in Stoke on Trent the agreements seeks to focus on preventive measures, whilst in Birmingham it tackles the three big themes of worklessness, housing and health.

### **The Proposals for Lincolnshire**

5. The draft Lincolnshire document is attached as appendix A. It has been produced by a working group set-up by the Lincolnshire Assembly and has been sent-out for consultation.
6. As can be seen there is no over-arching Lincolnshire themes instead, the document follows the four shared national priorities of safer and stronger communities, healthier communities and older people, children and young people and economic development and enterprise. I will address the proposals under each theme in turn and then make some more general remarks.

### **Safer and stronger communities**

7. This relates closely to the priorities of both the South Kesteven LSP and of the Council itself. However little mention is made of preventative approaches, nor of environmental crime (such as littering and fly-tipping). Also the only reference to the diversity and equality agenda comes in a single line regarding migrant communities. In view of this I would make the following recommendation:

#### ***Recommendation 1***

***That a target is set to increase participation in sport, the arts and other diversionary activities amongst children and young people from areas where there is a relatively high rate of juvenile crime.***

#### ***Recommendation 2***

***That targets are set for increasing (by say 20%) detection and prosecution of environmental crime and a co-ordinated campaign across the county is undertaken with the aim of achieving a 10% increase in satisfaction with our response to fly-tipping and other environmental crime.***

#### ***Recommendation 3***

***That a target is set for every Council in Lincolnshire to reach at least Level 2 on the Local Government Equality Standard.***

### **Healthier Communities and Older People**



8. The outcomes stated in this section are mainly derived from the national targets. I do not know the extent to which these targets have been re-configured to take account of the proposed service reconfigurations and reductions proposed by both the PCTs in Lincolnshire and the United Lincolnshire NHS hospital trust. I would have thought that these measures could have had an adverse impact on some of these targets for example on teenage conceptions.
9. In addition the outcomes relating to housing focus solely on non-decent homes and do not set any targets for increasing the provision of affordable homes in the county which is a major priority of both the District and the LSP>

#### **Recommendation 4**

**That the Health community in Lincolnshire is asked to confirm that the targets being proposed are still achievable if all proposals for service reductions and reconfigurations recently proposed are implemented.**

#### **Recommendation 5**

**That a new target is set for improving the provision of affordable homes in the County by 10% per annum.**

#### **Children and Young People**

10. The targets in this area cover a wide range of areas although many specific targets have yet to be confirmed. Obviously the County Council as the authority responsible for Children services has the lead role here and the specific proposals do not feature prominently in this Council's priorities. The only potential omission is under the engagement of young people in democracy and the governance of their communities. This is part of our priority for access and we have sought to set-up specific youth forums as well as staging citizens juries which have engaged young people.

#### **Recommendation 6**

**That a new target is set for the engagement of young people in local democracy by the establishment through-out the County of youth forums or councils.**

#### **Economic Development and Enterprise**

11. The measures proposals here try to balance between increasing the employment rate and addressing the low-wage, low-skills economy reflected in a very poor county GVA.
12. Where targets are proposed for areas of deprivation (which uses the deprived areas funds eligibility as a benchmark and therefore excludes areas in South Kesteven), they appear rather modest at just 1%.

13. No mention is made in this section of the crucial importance of market towns as rural capitals and the engines for the revival of the rural economy.
14. No proposals made to improve transport links or tackle some of the traffic congestion problems that deter potential investment from the county.

#### **Recommendation 7**

***That a more ambitious target is considered for improving employment in deprived areas.***

#### **Recommendation 8**

***That a new target is introduced to undertake health checks on all market towns in the County and to prepare specific action plans for improving the economy and vitality of each of these settlements.***

#### **Recommendation 9**

***That serious consideration is given to introducing a new target relating to improving transport within the county.***

#### **Freedoms and Flexibilities**

15. If the scope of the Local Area Agreement was increased in accordance with the measures proposed in this report there is one important freedom and flexibility that could be granted by the government and would have a very significant impact for our communities.
16. This would be for the Department of Communities and Local Government to permit authorities in Lincolnshire to use the Major Repairs Allowance (MRA) to fund the provisions of new social housing. This allowance was allocated to Local Authorities with housing stock in order to enable them to meet the decent homes standard purely on the basis on stock age and type, without access to accurate stock condition data or knowledge regarding the effectiveness of previous maintenance and renovation programmes by Local Authorities.
17. The result of this practice has meant that authorities such as South Kesteven with well a maintained stock have built up a large MRA reserve which can not be spent on any other purpose. The problem is compounded by the fact that in the past the authority chose to fund housing renovation and improving from capital receipts (which could have been used to fund new social housing) rather than using the MRA

#### **Recommendation 10**

***That in negotiating the Local Area Agreement a specific flexibility is sought for all Lincolnshire authorities to use any MRA reserves to fund the provision of new social housing and to retain these reserves for this sole purpose following any transfer of the housing stock.***

18. One other, more ambitious freedom that could be sought would be to be given pilot status to consider charging householders for the production of household waste. South Kesteven is currently rolling-out wheeled bins which will be chipped with the technology enabling us to quantify exactly how much recyclable and non-recyclable waste is being produced by each property in the District. This gives us the ability to charge, or offer rebates, according to the amount of non-recyclable waste each household produces. If we did receive this discretion we could use experience gained in Ireland to model the level of charges and rebates. I would further advocate fairly broad bands. Clearly the charges/rebates would need to be calculated on an annual basis and if this was done in a calendar year they could be included within the Council tax bill for the following year, thus minimising collection costs.
19. This would be a more difficult flexibility for the government to grant since it would require primary legislation.

#### ***Recommendation 11***

***That in negotiating the Local Area Agreement a specific flexibility is sought to enable collection authorities in Lincolnshire to levy charges or offer rebates to householders to reflect the amount of non-recyclable waste being produced from their property.***

#### ***General Remarks***

20. Although this report makes several recommendations to increase the scope of the Local Area Agreement it is recognised that the best agreements have a clear focus and this may mean reducing the scope accordingly. No overarching theme has yet emerged for Lincolnshire. I would suggest that a theme around innovation in service provision would provide a spur to challenge conventional thinking.

#### ***Recommendation 12***

***That the Council strongly urges partners to engage in a process that can lead to a clear vision or theme for the Lincolnshire Local Area Agreement.***

Duncan Kerr  
Chief Executive

**Local Area Agreement for Lincolnshire  
Draft Outcomes Framework 30<sup>th</sup> June 2006**

**Note:**

**Bold** typeface indicates national mandatory outcome & indicator

***Bold italic*** typeface indicates mandatory outcomes & indicators attaching to areas in receipt of Neighbourhood Renewal Fund, and areas denoted Spearhead PCTs (applies to Lincoln City)

*Italic* typeface indicates LPSA2 outcomes & indicators (these run to 2008)

**Safer and Stronger Communities**

<b>Outcomes</b>	<b>Indicators</b>
<b>Reduce crime</b>	<p>Reduction in overall British Crime Survey comparator recorded crime. Targets must be those as agreed between crime and drugs partnerships and GOs to support delivery of Home Office PSA1.</p> <p>A County level target will need to reflect the targets of the crime and drugs partnerships, and any aggregation will need to be agreed with the GO.</p> <p>Reduce the proportion of adult and young offenders and prolific and other priority offenders who re-offend.</p> <p>Improved fire safety, including deaths by fire and incidence of arson</p>
Reassure the public, reducing the fear of crime	<p><b>Indicators to be agreed in negotiation</b></p> <p>Targeted interventions for those most vulnerable to crime, for example through doorstep crime reduction and awareness programmes</p>
<b>Reduce the harm caused by illegal drugs</b>	<b>Reduce public perceptions of local drug dealing and drug use as a problem</b>
<b>Build respect in communities and reduce anti-social behaviour</b>	<p>Increase in percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area</p> <p>Increased percentage of people who feel that parents in their local area are made to take responsibility for the behaviour of their children</p> <p>Increased percentage of people who feel that people in their area treat them with respect and consideration</p> <p>Reduce people's perceptions of ASB (using the seven issues stated in the survey)</p> <p><i>These indicators should draw on the data in the Local Government User satisfaction survey).</i></p>
Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery.	<p>Percentage of residents who feel they can influence decisions affecting their local area</p> <p>Percentage of people who feel that their local area is a place where people from different backgrounds get on well together</p> <p>An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year</p>
<i>Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets</i>	<p><i>Reduction in overall British Crime Survey comparator recorded crime.</i></p> <p><i>Targets must be those as agreed between crime and drugs partnerships and GOs to support delivery of Home Office PSA1. A County level target will need to reflect the targets of</i></p>

<i>and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district</i>	<i>the crime and drugs partnerships, and any aggregation will need to be agreed with the GO</i>
<i>Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus</i>	<p><i>Reduction by 2008 in levels of litter and detritus using BV199 at district level</i></p> <p>Improved environment in towns, building on Market Town regeneration initiatives currently in place.</p>
<i>Improved quality of life for people in the most disadvantaged neighbourhoods; service providers more responsive to neighbourhood needs; and improved service delivery</i>	<i>Percentage of residents (in areas receiving these SSCF funding elements) reporting an increase in satisfaction with their neighbourhoods</i>
<i>Reduce violent crime</i>	<i>Total number of offences of violence against the person crime, robbery and sexual assault, as recorded by Police</i>
<i>Tackling Alcohol Abuse</i>	<p>1. The number of people aged under 18 in treatment for alcohol  2. The percentage of successful treatment outcomes for those in for those in treatment  3. The number of under 18s involved in alcohol-related incidents attended by Lincolnshire Ambulances</p> <p>Promoting a responsible approach to alcohol that balances the economic and social opportunities it offers with the harm that it causes</p>
<i>Reducing the numbers of people killed or seriously injured on Lincolnshire's roads</i>	<i>Number of people killed or seriously injured (KSI) on the roads in Lincolnshire, as measured by STATS 19</i>
<i>Reducing the numbers of people accidentally killed or seriously injured</i>	<p>Road KSI (above outcome could be integrated into this as an indicator)  Deaths &amp; injuries in fires  Accidents at home  Accidents at work</p>
<i>Ensuring our community is accessible to all regardless of disability or age</i>	<p>Promote engagement with disabled and older people so that they have real influence on public services – indicators include:  Numbers of people assessed through disability specific/old age consultation and involvement for a Proposition of public service policy decisions that can demonstrate specific engagement with disabled/older people</p> <p>To improve access to and provision of public and community transport, particularly targeted to isolated rural communities and those at risk of social exclusion</p> <p>Improve access to public services through more joined up and outreach approaches</p>
<i>Strengthen community cohesion and social inclusion</i>	<p>Improved community leadership  Improved leisure and cultural opportunities  Increased community engagement and participation (especially</p>

	children and older people) Indicators and measures to be developed around social inclusion and access for particular groups Students Older people and those retired Migrant workers and families of migrant workers Small rural communities People with disabilities and long-term health conditions
Strengthen the voluntary sector	Develop locally accessible, flexible and responsive services Levels of participation in voluntary activity within local communities

## Healthier Communities and Older People

Outcomes	Indicators
<p><b>Improve health and reduce health inequalities</b></p>	<p><i>Reduce health inequalities within the local area, by narrowing the gap in all-age, all-cause mortality.</i></p> <p><b>Reduce health inequalities between the local authority area and the England population by narrowing the gap in all-age, all-cause mortality</b>  Data on all cause premature mortality (under 75 years) records 21% reduction in mortality overall in Lincolnshire(1999-2005). The differential between the most deprived and least deprived wards (by quintiles) records similar levels of improvements across all wards, therefore there is little narrowing of the gap between the worst and the best quintiles</p>
<p><b>Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD) (smoking, diet and physical activity)</b></p>	<p><b><i>Reduce premature mortality rates from heart disease and stroke and related diseases so that the absolute gap between the national rate and the rate for the district is reduced by [x]% by 2010 [x to be agreed as part of the contribution to the reduction in the gap between the Spearhead Group and the England average (national PSA target)]</i></b>  CVD Premature Mortality for Lincoln (compared with WLPCT) records a 20% reduction in mortality rates for the city. The WLPCT experienced a 32% reduction rate over the same time period. The Lincolnshire figure was 33% reduction. Lincoln is not narrowing the gap and will need to perform in excess of 40% reduction on the 1996 baseline.</p> <p><b><i>Reduce the gap in premature mortality rates between the most deprived 20% of wards/neighbourhoods and the least deprived 20% of wards/ neighbourhoods with a particular focus on reducing the gap in smoking prevalence in those areas</i></b>  Data on all cause premature mortality (under 75 years) records 21% reduction in mortality overall in Lincolnshire(1999-2005). The differential between the most deprived and least deprived wards (by quintiles) records similar levels of improvements across all wards, therefore there is little narrowing of the gap between the worst and the least quintiles</p> <p>Reductions for mortality for CHD records an overall 36% reduction for Lincolnshire from 1998 – 2005. There is little differentiation in inequality between worst and least deprived quintiles. No narrowing of the gap has taking place.  Reductions in mortality form Stroke records a 22% improvement in Lincolnshire. There has been a greater reduction in mortality from Stroke in the most deprived wards (31%) than the least deprived (3.8%)</p> <p>Mortality from Diabetes has grown by 1% between 1998-2005; with greatest increases seen in the most deprived wards (11%) than the least (-23%)</p> <p><b>Reduce adult smoking prevalence rates</b>  Adult smoking prevalence information is not robust. A “Snapshot” piece of primary care information estimated 34% of males and 26% of females smoking.</p> <p><b>Increase the number of four-week quitters</b>  The number of four-week quitter targets being achieved = 73% (1% above target). Across the PCT areas there has been a 92-100% improvement in the four-week quit success rates. No</p>

	<p>inequalities differential is available.</p> <p><b>Reduce the percentage of women smoking during pregnancy (1% per year)</b> Lincolnshire has seen a 2.3% reduction in smoking during pregnancy between 1998/99 and 2005/06. Quit rate is 72%</p> <p><b>Increase the number of smoke-free homes</b></p> <p><b>Increase the number of smoke-free workplaces</b></p> <p><b>Halt the year on year rise in childhood obesity</b> No local figures available yet. PCTs are planning how to implement BMI measurements for children. (Relate to CH&amp;YP Block) Primary Care will seek to improve BMI measurements for adults through the Quality Outcomes Framework (QOF)</p> <p><b>Increase the number of children and young people participating in one hour of moderate physical activity each day</b></p> <p><b>Increase the number of adults taking at least 30 minutes moderate physical activity on five days or more a week:</b> E. Mids figures note 30% active. No Lincolnshire figures available.</p>
Reduced premature deaths from cancers	<p><b><i>Reduce mortality rates from cancer by at least 20% in people under 75, with a reduction in the inequalities gap of at least 6% between the worst and the population as a whole</i></b> Reduction in cancer mortality in Lincolnshire is 11% (1998-2005); with greater improvements in worst deprived wards (14%) than least (-1%)</p>
Improve the health of children, families and young people	<p><b>Improve breast feeding rates (1% per year):</b> There has been a 2.6% increase in breast feeding across the PCT areas over the past two years</p> <p><b>Improve childhood vaccination rates</b> Immunisation rates range from 85-95% for the range of vaccinations available</p> <p><b>Reduce the under 18 year conception rates (see Sexual Health):</b></p> <p><b>Achieve a 95% accreditation of schools through Healthy Schools by 2008:</b> 70% of Lincolnshire schools engaged: 35% accredited</p> <p><b>Establish a comprehensive CAMHS services by 2006; comprehensive strategy by 2007</b></p> <p><b>Managing the impact of cluster change</b> Ensuring that changes in organization of service provision reflects needs of local communities for the long term</p>
Improve the physical health of the population—through reducing the misuse of substances & misuse of alcohol	<p>Inequalities Targets - 'narrowing the gap' between the best and the worst</p> <p>No differential available. A DAAT produced Heroin and Alcohol Index provides a differentiation of prevalence across Lincolnshire.</p> <p>Alcohol Targets (See Safer and Stronger)</p> <p>Drugs Key Performance Indicators. DAAT KPIs exist and are performance related</p> <p><b>Increase the number of drug treatment users participating in treatment services</b></p> <p><b>Increase the number / % participants completing successful drug treatments – 63% of treatment packages got to completion (on target)</b></p>
Improve the sexual health of the population, including tackling teenage conceptions	<p><b>Reduce the under 18 conception rates by 50% by 2010</b> A 18% reduction in teenage conception rates for Lincolnshire is noted from 1997 to 2003. District authority rates vary from a 35% decrease to a 11% increase.</p> <p><b>Improve access to GUM within 48 hours</b></p> <p><b>Decrease the rates of new Gonorrhoea diagnosis</b></p> <p><b>Increase the % of 15-24 years accepting Chlamydia screening</b></p> <p><b>Enable access to abortion within 2 weeks before 10 weeks gestation</b></p>



Improved mental health, well-being and social networks	<p><b>Improve the mortality rate from suicides by at least 20%:</b> Annual suicide prevention report produced with associated action plans. There has been a 10% reduction in suicide rates in Lincolnshire from 1998/00 to 2002/04. the greatest reduction has been in the least deprived wards (32%) than the worst deprived wards (-10%)</p> <p><b>Reduce the number / rate of cases of self harm:</b> <b>Improve life expectancy of mental health service users:</b> <b>Reduce the number of mental health service users on incapacity benefit:</b> <b>Increase the number of mental health service users volunteering or in employment:</b></p> <p><b>LDP Target – 8% reduction in Mental Health emergency admissions:</b> There has been a 53% reduction in emergency admissions for Mental Health from 1998/99 to 2005/06. The range of change between the worst and least deprived wards ranges from 55% to 50%</p>
Improve independence of older people	<p><i>The percentage of older people aged 65 or over surveyed, who report being satisfied<sup>1</sup> with the help they received from Lincolnshire Social Services and satisfied<sup>1</sup> with the services purchased directly using “on-going” Direct Payments, as measured by PAF D52 (older people home care user survey – satisfaction with services)</i></p> <p><i>The number of older people aged 65 or over moving permanently into residential care, as measured by PAF C26</i> <i>LCC LPSA performance at March 2005 was 972 people.</i></p> <p>Older people experience greater choice and control over decisions that affect their lives. Possible indicators:</p> <ul style="list-style-type: none"> <li>• Development of new and upgraded accommodation options, eg extra care housing, retirement villages</li> <li>• Rollout of individual budgets, self assessments and expanded use of Customer Service Centre</li> <li>• Greater role for voluntary organisations in supporting vulnerable adults</li> <li>• Increased use of telemedicine and telecare</li> </ul>
Improve the functional independence of older people to improve health and avoid unnecessary hospital admissions	<p><b>Number of emergency unscheduled acute hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008*) occupied by a person aged 75 or over in NHS hospitals in Lincolnshire:</b> <i>Hospital admissions for 65years and over have seen a 39% increase between 1998/99 and 2005/06 Short-stay emergency admissions (1-2 bed days) have seen a 105% increase over that time period; with the greatest increase in the least deprived wards (129%) when compared the worst deprived wards (73%). Longer stay emergency admissions (7+ bed days) has seen a 2.5% rises over the same time period; with the greatest increase in the least deprived wards (11%) when compared with the worst (-4%)</i></p> <p><b>Reduce the admissions to hospital for falls over 65 years by 20% by 2010:</b> <i>There has been a 7.2% increase in the hospital admissions for falls between 1998/99 and 2005/06; with the greater increase in the worst deprived wards (7%) than the least (2.1%). Peak increase in the middle quintile wards (17%)</i></p>
Improve household income for retired people through	<p><i>The number of Pension Credit claimants in Lincolnshire (caseload), as measured by DWP quarterly statistics</i> <i>The number of Attendance Allowance claimants in Lincolnshire</i></p>

increased take up of Pension Credit, Council Tax and Housing Benefit	(caseload), as measured by DWP quarterly statistics The number of Housing Benefit claimants over 60 in Lincolnshire (caseload), as measured by data from MIS returns to DWP from Lincolnshire District Councils The number of Council Tax Benefit claimants over 60 in Lincolnshire (caseload), as measured by data from MIS returns to DWP from Lincolnshire District Councils
<b>As part of an overall housing strategy for the district, improve housing conditions within the most deprived neighbourhoods/wards with a particular focus on ensuring that all social housing is made decent by 2010</b>	<b>The two-year combined sample (2005/6 to 2006/7) from the continuous English Household Condition Survey (EHCS) reporting in 2007 confirms that the reduction in the number of non-decent social dwellings is more than 50% of the total reduction in the number of nondecent social dwellings since 2001</b>  <b>The two year combined sample (2007/8 to 2008/9) from the continuous EHCS reporting in 2009 confirms that the reduction in the number of non decent social sector dwellings is more than 50% of the total reduction in the number of non decent social sector dwellings since 2001</b>
Improve access to affordable and social housing	Monitor the impact on demographic changes in Lincolnshire – inward and outward migration, e.g. older people, families and new communities (migrant workers)
Hospital reconfiguration that ensures closer joint working to meet local needs	Responding to minor accidents and illnesses Developing the “First Responder” model further Supporting adults with long term health conditions Supporting children with long term health conditions

## Children and Young People

Outcomes	Indicators
<i>Raise standards in English, maths and science in secondary education so that by 2008, in all schools located in the districts in receipt of NRF, at least 50% of pupils achieve level five or above in each of English, maths and science</i>	<i>By 2008 all schools located in Local Authority Districts in receipt of NRF to ensure that at least 50% of pupils achieve level five or above in each of English, maths and science</i>
<i>Promoting the achievement of young people aged 13-19 through an increase in the number of accredited awards</i>	<i>The percentage of young people in regular contact with Lincolnshire Youth Service aged 13-19 that achieve accredited youth awards</i>
<i>To narrow the gap in educational achievement between looked after children and their peers, and improve their educational support and the stability of their lives</i>	<p><i>Key Stage 4</i></p> <ol style="list-style-type: none"> <li><i>1. The percentage of young people leaving care aged 16 or over with at least 1 GCSE at grade A to G or equivalent (PAF A2)</i></li> <li><i>2. The percentage of looked after children in year 11 that achieve 5 GCSEs at grades A* to C or equivalent (Key Stage 4)</i></li> </ol> <p><i>Key Stage 2</i></p> <ol style="list-style-type: none"> <li><i>3. The percentage of looked after children that achieve level 4 or better in English at Key Stage 2</i></li> <li><i>4. The percentage of looked after children that achieve level 4 or better in Mathematics at Key Stage 2</i></li> <li><i>5. The percentage of looked after children that achieve level 4 or better in Science at Key Stage 2</i></li> </ol> <p><i>Key Stage 3</i></p> <ol style="list-style-type: none"> <li><i>6. The percentage of looked after children that achieve level 5 or better in English at Key Stage 3</i></li> <li><i>7. The percentage of looked after children that achieve level 5 or better in Mathematics at Key Stage 3</i></li> <li><i>8. The percentage of looked after children that achieve level 5 or better in Science at Key Stage 3</i></li> </ol> <p><i>Post Key Stage 4</i></p> <ol style="list-style-type: none"> <li><i>9. PAF A4 – The percentage of care leavers aged 19, who were looked after on their 16<sup>th</sup> birthday, who are in education, employment or training</i></li> </ol> <p><i>Placement Stability</i></p> <p><i>The percentage of children under 16 who have been looked after for 2.5 years or more to have been in the same placement for at least 2 years.</i></p>

<i>Improving average attendance rates in Lincolnshire schools</i>	<b><i>The percentage of half day sessions missed (authorised and unauthorised) by all pupils in primary and secondary schools in Lincolnshire as measured and reported in the annual performance return to DfES (data is collected from the start of each Autumn term preceding the measurement date until the end of May Bank Holiday in the relevant year)</i></b>
<b>Being Healthy</b>	
Reduction of health inequalities in the county	Infant mortality, access to dental care, reduction in smoking, teenage pregnancies, drugs and alcohol use
Improved lifestyles in the county	Provision of integrated services for children with a disability, integrated Child and Adolescent Mental Health Services and access to services in rural areas.
<b>Staying Safe</b>	
Improved parenting.	<b>Strengthening families so they can look after their children at home including early identification and support</b>
All children are protected	Safe from bullying and discrimination, accidental injury or death
Improved recruitment, retention and development of the children's services workforce.	This priority targets the partnership children's services workforce ensuring it is fit for purpose. Targets TBC
<b>Enjoying and Achieving</b>	
Tackling under achievement and raising aspirations	Targets TBC
Broaden opportunities by extending study support, physical education and sport	Targets TBC
Improving behaviour and reducing exclusions	Targets TBC
<b>Making a positive contribution</b>	
Children and young people are listened to and influence the way things happen and are part of making things better	Targets TBC
Childcare and respite care is available to support all children and their families	Targets TBC
Children have a safe place to play and things to do to keep out of trouble	Targets TBC
<b>Achieving economic well being</b>	
Improve the life chances (health, housing, education, childcare, employment and training) of all children, including vulnerable children	Children with a disability, children who are gifted and able, children with special educational needs, children looked after, young offenders, young carers, those not in education, employment or training, Black and Minority Ethnic communities
Reduce the number vulnerable children e	Children looked after, young offenders
Reduce NEET (those	Targets TBC

not in education, employment and training) targeting resources on those areas and those young people where risk of NEET is greatest	
---	--

## Economic Development and Enterprise

Outcomes	Indicators
Increase employment rate in Lincolnshire	<p>The national DWP/Treasury PSA target is</p> <p>“As part of the wider objective of full employment in every region, over the three years to Spring 2008, and taking account of the economic cycle:</p> <ul style="list-style-type: none"> <li>• demonstrate progress on increasing the employment rate;</li> <li>• increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the Local Authority wards with the poorest initial labour market position); and</li> <li>• significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate.”</li> </ul> <p>Baseline 2004/5 Lincolnshire – 72.2%; Indicator – benefit claimant count</p> <p>Develop Worklessness Floor Target Action Plans for the 20% most deprived wards in England in Lincolnshire to determine actions and targets in improving employment rates. Use benefit claimants as proxy for employment rate.</p>
Increase the employment rate in the wards eligible for Deprive Areas Fund	<p>Increase the employment rate by 1% in</p> <ul style="list-style-type: none"> <li>▪ Truethorpe and Mablethorpe South (IB/SDA % of working population November 2005 – 29%)</li> <li>▪ Mablethorpe North (24.5%)</li> <li>▪ Sutton on Sea North (24%)</li> <li>▪ Mablethorpe East (26.9%)</li> <li>▪ Mablethorpe Central (18.6%)</li> <li>▪ St. Clement's (20.2%)</li> <li>▪ Fenside (15%)</li> <li>▪ Gainsborough East (13.8%)</li> <li>▪ Scarbrough (17.2%)</li> </ul> <p>Indicator: benefit claimant count, particularly IB/SDA</p>
Spatial Variations in prosperity	<p>Reduce disparity between Lincolnshire's 20 worst Super Output Areas and the Lincolnshire average through SRB type intervention Baseline: 20 SOAs with highest rates of deprivation (LES Action Plan)</p> <p>Adopting an integrated approach to overcoming the special difficulties of the most deprived areas of East Lincolnshire along the lines of New Deal for Communities in Urban Areas - Problems of 'sparse' areas require a comprehensive solution like New Deal for Communities, rather than intervention in individual markets. 100,000 people assumed to live in the area (to be determined). Spend one quarter of spend in urban areas (£500 p.c.) i.e. £125 p.c. = £ 12.5 million p.a. for 10 years.</p>

	<p>Securing improved access to services through the current process of planning for improved access.</p> <p>Renewal of rural communities through the best use of the Modernising Rural Development programme and related programmes of expenditure. Indicators concerning PSA for MRD and improvements in income of lagging rural districts (LES action plan)</p>
<p>Increase enterprise in LEGI area England 20% most deprived wards in Lincoln – see Lincoln Map and Bell Hanson business by ward</p> <p>To increase total entrepreneurial activity amongst the local population <b>(Mandatory for areas in receipt of LEGI)</b></p>	<ol style="list-style-type: none"> <li>1. Total Entrepreneurial Activity Rate (GEM)</li> <li>2. Business stock (ONS – IDBR (Interdepartmental Business Register)) x 1.25 (see University of Lincoln research into the number of non VAT registered businesses in Lincs.)</li> <li>3. VAT deregistrations (IDBR) x1.25</li> <li>4. VAT registrations (IDBR) x 1.25</li> <li>5. Rate of growth of business stock</li> <li>6. Number of businesses assisted to improve their performance</li> <li>7. Level of reported crime against business</li> </ol>
<p>Increased investment</p> <p>To attract appropriate inward investors, making use of local labour resources <b>(Mandatory for areas in receipt of LEGI)</b></p> <p>Attract appropriate inward investment and franchising into deprived areas, making use of local labour resources <b>(Mandatory for areas in receipt of LEGI)</b></p>	<p>Indicators at neighbourhood and priority group level to be agreed in negotiation</p>
<p>Increased Competition</p> <p>Support the sustainable growth, and reduce the unnecessary failure, of locally owned business in deprived areas <b>(Mandatory for areas in receipt of LEGI)</b></p>	<p>Indicators at neighbourhood and priority group level to be agreed in negotiation</p> <p>See indicators above for increased enterprise.</p>
<p>Increase housing supply in a sustainable way by at least 20% above the Sustainable Communities Plan baseline with overall housing growth of at least 500 homes per year in the local authority area. <b>(Mandatory for areas where New Growth Points Funding is received – Lincoln</b></p>	<p>The successful bids for Lincoln and Grantham</p> <ul style="list-style-type: none"> <li>➤ Comply with current/proposed Regional Plan in terms of strategy and capacity;</li> <li>➤ Offer a minimum of 20% housing growth above the East Midlands Regional Plan (at January 2003) and at least 500 homes per year taking account the history of recent growth;</li> <li>➤ Relieve pressure in high demand areas and improve affordability.</li> <li>➤ Focus on urban areas (or exceptionally the rural fringe).</li> </ul> <p>Need to link to successful bid for Newark.</p>

<b>and Grantham)</b>	
<i>Increase employment and economic stability – LPSA2 stretch target</i>	<i>Number of new vacancies created and safeguarded by the partnership (Lincolnshire County Council, all seven district councils and Job Centre Plus), for a minimum of 6 months as measured by Tracktivity data. Target – 1809 between 2005-08; increase of 354 new vacancies filled and safeguarded for at least 6 months</i>
<i>Increase the number of successfully completed accredited qualifications by adults</i>	<i>The number of adults who gain a Skills for Life Entry Level 1, 2, 3, Level 1 or Level 2 qualification in Adult Literacy (and or Numeracy) or an ESOL Skills for Life national qualification at Entry Level 1, Entry Level 2, Entry Level 3, Level 1 or Level 2</i>
LES Action Plan Match UK average skills position by 2016	115,000 'one level' improvements in qualifications Baselines defined in LES action plan Targets: 2007/08 – 2,300; 2008/09 – 9,200; 2009/10 – 11,500  Number of adults acquiring basic skills Number of adults achieving a full first Level 2 qualification Proportion of adults qualified at least to Level 3 (Labour Force Survey) Baseline: 17% of adults of working age qualified to at least level 3
LES Action Plan  Increase economic growth and productivity of Lincolnshire  An increase of 2,200 (11%) in the number of firms in Lincolnshire  Attraction of an annual average of 1,000 new jobs and £160 million of investment from investors new to Lincolnshire, with a special focus on business to business services.  Having a suitable supply of property in each local area within Lincolnshire.  Increase employment and reduce unemployment and inactivity in Lincolnshire	GVA per capita (using, where necessary, average earnings as a 'leading' proxy indicator) (ONS) Baseline: £12,489 (2003) – 77% of UK average GVA  Total output (GVA) (using, where necessary, earnings X employment as a 'leading' proxy indicator) (ONS in £ million) Baseline: £8,309million (2003)  Targets: 2007-08 – 44; 2008/09 – 176; 2009/10 – 220  Targets: 2007/08 – 200; 2008/09 – 800; 2009/10 – 1000 £32m                      £128m                      £160m  Public investment needed to underpin projects accommodating one third of the anticipated growth in employment over the plan period. Gap funding for: <b><u>Major transformational sites</u></b> on a scale sufficient to transform various parts of sub region. <b><u>Other sites</u></b> – the availability of some property and development land close to each town.  Employment rate (Labour Force Survey) Baseline: 72.2% (working age population 2004/05)  Employment rate (Labour Force Survey) Baseline: 72.2% (working age population 2004/05)  Number of IB claimants (Benefit payments count) Baseline: 28,100 (November 2005)
LES Action Plan	Indicators:

<p>To promote growth and sustainability of enterprise and small business in Lincolnshire.</p> <p><b>AND</b></p> <p>To support the sustainable growth, and reduce the failure, of locally-owned business</p>	<p>Total Entrepreneurial Activity Rate (GEM)</p> <ol style="list-style-type: none"> <li>1. Business stock (ONS – IDBR ( Interdepartmental Business Register)) x 1.25 = 27,138 (2004)</li> <li>2. VAT Deregistrations (IDBR) x 1.25 = 2,156 (2004)</li> <li>3. VAT registrations (IDBR) X 1.25 = 2,225 (2004)</li> <li>4. Rate of growth of business stock = 69 (2004)</li> <li>5. Number of businesses assisted to improve their performance (emda targetry framework Single Programme output)</li> <li>6. Level of reported crime against business</li> </ol>
Increase investment and competition	<p>Public and private infrastructure investment levered (£million/%private)</p> <p>Rate of planning applications processed to nationally set standards</p>
Support growth and productivity in specific local business sectors of importance (consistent with state aid rules)	<p>Employment in agreed priority cluster industries</p> <p>Turnover in agreed priority cluster industries</p>
Work in partnership to provide sustainable solutions to environmental issues, including reducing our energy needs making the best of renewable technologies e.g. biomass and bio-fuels.	<p>Average annual domestic consumption of gas and electricity (kwh).</p> <p>Daily domestic water use (per capita consumption).</p> <p>The percentage of river length assessed as (a) good biological quality; and (b) good chemical quality.</p> <p>a) The percentage area of land designated as sites of special scientific interest (SSSI) within the local authority area in favourable condition; and b) the area of land designated as a local nature reserve per 1,000 population.</p>
To work in partnership to address climate change and manage flood risk.	<p>Re-alignment of flood banks</p> <p>Nature conservation, measured through proactive development of biodiversity, linked to regional strategy and Lincolnshire Biodiversity action plan</p> <p>Protection and enhancement of landscape character, linked to enhanced sense of place through cultural/leisure provision</p>
Reduce waste going to landfill	<p><i>Percentage of non-biodegradable household waste diverted from landfill</i></p> <p>Reduce waste going to landfill – the volume of household waste collected and the proportion recycled. (LES action plan)</p> <p>Levels of composting</p>