

# AGENDA



## CABINET

**MONDAY, 3 NOVEMBER 2008**

**11.00 AM**

**COUNCIL CHAMBER, COUNCIL OFFICES, ST PETERS HILL,  
GRANTHAM NG31 6PZ**

Duncan Kerr, Chief Executive

**MEMBERS:** Councillor Mrs. Linda Neal (Leader/ Portfolio: Strategic Partnerships), Councillor Ray Auger (Portfolio: Access & Engagement), Councillor Paul Carpenter (Deputy Leader & Portfolio: Corporate Governance & Housing), Councillor Mrs Frances Cartwright (Portfolio: Economic Development), Councillor John Smith (Portfolio: Healthy Environment) and Councillor Mrs Maureen Spencer-Gregson O.B.E. (Portfolio: Resources & Assets)

Committee Jenni Gibson 01476 406152  
Support Officer: e-mail: [j.gibson@southkesteven.gov.uk](mailto:j.gibson@southkesteven.gov.uk)

**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 pages. Key decisions are marked \*.**



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- 1. APOLOGIES**
- 2. MINUTES OF THE MEETING HELD ON 6 OCTOBER 2008.**  
**(Enclosure)**
- 3. DECLARATIONS OF INTEREST (IF ANY)**
- 4. \*FEES AND CHARGES STRATEGY**  
Report number CHFCS02 by the Corporate Head, Finance & Customer Service.  
**(Enclosure)**
- 5. QUEENS WALK ALLOTMENTS, STAMFORD**  
Report number LEG029 by the Assets and Resources Portfolio Holder.  
**(Enclosure)**
- 6. ANNUAL REPORT 2007/2008**  
Report number POI25 by the Leader of the Council.  
**(Enclosure)**  
  
*[Please note: the annual report document referred to in report POI25 is a large colour document. To save printing and paper costs it has not been circulated in hard copy format with this agenda. It is available electronically via the Council's website [www.southkesteven.gov.uk](http://www.southkesteven.gov.uk) by selecting the Local Democracy link, Agendas and minutes, and then the date of this Cabinet meeting. Members may request a copy on CD format if they prefer by contacting the Democracy Services team.]*
- 7. COUNCIL PERFORMANCE INDICATORS HALF YEARLY REPORT**  
Report number POI21 by the Access and Engagement Portfolio Holder.  
**(Enclosure)**
- 8. MATTERS REFERRED TO CABINET BY THE COUNCIL, SCRUTINY COMMITTEE OR THE POLICY DEVELOPMENT GROUPS**
- 9. ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.**
- 10. REPRESENTATIONS RECEIVED FROM MEMBERS OF THE PUBLIC ON MATTERS WITHIN THE FORWARD PLAN (IF ANY)**
- 11. REPRESENTATIONS RECEIVED FROM NON CABINET MEMBERS**

**12. ANY OTHER BUSINESS WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, DECIDES IS URGENT**



**MEETING OF THE CABINET**  
**6 OCTOBER 2008 - 11.00 AM – 12.06 PM**

**PRESENT:**

**Councillor Ray Auger**  
**Councillor Paul Carpenter**  
**Councillor Mrs Frances Cartwright**

**Councillor Mrs. Linda Neal - Chairman**

**Chief Executive**  
**Strategic Director (x2)**  
**Corporate Head Healthy Environment**  
**Corporate Head Finance & Customer Services**  
**Corporate Head Sustainable Communities**  
**Service Manager Human Resources & Organisational Development**  
**Service Manager Planning Policy**  
**Service Manager Environmental Protection**  
**Service Manager Performance Management & Engagement**  
**Human Resources Manager**  
**Senior Planning Officer**  
**Cabinet Support Officer**

**Non-Cabinet Members :**  
**Councillor Bob Adams**  
**Councillor Mike Exton**  
**Councillor Peter Martin-Mayhew**



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CO28. APOLOGIES

Apologies were received from Councillor Smith and Councillor Mrs Spencer-Gregson.

CO29. MINUTES

The Minutes of the Cabinet meeting held on 1 September 2008 were confirmed as a correct record.

CO30. DECLARATIONS OF INTEREST (IF ANY)

No declarations of interest were made.

CO31. \*LOCAL DEVELOPMENT FRAMEWORK: SUMMARY OF PREFERRED OPTIONS FOR CORE STRATEGY MAY 2007 – CONSULTATION RESPONSES ( POLICIES PO3, PO4 AND PO5 ONLY) RELATING TO HOUSING ISSUES

**Decision:**

- 1) To agree the Officer's responses and principle changes to policies PO3; PO4 and PO5 established by report number PLA 723 and the attached schedule.**
- 2) Delegate the correction of any typographical errors within the schedule to the Strategic Head of Sustainable Communities.**

Considerations/reasons for decision:

- 1) Report number PLA 723 by the Economic Development Portfolio Holder.
- 2) The Secretary of State's Proposed Changes to the East Midlands Regional Plan (Regional Spatial Strategy) as summarised in the report.
- 3) The Schedule of Officer's Responses to Representations received as attached at appendix 1 of the report.
- 4) Comments by members of the Cabinet that the reduction in number of houses allocated to villages within the region was welcomed.
- 5) Comments from the Corporate Head Sustainable Communities and Senior Planning Officer that the figures for allocations were assumed to change and were flexible. It was expected that affordable housing would be around 40% of that constructed within the district, but that this would be flexible. The provision of other community benefits, with regard to other Council priorities, would also be considered during any

negotiation process with developers. This would be specified within the Affordable Housing Planning Supplement.

CO32. \* LOCAL DEVELOPMENT FRAMEWORK: SUBMISSION CORE STRATEGY DEVELOPMENT PLAN DOCUMENT

**Decision:**

- 1) To agree to recommend to Council the detailed changes to the Core Strategy set out in Appendix A**
- 2) Approve the publication of the document as the Submission Core Strategy for the making of representations and submission to the Secretary of State**
- 3) That authority be delegated to the Corporate Head of Sustainable Communities in consultation with the Economic Development Portfolio Holder to make any necessary amendments associated with the publication process prior to submitting the Core Strategy to the Secretary of State**

Considerations/reasons for decision:

- 1) Report number PLA 724 by the Economic Development Portfolio Holder.
- 2) An additional change to the text of the strategy in part E1 Employment Development, the land at Roseland Business Park was omitted in error and should read "8 hectares of land available at Roseland Business Park with a further 8 hectares for reserve use should they be required later in the plan period".
- 3) The text at 3.5.6 should read "a target" rather than "an average ratio".

Other options considered and assessed:

- 1) Under the Planning and Compulsory Purchase Act 2004, the Council is statutorily required to put in place a Local Development Framework for the District and the preparation of the Core Strategy DPD is established in the approved Local Development Scheme (LDS). Failure to progress the Core Strategy DPD in line with the LDS would put a risk the ability to achieve Housing and Planning Delivery Grant in future years.
- 2) PPS12 requires the development of reasonable alternatives

during the preparation of a DPD, for these to be subject to a Sustainability Appraisal and consulted upon widely. Throughout the preparation of the Core Strategy, alternative options have been considered and assessed through the Issues and Options and Preferred Options consultation stages, the latter also documenting why the Preferred Options had been chosen.

- 3) At examination the Core Strategy will be tested as to whether it is the most appropriate strategy when considered against reasonable alternatives and that it is has been developed from a robust and credible evidence base.

### CO33. \*REGULATION OF INVESTIGATORY POWERS ACT

#### **Decision:**

- 1) To approve the draft policy and guidance as detailed at Appendix A and B relating to the use of covert surveillance powers in accordance with the Regulation of Investigatory Powers Act 2000 subject to the policy undergoing a full Equalities Impact Assessment. In the event any revisions are required to be made to the policy as a result of the assessment then the Policy to be brought back to Cabinet.**
- 2) To adopt the Codes of Practice relating to the use of CCTV cameras and covert surveillance set out at Appendix C and D**

Considerations/reasons for decision:

- 1) Report number LEG 026 by the Access and Engagement Portfolio Holder.
- 2) Discussions by the Communities PDG at its meeting on 12 August 2008.
- 3) Consideration by the Cabinet that perceived abuses of surveillance elsewhere had ensured that surveillance was high on the public agenda and that it was important to show that powers would only be used whenever correct procedures were followed and that it was essential for the public to have trust in the Council.

Other options considered and assessed:

The current policy relating to RIPA requires revision to include additional guidance to officers, recommendations from the Surveillance Commissioner and an open and transparent process for authorization of applications and monitoring use of the powers available under RIPA. The Council could consider adoption of local codes of practice, however where codes of practice have been introduced nationally by the Home office, local codes of practice may be inappropriate.

CO34. \*ADOPTION OF THE COUNCIL'S CARBON MANAGEMENT PLAN

**Decision:**

**That the Carbon Management Plan as attached to report number ENV 415 be adopted, subject to the inclusion of a cross-reference to documentation concerning improvements to the energy efficiency of housing stock.**

Considerations/reasons for decision:

- 1) Report number ENV 415 by the Healthy Environment Portfolio Holder.
- 2) Consideration that the cost and efficiency savings alone make the plan worthwhile, in addition to the environmental benefits.
- 3) Consideration that as energy costs increase that more energy efficient solutions become increasingly attractive.
- 4) To promote changing behaviour within the community through setting a good example.

Other options considered and assessed:

The development and approval of a Carbon Management Plan provides a focus for the organisation and will encourage progress. An alternate approach would have been to distribute responsibilities to various service managers (via service plans) but this option is considered less likely to deliver the efficiency gains identified through the base lining and benchmarking process.

CO35. \*CONSULTATION STRATEGY

**Decision:**

- 1) To adopt the consultation strategy and toolkit,**



**subject to any minor alterations delegated to the portfolio holder in conjunction with the Corporate Head of Partnerships and Organisational Improvement.**

- 2) To approve the action plan included with the strategy.**

Considerations/reasons for decision:

- 1) Report number PO 122 by the Access and Engagement Portfolio Holder.
- 2) Consideration of the importance of having a co-ordinated approach to consultation considering the cost and amount of time spent on consultations and the need for relevant consultation.

**CO36. \*GENDER EQUALITY SCHEME - MOVING THE COUNCILS DIVERSITY AND EQUALITY AGENDA FORWARD**

**Decision:**

- 1) To approve the proposed way forward and to receive a new Generic Equalities Scheme following consultation and approval by the Equalities and Diversity Steering Group.**
- 2) To agree that the existing Generic Equalities Scheme remain in force for the time being until the new generic scheme incorporating the gender equality duty has been agreed.**

Considerations/reasons for decision:

- 1) Report number HR&OD 098 by the Organisational Development and Housing Portfolio Holder.
- 2) A gender equality scheme had been approved subject to additional consultation.
- 3) That creating a single generic scheme with separate sections was more desirable than three separate schemes for gender equality, race equality and disability equality.

**DATE DECISIONS ARE EFFECTIVE**

**All decisions as made on 6 October 2008 can be implemented on 15 October 2008 unless subject to call-in by the Scrutiny Committee Chairman or any five members of the Council from any political groups.**

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

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## REPORT TO CABINET

REPORT OF: CORPORATE HEAD OF FINANCE AND CUSTOMER SERVICES

REPORT NO.: CHFCS02

DATE: 3 November 2008

<b>TITLE:</b>	FEES AND CHARGES STRATEGY
<b>FORWARD PLAN ITEM:</b>	Yes
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	July 2008

<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	KEY DECISION	
<b>COUNCIL AIMS/ PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	COUNCILLOR MRS SPENCER-GREGSON O.B.E.	
<b>CORPORATE PRIORITY:</b>		
<b>INITIAL IMPACT ASSESSMENT:</b>	<b>Carried out and appended to the report:</b> Yes	<b>Full impact assessment required:</b>
Equality and Diversity	N/A	
Crime and Disorder	N/A	
Risk	N/A	
Climate Change	N/A	
Health and Safety	N/A	
Data Quality	N/A	
<b>FREEDOM OF INFORMATION ACT:</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>		

## **1. INTRODUCTION**

Fees and charges are an important source of revenue for the Council generating over £6M for 2007/08. However, charges do more than just raise income; they play a significant role in the achievement of range of Council services.

Broadly, fees and charges fall into one of two categories:

- Non-discretionary (statutory) – these are set by the Government and include planning, licensing, etc.
- Discretionary (there is no legal obligation) – these are set by the Council in line with the current policy for services such as Leisure, Arts and Car Parking.

It is important that the Council systematically and consistently reviews fees and charges and identifies opportunities for new charges as part of the annual budget setting cycle.

## **2. RECOMMENDATION**

The Cabinet is asked to approve the Fees and Charges Strategy appended to the report.

## **3. DETAILS OF REPORT**

The Fees and Charges Strategy was approved by Cabinet in December 2006 and since that time the principles for the setting of fees and charges have been incorporated within the cyclical service planning process. With the publication of a national review on the subject by the Audit Commission entitled 'Positively Charged – Maximising the benefits of Local Public Sector Charges' it is appropriate to review the Strategy to ensure it reflects the findings of this review. Furthermore the Strategy needs to provide a framework and key principles that need to be adopted in the annual review and setting of General Fund Fees and Charges. It is important for this Strategy to become embedded and linked to the Council's Medium Term Financial Plan (MTFP). It should also compliment the Council's key objectives and priorities, i.e. as reflected in specific subsidies and concessions where there is a need to ensure comprehensive participation by the local community.

Increasingly, there is a need to demonstrate the costs of chargeable services and the extent of any subsidy or concession. To achieve this, activity based

costing models will be introduced (starting in the 2009/10 budget setting process) and phased in to cover all fees and charges in order to capture the costs (including overheads) associated with providing the service.

#### **4. OTHER OPTIONS CONSIDERED AND ASSESSED**

This strategy is updated from the strategy adopted by Cabinet in December 2006.

#### **5. IMPACT ASSESSMENT**

An initial impact assessment has been undertaken. Impact assessments will be undertaken by the relevant service area where fees and charges are introduced.

#### **6. COMMENTS OF SECTION 151 OFFICER**

My comments are included in the report.

#### **7. COMMENTS OF MONITORING OFFICER**

Fees and charges are integral part of the annual budget setting process. It is important there is transparency when reviewing fees and charges.

#### **8. COMMENTS OF OTHER RELEVANT SERVICE MANAGER**

Not relevant.

#### **9. CONCLUSION/SUMMARY**

Fees and charges are an important source of income for the council. The Fees and Charges strategy provides a framework for the annual review and setting process ensuring key principles are adhered to.

#### **10. CONTACT OFFICER**

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## **FEES AND CHARGES STRATEGY 2008/09**

### **1. Introduction and Purpose**

- 1.1 The Council provides a wide range of services to the local community and visitors for which it is able to make a charge – either under statutory powers (set by the Government) or discretionary (set by the Council).
- 1.2 Income from fees and charges is an important source of revenue for the authority. In 2007/08, fees and charges raised £6.3m compared with £6.5m from Council Tax. Income from fees and charges as a percentage of total service expenditure is approximately 12% and this is broadly in line with many other similar sized councils. The main areas of income and details of current practice are set out in Appendix A. Details of individual fees can be found in the gold section of the 2008/09 budget book.
- 1.3 The purpose of this Strategy is to provide a framework and set out the key principles to be adopted in the annual review and setting of General Fund Fees and Charges. It is important for this Strategy to become embedded and linked to the Council's Medium Term Financial Plan (MTFP). It should also compliment the Council's key objectives and priorities, i.e. as reflected in specific subsidies and concessions where there is a need to ensure comprehensive participation by the local community.
- 1.4 The Strategy is drawn up under the framework provided by the Local Government Act 2003 and associated regulations. It also addresses the recommendations contained within the Audit Commission report entitled "Positively Charged – Maximising the Benefits of Local Public Sector Charges", published in January 2008.
- 1.5 The main focus of this strategy is on discretionary charges, i.e. where the Council can exercise some degree of control. The aim is to ensure that the Council makes optimum use of its charging powers having regard to its core priorities and objectives. This will help to fulfill its place-shaping responsibilities.

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### **2. Background and Context**

2.1 Broadly, fees and charges fall into one of two categories:

- Non-discretionary (statutory) – these are set by the Government and include planning, licensing, etc.
- Discretionary (there is no legal obligation) – these are set by the Council in line with the current policy for services such as Leisure, Arts and Car Parking. In most cases, the Council is restricted to recovering no more than the full cost of service provision (including overheads), i.e. the Council cannot make a profit taking one year with another.

2.2 Each year, fees and charges are reviewed as part of the Council's budget setting process – usually to reflect an increase in line with inflation.

2.3 Charges do more, however, than just raise income and lower the burden on the general council tax payer. They play a significant role in the achievement of a range of Council priorities from social inclusion to the contribution towards the health of the local community. In addition, they play a key role in:

- service delivery
- raising income and helping to deliver a balanced budget
- controlling access to services
- responding to competition – setting prices higher or lower than market rates,
- funding investment in new/existing services
- affecting (and influencing) public behaviour, i.e. to influence the level and timing of use, e.g. use of transport

2.4 Increasingly, there is a need to demonstrate the costs of chargeable services and the extent of any subsidy or concession. To achieve this, activity based costing models will need to be introduced and phased in order to capture the costs (including overheads) associated with providing the service.

2.5 From 2009, the Use of Resources assessment will take account of the extent to which the Council is using charging to further its aims and objectives. In line with best practice, the Council will be required to demonstrate that it is making the best use of its resources.

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### **3. General Principles Underpinning the Setting of Discretionary Charges**

- i. Charges should be: fair and equitable; transparent, easy to understand; and applied consistently.
- ii. In some circumstances, the Council will offer subsidies to all users or concessions to specific user groups where this is consistent with achieving its core objectives. However, it will not provide subsidy to commercial operators from the council taxpayer.
- iii. Aligned with budget setting, the annual review of fees and charges is a Member led process with particular focus on delivering service priorities and dealing with potentially sensitive or contentious issues. It may also help to close any funding gap.
- iv. The appropriateness of charges should be regularly reviewed as part of a 3 year rolling programme (linked to MTFP and supporting strategies) in order to consider issues relating to cost recovery, income generation, concessions, etc.
- v. Where appropriate, specific strategies for significant income streams should be developed, e.g. car parking.
- vi. Where appropriate, relevant partners and stakeholders should be consulted as part of any significant review of charges.
- vii. All charges should undergo an equality and diversity impact assessment to ensure they fully comply with any legislative requirements.

### **4. Budgetary Principles**

- i. Any fee or charge should look to cover the full cost of the service, including the cost of capital except where Members have agreed otherwise.
- ii. Where less than full cost is being recovered, the justification for the decision is reviewed at least every 3 years to ensure it remains valid and that significant income is not being lost.
- iii. Where there is a policy to provide a subsidy level or concession this should be clearly documented and the level of subsidy/concession calculated, together with the financial implications.
- iv. Where increases to current charges are being proposed then income profiling models should be completed in order to accurately predict future income levels.



## **South Kesteven District Council**

- v. Where leases contain rental profiles these should be documented and incorporated into the budget setting process.
- vi. Where appropriate, benchmarking data from other providers of the service (including private sector) should be included in the service plan and explanations for significant differences should be provided. However, it should be recognized that local variations in charging is an inevitable consequence of flexibility to use charges in ways that meet local circumstances.
- vii. As a minimum, once the charge has been set, it should be increased annually in line with inflation unless this conflicts with agreed policy.
- viii. Material fluctuations in charges year on year (+/- 5%) will be highlighted as part of the annual review process.
- ix. The setting of fees and charges should be made in accordance with the current VAT regulations.
- x. Where appropriate, the cost of administering the charge, including debt collection should be proportionate to the income generated.

Appendix B gives details of the roles and responsibilities of members and officers engaged in the review and setting of fees and charges.

### **5. Audit Commission Report 2008 – “Positively Charged”**

- 5.1 This is a follow-up to their report published in 1999 that recognized the significance of user charges as a source of income for local authorities. It looked at how well charges were managed and whether they were being used to their full potential in delivering local priorities. It also described charging legislation as complex and confusing; a situation that has, to some extent been addressed by new legislation – principally the Local Government Acts 2000 and 2003.
- 5.2 The latest report concludes that “there is little evidence that Councils have made much use of the greater autonomy made available to them to develop new discretionary services funded by charges. However, 3 in 5 Councils report introducing new charges within the last 2 years for services where they previously provided at no charge. In 7 out of 10 cases these new charges have been introduced to recover the costs of service provision. Additionally, 4 in 10 of the new charges were introduced to minimize increases in council tax; 1 in 3 was

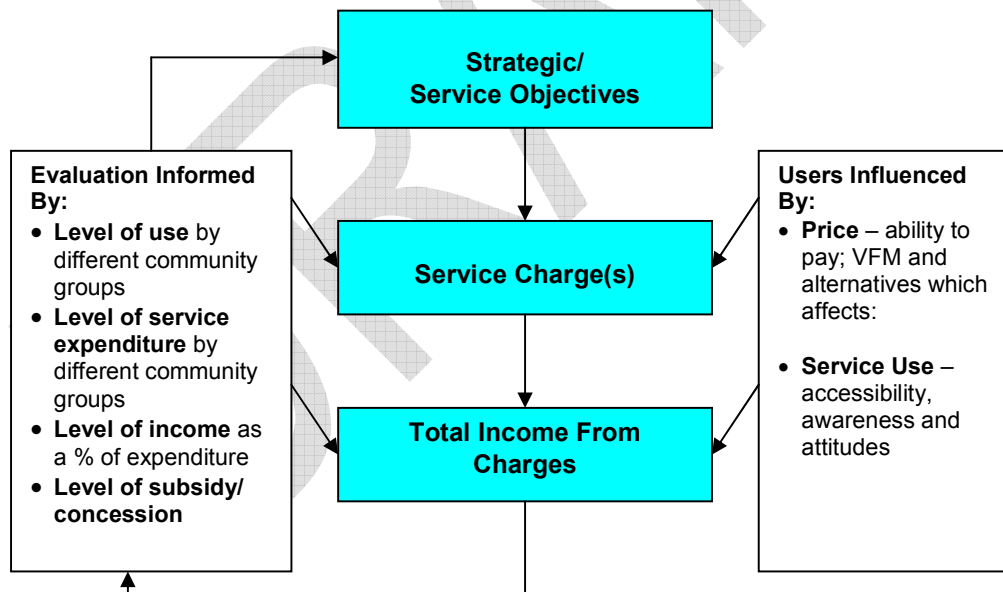
## South Kesteven District Council

intended to enable Councils to maintain or improve service levels in the face of budget pressures which might otherwise have necessitated service cuts; and 1 in 3 was designed to manage demand for the service”.

- 5.3 The summary and recommendations of the report are set out in Appendix C, together with a list of questions for Members and details of on-line tools provided by the Audit Commission.

### 6. Setting the Right Level and Structure of Charges

- 6.1 This is crucial because it has a significant effect on how well the Council achieves its financial, service and core objectives. To illustrate, the brief diagram below outlines the charging system and highlights the key factors where the Council can focus to ensure that the optimal balance is achieved. This acknowledges that charges work within a system of choices exercised by individuals and the Council.



### 7. Implementing This Strategy – 3 Year Plan

- 7.1 In accordance with the above key principles and factors and having regard to the recommendations of the Audit Commission report, the Council will, over the next 3 years:

## **South Kesteven District Council**

- i. Carry out a full zero-based review of all discretionary charges as part of a rolling programme in order to determine if the current level and basis of charging is appropriate.
  - ii. Seek to identify the full cost of service provision (including overheads), any subsidy or concession (and the basis of that concession), the Council priority the charge supports and the criteria to be used for future setting of the charge.
  - iii. Ensure that Members fully understand the way in which charges are set, the relationship to expenditure and how they contribute towards the achievement of corporate objectives.
  - iv. Engage service users and local council tax payers, where appropriate, in decisions about whether and at what level to charge for services.
  - v. Collect and use information on service use and the take up of concessions and examine the impact of charges on individual households or user groups to assess whether equality and diversity objectives have been met
  - vi. Identify new sources of income arising from service/budget reviews
- 7.2 The Policy Development Group will agree the annual programme of work according to service area and priorities and the criteria for reviewing specific charges. This work will commence as part of the budget setting process for 2009/10. This process will ensure that the annual review of fees and charges is given a higher profile compared with previous years.
- 7.3 The criteria for determining priorities and which charges to review on a phased basis over the 3 year period should include:
- i. Level of income and impact on council tax and delivering a balanced budget, e.g. raise additional income and/or shift the burden on council tax payers
  - ii. Latest trends/fluctuations in income/usage, i.e. falling demand/income, e.g. car parks
  - iii. Latest comparisons with other councils and service providers
  - iv. Need to focus on achieving wider strategic objectives, e.g. encouraging healthy lifestyles, promote greater choice or manage demand for the service
  - v. Need to recover full cost or higher proportion of cost
  - vi. Current resistance or concerns of users, including adverse publicity

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- vii. Need to address Member concerns, e.g. any evidence of inequality of pricing, affordability and treatment of vulnerable groups, etc.

7.4 The following is a list of some of the issues and questions that will need to be addressed / answered in relation to the review of specific charges and in recommending any change in policy. Therefore, this information is particularly important for Members. Some of these questions are similar to those set out in Annex 1 to Appendix C.

- i. What category of charges have been introduced and why
- ii. What is the current policy and how do they relate to strategic objectives in terms of income generation, service provision, service improvement, demand, behaviour, value for money, etc.
- iii. What barriers, if any, were overcome before the charges were introduced
- iv. How are the charges determined, i.e. the basis of the charge, e.g. full cost recovery
- v. How difficult is it to calculate the full cost of the service, including overheads and cost of collection
- vi. What concessions or subsidies apply
- vii. What information is available on service use, cost, concessions, income levels and how has this fluctuated between years
- viii. How do charges compare with other councils and where appropriate, other service providers – use relevant comparatives as suggested in the 2008 Audit Commission report
- ix. What mechanisms are available for paying and collecting charges – how cost effective are these and what proportion is collected (%)
- x. Gather any intelligence on what local people think of current charges and review the results of previous consultation or market research

# South Kesteven District Council

## Appendix A

### SCHEDULE OF FEES & CHARGES – MAIN AREAS OF INCOME

SERVICE/AREA OF CHARGE	CATEGORY/ TYPE OF CHARGE	CONCESSION Yes/No	CORP. PRIORITY	Policy	BUDGETED INCOME 2008/09 (£k)
<b>Sustainable Communities:</b>					
Building Control	Statutory – with discretionary element				533
Planning	Statutory - prescribed				940
Local Land Charges	Discretionary with Statutory element				246
Markets	Discretionary				356
Helpline	Discretionary				859
Bus Stations	Discretionary				24
Cycle Centre	Discretionary				-
Fair Charges	Discretionary				43
<b>Finance &amp; Resources:</b>					
Car Parks	Discretionary				1,521
<b>Healthy Environment:</b>					
Art Centres	Discretionary				795
Bulky Waste Collection	Discretionary				40
Gypsy Caravan Site	Discretionary				30
Hackney Licenses	Discretionary				99
Gambling	Discretionary within limits set by the government				14
Liquor Licenses	Statutory				117
Other Licenses	Discretionary and statutory				38
Air Pollution	Statutory – some cost related				40
Corn Exchange	Discretionary				53
<b>Special Expenses:</b>					
Cemetery	Discretionary				91
Outdoor Recreation Areas	Discretionary				9

# South Kesteven District Council

## Appendix B

### **Roles and Responsibilities**

**Service Managers and Corporate Heads of Service** – active involvement in reviewing fees and charges as an integral part of annual service planning and budget setting. In accordance with this revised strategy, a more business-like approach will be required.

**Financial Services** – support and advice to service managers on issues such as: cost recovery including overheads, cross subsidies, overheads, profiling, benchmarking, etc. Also, to ensure full integration with budget setting process and prepare and maintain full list of fees and charges.

**Members** – to approve the Fees and Charges Strategy and the implementation of charges for discretionary services (annual review and budget setting). Also, regular liaison with service managers on issues arising during the year.

**Partners and Stakeholders** – consultation as part of any significant review of fees and charges and during the annual budget setting process.

**Local Community/Individuals** – public consultation as part of any significant review of fees and charges and during the annual budget setting process.

### **Positively Charged - Maximising the benefits of local public service charges**

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#### **1. Background**

- 1.1. Positively Charged is a recent Audit Commission report which presents the findings from research undertaken in 2007 into councils' use of their powers to charge for services. Housing rents were not considered within the scope of this report.

#### **2. Key Findings**

- 2.1. Charging revenue is an important source of income for local councils. It represents around 8% of their total income and about half as much as is raised in council tax.
- 2.2. County councils collect the most income but the greatest contribution to service delivery is made in District Councils; equal to one fifth of total service expenditure.
- 2.3. Councils use charging to influence individuals' choices and behaviours to bring benefits to their community e.g. setting charges to encourage or discourage the use of a service, rationing services where overuse is deemed undesirable, encouraging local objectives such as recycling.
- 2.4. Disparities between charges set for the same services by different councils cause concern to the residents. This can be mitigated by communicating the reasons and involving local people in the decision making process.
- 2.5. No clear relationship was found between levels of income from charging and either overall council performance or levels of local deprivation.
- 2.6. Councils do not always make the most effective use of their charging powers. Nearly half have no agreed policy to guide decisions on the use of charges.
- 2.7. Decisions on charging are most often driven by income targets, historic charges and level in neighbouring councils rather than knowledge of the likely impact on use of service.
- 2.8. Councils are limited by centrally imposed restrictions in the setting of charges. The rationale of these restrictions is not always clear to councils or the public. Concerns about the geographical variation of charges also constrain their decisions.

## **South Kesteven District Council**

- 2.9. Councils' perceptions of local opposition to charges are not always backed up with robust evidence.
- 2.10. The public are more receptive to charging where they can see what they are getting for their money and have a degree of choice.
- 2.11. Lack of public understanding about levels of subsidy councils provide or the purposes of charges undermines public confidence in charging levels.
- 2.12. In order to meet financial and strategic objectives councils need to change their approach to charging.
- 2.13. They need to communicate better about the purpose of charging and be accountable for the decisions they make.
- 2.14. The Audit Commission have suggested a number of questions which Councillors can work through and produced on-line resources to assist the process (see annex 1 & 2)

### **3. Recommendations**

- 3.1. Regular reviews of the approach to charging, both within service areas and across the whole council should be undertaken.
- 3.2. Finance managers should ensure income from charges and the level of subsidy this provides service areas can clearly be identified and is available to inform the decision making process.
- 3.3. Service managers should, where possible, use benchmarking to assess both charging levels and the cost of service delivery, levels of cost recovery, priorities, impact achieved and local market variations.
- 3.4. Councillors and managers should have a better understanding of the non-financial impact of their charging structure.
- 3.5. Service users and taxpayers need to be engaged in the decision making process.
- 3.6. Information on service usage and take-up of concessions should be collected and used to examine the impact of charges on individual households in order to assess whether equality and diversity objectives have been achieved.
- 3.7. Central government should periodically review the rationale for national charging frameworks, including nationally set fees.
- 3.8. From 2009 the Audit Commission will take account of how well individual councils are using their powers to charge as part of its annual use of resources assessment.



## **South Kesteven District Council**

### **4. Summary**

- 4.1. Charging income is an important source of income for local councils and is increasingly being used to help fund the modernisation and improvement of services. Charging policy also provides an effective method of managing demand for services and helps in the pursuit of strategic objectives.
- 4.2. Councils must ensure they understand the contribution charges make to overall expenditure and review their approach to charging using benchmarking to see how they compare to other councils.
- 4.3. A transparent approach with the involvement of the local community is needed if a meaningful review of charging policy is to be achieved.

**The report includes the following list of questions for councillors.**

### **What do we want to achieve?**

- What objectives are we supporting with charges?
  - How much income are we trying to generate, and why?
  - Whose use of services do we want to subsidise, and by how much?
  - Whose behaviour are we hoping to influence, and in what ways?
  - How will charges help improve value for money, equity and access to services?
- How do these objectives relate to other council objectives?
- What principles should underpin our approach to charging?

### **What's the current picture?**

- What targets have been set for charges and what assumptions are these based on?
- How do charges compare to:
  - Similar councils?
  - Neighbouring councils?
  - Other service providers?
- How are charges structured, and why?
- Are cost effective mechanisms available for paying and collecting charges?
- Are the charging objectives being met?
  - Are income targets being achieved?
  - What is the impact, intended or unintended, of charges on local people?
  - Which people are using services and which aren't?
  - Which users are paying for services and which aren't?
  - Are concessions being taken up by the people at whom they are targeted?
  - Are we maximising the take up of related benefits in this area?
- How does the impact of charging on behaviour and budgets compare to:
  - Similar councils?
  - Neighbouring councils?
  - Other service providers?

## **South Kesteven District Council**

### **What do local people think of our charges?**

- Have we consulted service users and the public about:
  - The current and proposed charges for the service?
  - The value for money of the service?
- Do service users and taxpayers understand our objectives and how the structure of our charges contributes to achieving them?

### **Where do we go from here?**

- What changes, if any, should we make to the level and structure of charges?
- How will we evaluate the impact of charges?
  - What data will we need?
  - Can we collect this data cost effectively?
  - When should we next review our approach?

# South Kesteven District Council

## Annex 2

### Audit Commission Resources

The following resources have been developed by the Audit Commission to accompany their report and are available at [www.audit-commission.gov.uk/charging](http://www.audit-commission.gov.uk/charging)

- **Charging directory** – gives practical examples from a range of councils of how they are using charges in pursuit of their objectives.
- **Household charges calculator** – helps councils to model the total expenditure per household on council services and relates this to household disposable income.
- **Charging income comparison tool** – helps councils compare the income they generate from charges with that of other councils and consider whether it is consistent with their strategic objectives.

**INITIAL EQUALITY IMPACT ASSESSMENT**  
**FEES AND CHARGES STRATEGY**

Section: Financial Services & Risk Management		Names of those undertaking assessment: Richard Wyles Malcolm Gorringe	
Name of Policy to be assessed: Fees and Charges Strategy	Date of Assessment: 20 October 2008	Is this a new or existing policy?: Existing strategy	
1. Briefly describe the aims, objectives and purpose of the policy: The aim of the strategy is to set a framework for the annual review of the Council's fees and charges			
2. What are the key performance indicators? N/a			
3. Who will be affected by this policy? All stakeholders			
4. Who is intended to benefit from this policy and in what way? The strategy is intended to provide a transparent framework for all fees and charges setting			
5. Are there any other organisations involved in the delivery of the service?  None			
6. What outcomes are required from this strategy and for whom?  The outcomes will be transparency for how the Council set its fees and charges			
7. What factors/forces could contribute/detract from the outcomes? None identified			
8. Who are the main stakeholders in relation to the policy?  All recipients of Council services that pay for accessing the service			
9. Who implements the policy, and who is responsible for the policy?  The Council services are responsible for proposing fees and charges			
10. Are there concerns that the policy <u>could</u> have a differential impact on different racial groups? If yes, please explain. What existing evidence (either presumed or otherwise) do you have for this?  No			

<p>11. Are there concerns that the policy <u>could</u> have a differential impact on men and women? If yes, please explain. What existing evidence (either presumed or otherwise) do you have for this?</p> <p>No</p>
<p>12. Are there concerns that the policy <u>could</u> have a differential impact on disabled people? If yes, please explain. What existing evidence (either presumed or otherwise) do you have for this?</p> <p>No</p>
<p>13. Are there concerns that the policy <u>could</u> have a differential impact on the grounds of sexual orientation? If yes, please explain. What existing evidence (either presumed or otherwise) do you have for this?</p> <p>No</p>
<p>14. Are there concerns that the policy <u>could</u> have a differential impact on the grounds of age? If yes, please explain. What existing evidence (either presumed or otherwise) do you have for this?</p> <p>No</p>
<p>15. Are there concerns that the policy <u>could</u> have a differential impact on the grounds of religious belief? If yes, please explain. What existing evidence (either presumed or otherwise) do you have for this?</p> <p>No</p>
<p>16. Are there concerns that the policy <u>could</u> have a differential impact on any other groups of people eg those with dependants/caring responsibilities, those with an offending past, those with learning difficulties, transgendered or transsexual people. If yes, please explain. What existing evidence (either presumed or otherwise) do you have for this?</p> <p>No</p>
<p>17. Are there any obvious barriers to accessing the service eg language, physical access?</p> <p>No</p>
<p>18. Where do you think improvements could be made?</p> <p>None identified</p>
<p>19. Are there any unmet needs or requirements that can be identified that affect specific groups. If yes, please give details.</p> <p>No</p>

20. Is there a complaints system?
Corporate complaints system
21. Do we monitor complaints by race, gender, disability, age, sexual orientation, religious belief?
N/a
22. Do we have feedback from managers or frontline staff?
N/a
23. Is there any feedback from voluntary/community organisations?
None
24. Is there any research or models of practice that may inform our view?
N/a
25. Could the differential impact identified in 8 – 16 amount to there being unlawful discrimination in respect of this policy?
N/a
26. Could the differential impact identified in 8-16 amount to there being the potential for adverse impact in this policy?
N/A
27. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?
N/A
28. Should the policy proceed to a full impact assessment?
No
29. Date on which Full assessment to be completed by
N/A
Signed (Lead Officer): Richard Wyles.....
Date: 20 October 2008.....

## REPORT TO CABINET

REPORT OF: PORTFOLIO HOLDER FOR ASSETS AND RESOURCES

REPORT NO: LEG 029

DATE: 3<sup>RD</sup> November 2008

<b>TITLE:</b>	QUEEN'S WALK ALLOTMENTS, STAMFORD
<b>FORWARD PLAN ITEM:</b>	n/a
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	n/a

<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	n/a	
<b>COUNCIL AIMS/ PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	Councillor Mrs. Maureen Spencer-Gregson O.B.E.	
<b>CORPORATE PRIORITY:</b>	Quality Organisation	
<b>INITIAL IMPACT ASSESSMENT:</b>	<b>Carried out and appended to the report:</b>	<b>Full impact assessment required:</b>
Equality and Diversity	n/a	n/a
Crime and Disorder	n/a	
Risk	n/a	
Climate Change	n/a	
Health and Safety	n/a	
Data Quality	Yes – see para 5	
<b>FREEDOM OF INFORMATION ACT:</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>	None	



## 1. INTRODUCTION

This report relates to land at Queen's Walk, Stamford. The land is shown edged red on the attached plan (the Property). The Property is currently used as allotments which are managed by Stamford Town Council. It is registered at H.M. Land Registry as belonging to South Kesteven District Council. The Town Council requires the freehold of the Property to be transferred to it in accordance with the provisions of the Local Authorities (England, Property etc.) Order 1973 No. 1861 (the Order)



## 2. RECOMMENDATION

It is recommended Cabinet approve the transfer of the Property at Queen's Walk, Stamford as shown edged red on the plan attached to this report for use as allotment land only to the Stamford Town Council at no consideration in accordance with the provisions of the Local Authorities (England, Property etc.) Order 1973 no.1861

## 3. DETAILS OF REPORT

- 3.1 The Property forms part of the Stamford Enclosure Awards 1871 granted to the Mayor Aldermen and Burgesses of the Borough of Stamford. The District Council held this land as the successor in title to the Mayor Aldermen etc. when local government reorganization took place in 1974. At the time of reorganization, land holdings in Stamford

were split between the District Council and the Town Council. Many of the deeds relating to the Town Council's ownership were retained by the District Council for safe keeping. Such deeds were clearly marked as Town Council ownership and have over the years been passed to the Town Council at their request. No part of the Enclosure Award was marked as belonging to the Town Council.

The District Council applied for and was granted registration of this land by the Land Registry without objection at the time of the Council's wholesale application for registration of its landholdings in 1999.

Over the years since 1974, the District Council has dealt with the land by dealing with small sales off, grants of easement and the development and management of the St. Clements GOPD scheme at the northern end of the site.

- 3.2 The Town council has provided evidence of use of the Property as allotments since 1908, during the period of reorganization of local authorities in 1974 and continuing to this day. The allotments are currently managed by the Town Council.
- 3.3 Under the provisions of the Local Authorities (England, Property etc.) Order 1973, the Town Council inherited, as of right, all property held by the then Stamford Corporation for functions which were the sole responsibility of parishes after 1<sup>st</sup> April 1974. These functions included allotments. A letter was written to that effect by the newly formed South Kesteven District Council to the Town Council in October 1973. It is not known why the Property was not physically transferred. This may be explained by the inclusion of the land in the Stamford Enclosure Award.
- 3.4 It would be possible for the District Council to provide a transfer of the land in accordance with the Order for no payment of consideration to the District Council. Any transfer can be made subject to the provisions of s. 33 of the Local Government (Miscellaneous Provisions) Act 1982 to impose and enforce a covenant that the Property be used for the purpose of allotments only and for no other purpose.

#### **4. OTHER OPTIONS CONSIDERED AND ASSESSED**

The District Council is bound by the Order

#### **5. IMPACT ASSESSMENT**

**Data quality:** The data included in this report has been checked by the report writer.

**6. COMMENTS OF SECTION 151 OFFICER**

The District Council has never received any income or profit from the Property. The transfer would be required in accordance with a statutory order for which no payment is required. The District Valuer will be required to provide a valuation of the land referred to in the report in order that the Council's balance sheet can be reduced accordingly

**7. COMMENTS OF MONITORING OFFICER**

Contained with in the report

**8. COMMENTS OF OTHER RELEVANT SERVICE MANAGER**

None

**9. COMMENTS OF OTHER RELEVANT SERVICE MANAGER**

On the basis of the details of this report which clearly sets out the legal position I concur that the transfer is required in accordance with a statutory order and no payment can be demanded.

**10. CONTACT OFFICERS**

Lucy Youles  
Legal Services Manager (Monitoring Officer)  
Tel: 01476 406105  
E-mail – l.youles@southkesteven.gov.uk

## REPORT TO CABINET

REPORT OF: Councillor Linda Neal, Leader of the Council  
REPORT NO: POI25

DATE: 3<sup>rd</sup> November 2008

<b>TITLE:</b>	Annual Report 2007/08
<b>FORWARD PLAN ITEM:</b>	NO
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	n/a

<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Key Decision	
<b>COUNCIL AIMS/ PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	Councillor Linda Neal: Leader of the Council	
<b>CORPORATE PRIORITY:</b>	Quality Organisation	
<b>INITIAL IMPACT ASSESSMENT:</b>	<b>Carried out and appended to the report:</b>	<b>Full impact assessment required:</b>
Equality and Diversity	n/a	
Crime and Disorder	n/a	
Risk	n/a	
Climate Change	n/a	
Health and Safety	n/a	
Data Quality	Yes	
<b>FREEDOM OF INFORMATION ACT:</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>	Performance Management Outturn Report 2007/08 Statement of Accounts 2007-2008	

## **1. INTRODUCTION**

South Kesteven District Council is committed to improving the way in which it communicates financial and performance information to residents, partners and other stakeholders and also to demonstrating that it is a quality organisation.

In previous years the council has published performance information in a Best Value Performance Plan. The government has now removed this legal requirement and councils are able to choose how and when they publish performance information. This year we have decided to combine both our key performance and financial information in an annual report.

The aims of the annual report are to:

- ☐ Highlight what we achieved in 2007/08
- ☐ Show how we performed across a range of measures
- ☐ Illustrate how our vision and values contribute towards service delivery
- ☐ Summarize how the different parts of the council work together to deliver services
- ☐ Outline our priorities for the next year
- ☐ Communicate financial information in an understandable way
- ☐ Show how resources have been used to improve performance

## **2. RECOMMENDATION**

It is recommended that the Cabinet:

- a)** Approve the 2007/08 annual report subject to any minor amendments being agreed by the Leader and Corporate Head of Partnerships and Organisational Improvement.

## **3. DETAILS OF REPORT**

The annual report has been produced to provide accountability and transparency on our performance to our residents, partners and other stakeholders in an understandable and accessible format.

It has been specifically designed to complement the corporate plan, in terms of style, appearance and content. The corporate plan is a forward looking document- whereas the annual report looks backwards

providing a yearly snapshot of achievements, performance and finances. It is our intention to use the format and layout as a template for subsequent years.

The annual report covers a number of areas including:-

- How the council is structured and how the different parts of it work together to deliver services
- What the council's priorities, vision and values are and how these contribute towards the direction of the council
- Key measures of performance over a wide range of services
- A summary of the accounts for the financial year 2007/08 and how the money is being used to deliver services
- The council's main achievements during 2007/08

An additional benefit of producing an annual report is that it further strengthens external accountability as identified as part of the Audit Commission's Use of Resources assessment.

The use of resources guidance included asking the council to demonstrate that it:

- ☐ considered the views of a range of stakeholders in making its decision whether to publish an annual report
- ☐ published summary financial information that met the needs of a range of stakeholders and that this information was made available to the public on the councils website by a certain date
- ☐ published an annual report which includes summary accounts and an explanation of key financial and technical terms designed to be understood by members of the public

It is intended that the annual report will be made available to all residents, partners and other stakeholders via the council's website, with a limited number of hard copies and an electronic CD format being made available on request.

#### **4. OTHER OPTIONS CONSIDERED AND ASSESSED**

Not applicable

## **6. COMMENTS OF SECTION 151 OFFICER**

I welcome the publication of the annual report. It is a key document that demonstrates to stakeholders how the finances of the council are used to deliver service improvement. Furthermore this publication will strengthen the council's external accountability as identified in the Audit Commission's Use of Resources assessment.

## **7. COMMENTS OF MONITORING OFFICER**

The Corporate Plan was produced for the 3 year period from 2008 to 2011 and approved by Council at its meeting on the 3<sup>rd</sup> March 2008. This report looks back over the last year. Although there is no specified form for the report, it relates to the Corporate Plan.

## **8. CONCLUSION/SUMMARY**

The annual report has been produced to communicate financial and performance information in an accessible and understandable format and been designed to complement the corporate plan.

## **9. CONTACT OFFICERS**

Fiona Truman/Deborah Wyles  
Performance Management and Engagement  
01476 406440/406502

## REPORT TO CABINET

REPORT OF: Corporate Head Partnerships and Organisational Improvement

REPORT NO.: POI21

DATE: 3 November 2008

<b>TITLE:</b>	<b>Council Performance Indicators Half Yearly Report (April – September)</b>	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	N/A	
<b>COUNCIL AIMS/ PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	Cllr Ray Auger: Access and Engagement	
<b>CORPORATE PRIORITY:</b>	Customer Service/Use of Resources/Recycling	
<b>INITIAL IMPACT ASSESSMENT:</b>	<b>Carried out and appended to the report:</b>	<b>Full impact assessment required:</b>
Equality and Diversity	N/A	
Crime and Disorder	N/A	
Risk	N/A	
Climate Change	N/A	
Health and Safety	N/A	
Data Quality	See Paras 4.1-4.2	
<b>FREEDOM OF INFORMATION ACT:</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>		



## **1. INTRODUCTION**

- 1.1 Each year, as part of the Council's Performance Management Arrangements the Cabinet agree with the Council's Management Team a number of strategic measures (68) to help manage performance, this list of indicators is drawn from both the national indicators which central government request us to collect and local indicators developed by council managers. Many of them are used to measure progress against the Council's priorities and monthly performance reports are made to the Management Team and to Cabinet members. Each Performance measure is coded with a letter prefix followed by a number - National indicators (Central Government measures) start with NI and local indicators start with SK.

Attached is a breakdown by frequency of reporting for all the strategic measures (see appendix 1).

- 1.2 This report summarises the council's progress for the first six months of 2008/09 of the financial year (April- September). It is due to be considered by the Scrutiny Committee on 18<sup>th</sup> November. A full year report will also be produced for the Cabinet in May/June 2009.

## **2. RECOMMENDATION**

- 2.1 That the Cabinet note the council's performance in the first six months of 2008/09 (April – September 2008) and the actions being taken to improve performance outlined in paragraph 3.4.

## **3. DETAILS OF REPORT**

- 3.1 At the beginning of this financial year the council started to use a new performance management system (Covalent) to collect all performance data. This new system enables us to produce more detailed performance reports than in previous years combining the previous red, green and amber traffic light style with bar charts, graphs and a 'speed dial' illustration to show performance against specific tolerance levels.
- 3.2 The returns for the first six months have been compiled and compared with the previous year's results and their year-end targets. A summary of the main performance issues from the first six months (April – September) are shown below and a detailed set of performance tables and graphs is attached for further reference.

## **Main Findings from the First Six Months Performance**

### **3.3 Positive Performance**

#### **Recycling/Waste Management**

- **NI 191 Residual household waste per household** – in the first six months the actual weight (205kgs) of waste being collected was less than the projected target of 213kgs per household. (as shown in the attached table)
- **NI 192 % of household waste sent for reuse, recycling and composting** –by September 55.5% of the waste collected had been sent for reuse, recycling or composting compared to a target of 55% (as shown in the attached table)
- **NI 193 % of municipal waste land filled** – by September the increases in recycled/composted waste has led to 44.5% being left to be sent to landfill, with the annual target of 45%.

#### **Housing Management**

- **SK183/08** – the percentage of housing rent debt collected against the rent profile has increased since the start of the year from 66% in April to 92% in September. Further work is required to ensure the annual target of collecting 98.9% is achieved.

#### **Planning**

- **NI 157a** Processing of planning applications: Majors – actual 70% versus a target of 60%
- **NI 157b** Processing of planning applications: Minors – actual 72.10% versus a target of 65%
- **NI 157c** Processing of planning applications: Other – actual 92.6% versus a target of 80%

The planning performance statistics take account of applications at the point that they are “determined” – this is the point when the application decision, and all relevant legal agreements, have been completed.

Since late last year, as part of the service improvement plan for the development control service, there has been a concerted effort to radically change the officer and committee methodology and

process associated with major planning applications, which has resulted in a significant improvement in the turn-round time for applications received during this financial year (majors with SK08 numbers are currently running at 100%) – however since a number of applications still “on the books” for the purpose of PI calculation date from 2006/7/8 and are working their way through old systems and processes, these will hit and negatively affect the PI calculations going forward.

Therefore whilst we are currently on line to meet and exceed government targets we can expect that with a reducing number of applications as a result of the downturn in the market this PI will be increasingly squeezed.

Currently we are still projecting that we will meet the targets for planning performance. This is being constantly monitored by the Development Control management team at its fortnightly meetings, and reported to the Development Control improvement board (which includes the Development Control Committee Chairman and Portfolio Holder for planning) on a monthly basis.

#### **Council Tax/Non Domestic Rates (NDR)**

- **SK208/08** % of Council Tax collected – by the end of September we had collected 60.3% compared to a target of 58.7%.
- **SK209/08** % of NDR collected – by the end of September we had collected 60.1% compared to a target of 59.7%.

#### **Housing Solutions**

**NI 155** Number of affordable homes delivered – actual 127 versus a target of 75.

Working with our RSL partners and with the Housing Corporation we have been successful in securing a further £2m for purchasing ‘unsold private sector developments’. The current figures include 12 new properties which have been acquired by Leicester HA on Dysart Road, Grantham. This is a positive achievement within the current economic climate, which will allow the council to support affordable housing.

We can also now count the 34 properties on Worth Court Bourne, which were completed in August, this development should have been completed by the end of 2007/08 but was delayed until 2008/09.

### 3.4 Negative Performance

#### Managing Sickness

- **SK144/08** The average working days lost due to sickness absence has fallen since the end of 2007/8 from 9.98 days per employee to 9.53 days in September. However this falls short of our target of 8 days and further work is taking place as described below.

This year we are also recording the proportions of absence caused by short term sickness and long term sickness, these are shown below.

- **SK145/08** % of absence due to short term sickness – actual 45.54% versus a target of 40% (September)
- **SK146/08** % of absence due to long term sickness – actual 54.46% versus a target of 60% (September)

Council improving on Sickness Absence, the following key actions are taking place to aid further improvements:

- A new sickness management toolkit for managers has been developed as an active intervention guide to assist with short term and long term sickness.
  - The toolkit is being piloted within Street Scene, Supported Housing and Repairs & Improvement.
  - Attention has now been focused on Tenancy & Neighbourhood and Revenues & Benefits.
  - Review of the pilot with these services will take place in November with a rollout of the toolkit to all services by the end of the year.
  - These pilots are already having an impact on total actual working days lost to sickness:

April	579 days lost
May	529 days lost
June	447 days lost
July	451 days lost
August	309.26 days lost (Street Scene excluded due to incomplete data)
September	343.04 days lost

This is reducing month on month compared to January 2008 when actual days lost was at 613. The PI is a cumulative projection.

- Increased use of Occupational Health is continuing.

- New policies have been developed and are currently going through consultation and approval process.

Once this process is complete, the new policies and procedures will be rolled out to the council and a new staff leaflet will be developed and issued to staff.

- New style of sickness absence management reports now being supplied to service managers to inform and prompt action.

#### **4. IMPACT ASSESSMENT**

- 4.1 In collecting performance information it is important to ensure that the quality of data being used is verified and that the data is accurate. The Performance Management team works with service managers to ensure that the performance information (particularly those covering national performance indicators) complies with the definitions set down by central government. The new Performance Management System (Covalent) contains these definitions and any updates made by government throughout the year are added and made available to managers.
- 4.2 Each year a selection of national indicators are audited by the council's external auditors to ensure they are accurate and have been collected properly.

#### **5. COMMENTS OF SECTION 151 OFFICER**

- 5.1 As part of good corporate governance it is important members of the Scrutiny Committee review the performance of Council activities and identify any areas that require further scrutiny.

#### **6. COMMENTS OF MONITORING OFFICER**

- 6.1 While this report is for information purposes it is important to note that The Local Government and Public Involvement in Health Act 2007 has introduced the requirement to collect certain National Indicators, and the performance that they reveal will be open to scrutiny and evaluation under the new Corporate Area Assessment performance regime.

## **7. CONCLUSION/SUMMARY**

- 7.1 This report shows that the council has made a good start to the year in managing its performance, plans are in place to bridge gaps where they exist and it is hoped that the council will be able to meet or exceed the majority of the performance targets it has set itself.

## **8. CONTACT OFFICER**

**Sam Selby, Performance Management Officer, Tel 01476 406546 [s.selby@southkesteven.gov.uk](mailto:s.selby@southkesteven.gov.uk)**

# Performance Management Six Monthly Strategic Report






**Report Author:** Sam Selby

**Report Type:** PI Report

**Generated on:** 7<sup>th</sup> October 2008

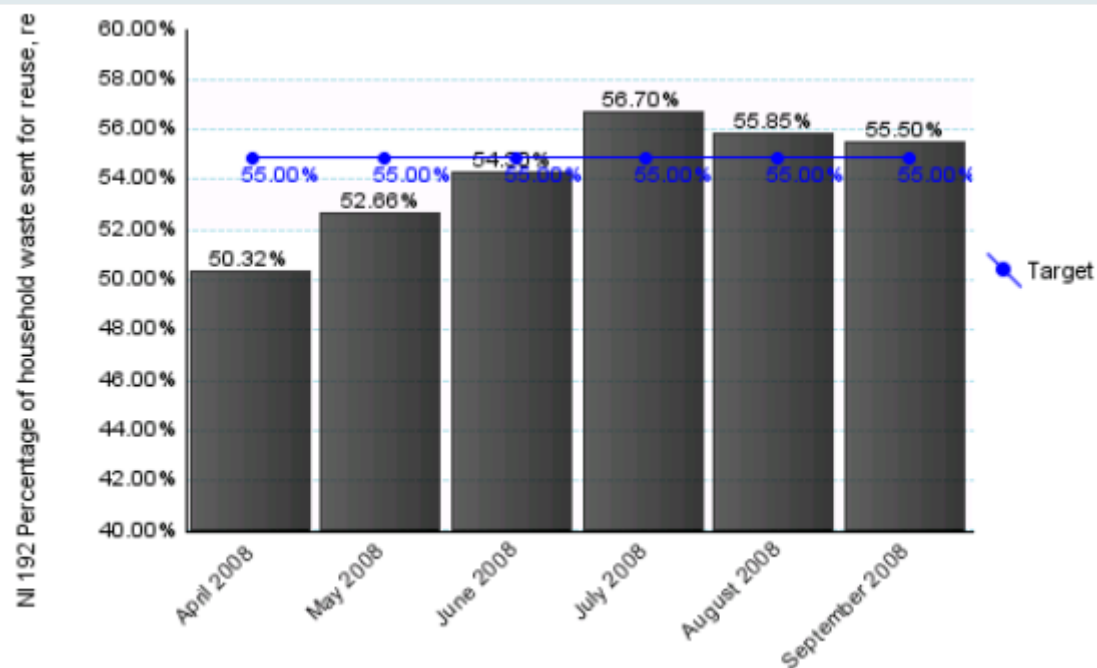


*Rows are sorted by Traffic Light.*

PI Status			
	This PI is significantly below target.		This PI cannot be calculated.
	This PI is slightly below target.		This PI is a data-only PI.
	This PI is on target.		

Category Code & Description: **1 Recycling**

NI 192 Percentage of household waste sent for reuse, recycling and composting

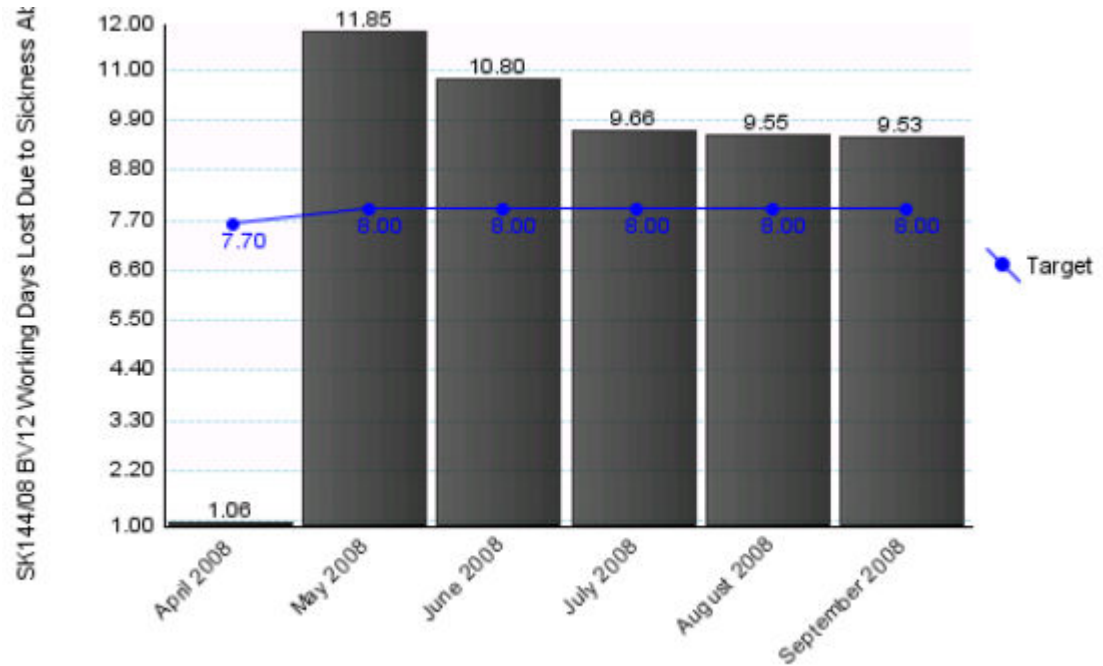





Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		September 2008		Q2 2008/09		1st Half 2008/09		Annual 2007/08	Annual 2007/08	Latest Note
		Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	
✓	NI 191 Residual household waste per household	39	36	77	71	106	106	Not Collected		136	142	168	178	205	213	Not Collected		426				
✓	NI 193 Percentage of municipal waste land filled	49.70%	45.00%	47.35%	45.00%	45.70%	45.00%	Not Collected		43.30%	45.00%	44.15%	45.00%	44.50%	45.00%	Not Collected		45.00%				
✓	NI 192 Percentage of household waste sent for reuse, recycling and composting	50.32%	55.00%	52.66%	55.00%	54.30%	55.00%	Not Collected		56.70%	55.00%	55.85%	55.00%	55.50%	55.00%	Not Collected		55.00%				









Category Code & Description: **11 Corporate Health**

SK144/08 Working Days Lost Due to Sickness Absence







Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		September 2008		Q2 2008/09		1st Half 2008/09		Annual 2008	2007/08	Annual 2008	Latest Note
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	8/09	Value	7/08	
	SK146/08 % absence due to long term sickness	57%	60%	50%	60%	49.2%	60%	Not Collected		48.9%	60%	56.1%	60%	54.4%	60%	Not Collected				60%			8 employees account for the long term sickness.
	SK144/08 Working Days Lost Due to Sickness Absence	1.06	7.70	11.85	8.00	10.80	8.00	Not Collected		9.66	8.00	9.55	8.00	9.53	8.00	Not Collected				8.00	9.98	7.80	Total days sickness for the month 343.04 days. 5 service areas had no sickness at all.
	SK145/08 % of absence due to short term sickness	43%	40%	50%	40%	50.7%	40%	Not Collected		51.0%	40%	43.8%	40%	45.5%	40%	Not Collected				40%			

Category Code & Description: **11 Corporate Health continued**

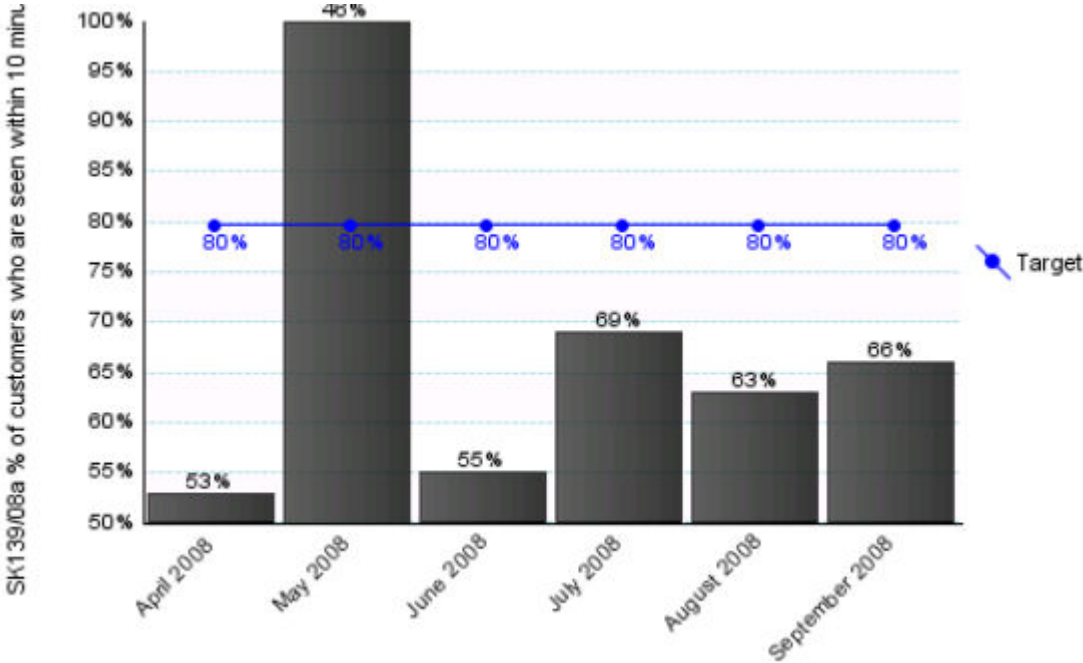
Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		September 2008		Q2 2008/09		1st Half 2008/09		Annual 2008	2007/08	Annual 2008	Latest Note
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	8/09	Val ue	7/08	
	NI 157a Processing of planning applications: Major applications	80.00%	60.00%	87.50%	60.00%	75.00%	60.00%	Not Collected		65.00%	60.00%	68.00%	60.00%	70.37%	60.00%	Not Collected				60.00%	38.64%	60.00%	4 voluntary leavers in September 2008 giving a total of 23 for year to date.  Total of 4 leavers out of 23 have left within 12 months of commencing their employment with the authority.
	SK147/08 % turnover of leavers	10.62	10.00	07.94	10.00	07.02	10.00	Not Collected		06.52	10.00	06.45	10.00	06.54	10.00	Not Collected				10.00			
	SK148/08 % of leavers within first 12 months	3.54%	10%	2.65%	10%	2.34%	10%	Not Collected		1.74%	10%	1.36%	10%	1.14%	10%	Not Collected				10%			
	NI 157b Processing of planning applications: Minor applications	75.61%	65.00%	71.60%	65.00%	71.70%	65.00%	Not Collected		72.46%	65.00%	71.43%	65.00%	72.14%	65.00%	Not Collected				65.00%	61.09%	65.00%	
	NI 157c Processing of planning applications: Other applications	94.79%	80.00%	92.42%	80.00%	91.59%	80.00%	Not Collected		93.14%	80.00%	92.92%	80.00%	92.66%	80.00%	Not Collected				80.00%	79.04%	80.00%	
	SK119/07 % of FOI Enquiries responded to within statutory 20 days	100%	99%	100%	99%	100%	99%	Not Collected		100%	99%	100%	99%	100%	99%	Not Collected				99%	100%	99%	


Category Code & Description: **13 Other Strategic Indicators**

																					Latest Note		
Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		September 2008		Q2 2008/09		1st Half 2008/09		Annual 2008		2007/08	Annual 2008
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	8/09		Value	7/08
	SK194/08 Abandoned vehicles - % investigated within 24 hrs	86.00%	100.00%	77.00%	100.00%	50.00%	100.00%	Not Collected		67.00%	100.00%	100.00%	100.00%	66.60%	100.00%	Not Collected			100.00%	96.70%	100.00%	All supervisors and enforcement officers have been trained, there are more officers available to cover investigations. The changes made have been successful, though there is ongoing monitoring to ensure that performance remains high and on target. The enforcement co-ordinator has been tasked with monitoring the progress of this PI.	
	SK43/07 Average length of stay in designated homeless units within SKDC stock (for completed occupancies)	54	58	78.7	58	59.8	58	Not Collected		71.6	58	83.3	58	77.3	58	Not Collected			58	93	60		
	NI 154 Net additional homes provided	67	33	67	67	95	100	Not Collected		138	133	209	167	330	200	Not Collected			400				
	NI 159 Supply of ready to develop housing sites	100.00%	90.0%	100.00%	90.0%	100.00%	90.0%	Not Collected		100.00%	90.0%	153.00%	90.0%			Not Collected			90.0%				









Category Code & Description: 2 **Customer Services**

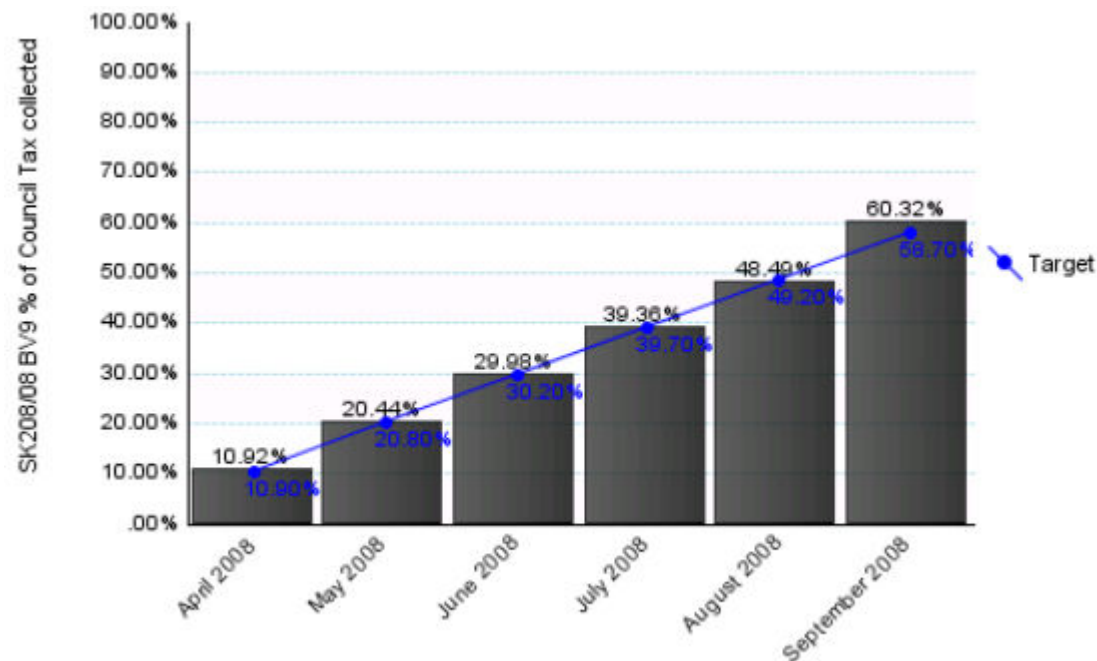
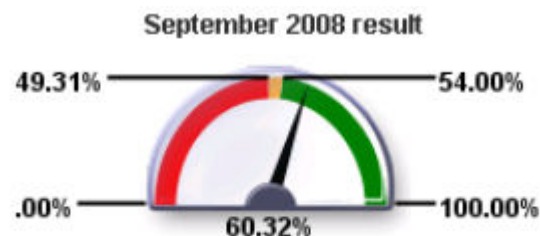
SK139/08a % of customers who are seen within 10 minutes (Grantham CSC only)






Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		September 2008		Q2 2008/09		1st Half 2008/09		Annual 2008	Annual 2008	Latest Note
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	SK139/08a % of customers who are seen within 10 minutes (Grantham CSC only)	53%	80%	46%	80%	55%	80%	Not Collected		69%	80%	63%	80%	66%	80%	Not Collected		80%	80%			






Category Code & Description: **2 Customer Service continued**

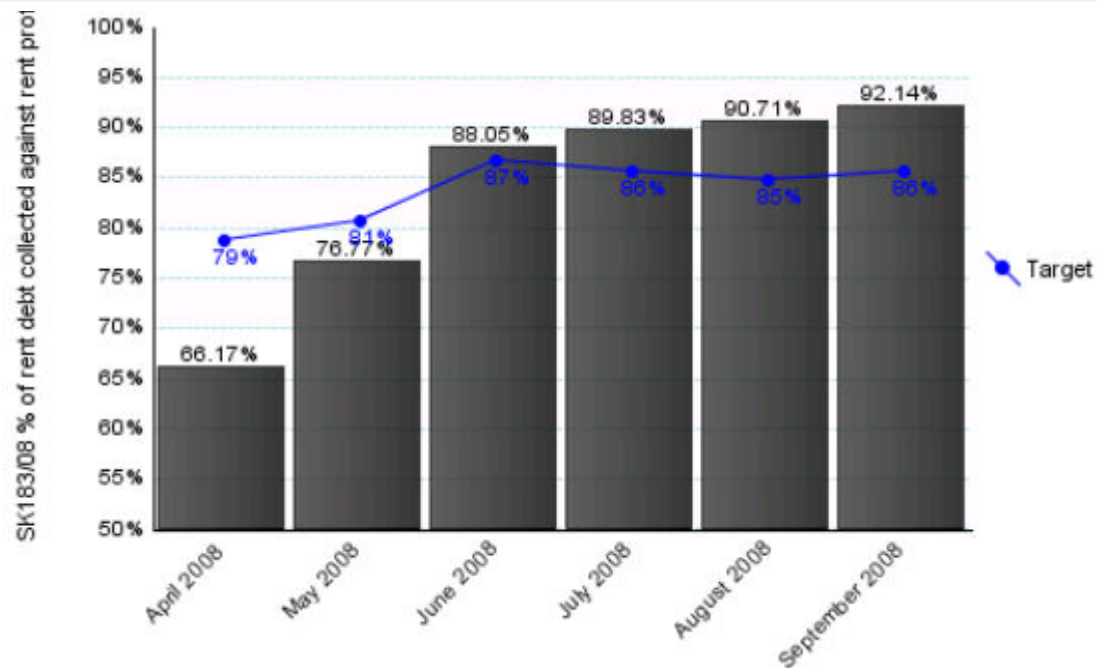
Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		September 2008		Q2 2008/09		1st Half 2008/09		Ann 2008	2007/08	Ann 2008	Latest Note
		Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	Val	Target	8/09	Val	7/08	
	SK139/08b % of customers who are seen within 10 minutes - Grantham CSC only (YTD)	53%	80%	49%	80%	51%	80%	Not Collected		56%	80%	56%	80%	58%	80%	Not Collected				80%			We are seeing gradual improvement in this and an action plan to make further improvements from October onwards is being produced.
	SK136/08b % of calls answered within 28 seconds (YTD)	51%	85%	51%	85%	51%	85%	Not Collected		59%	85%	65%	85%	67%	85%	Not Collected				85%			
	SK135/08b % of contacts offered that were abandoned (YTD)	15%	5%	16%	5%	17%	5%	Not Collected		14%	5%	13%	5%	12%	5%	Not Collected				5%			Performance has continued to improve throughout the first six months
	SK26/07b % calls answered (lines in the CSC only) (YTD)	85%	95%	84%	95%	83%	95%	Not Collected		86%	95%	87%	95%	88%	95%	Not Collected				95%	79%	85%	
	SK26/07a % calls answered (lines in the CSC only)	85%	95%	84%	95%	81%	95%	Not Collected		95%	95%	96%	95%	93%	95%	Not Collected				95%	79%	85%	
	SK135/08a % of contacts offered that were abandoned	15%	5%	16%	5%	19%	5%	Not Collected		5%	5%	4%	5%	7%	5%	Not Collected				5%			Performance has continued to improve throughout the first six months
	SK136/08a % of calls answered within 28 seconds	51%	100%	52%	100%	51%	85%	Not Collected		83%	85%	84%	85%	78%	85%	Not Collected				85%			
	SK26/07b % calls answered (lines in the CSC only) (YTD)	85%	95%	84%	95%	83%	95%	Not Collected		86%	95%	87%	95%	88%	95%	Not Collected				95%	79%	85%	




Category Code & Description: **5 Use of Resources**
**SK208/08 % of Council Tax collected**


Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		Septem ber 2008		Q2 2008/09		1st Half 2008/09		Ann ual 2008	200 Ann 7/0 ual 2008	Latest Note	
		Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	8/09	Val ue		7/08
	SK209/08 Percentage of Non-domestic Rates Collected	14.30%	12.80%	24.85%	23.80%	32.41%	32.90%	Not Collected		42.11%	41.60%	50.81%	51.10%	60.19%	59.70%	Not Collected				99.60%	98.60%	98.50%	
	SK173/08 % of assets reviewed for utilization purposes	16%		Not Collected				16%	9.75%	Not Collected						20%	19.5%	Not Collected		39%			
	SK208/08 % of Council Tax collected	10.92%	10.90%	20.44%	20.80%	29.98%	30.28%	Not Collected		39.36%	39.70%	48.49%	49.20%	60.32%	58.70%	Not Collected				98.60%	98.50%	98.50%	

Category Code & Description: **7 Local Neighbourhoods**

Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		September 2008		Q2 2008/09		1st Half 2008/09		Ann	200	Ann	Latest Note	
		Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	8/09	Val ue	7/08		
	NI 187(ii) Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (ii) High energy efficiency	Not Collected																	14.1%	14.0%	15.0%			
	NI 172 Percentage of small businesses in an area showing employment growth	2.0%	2.0%		2.0%	Not Collected		2.0%	2.0%	Not Collected						2.0%	2.0%	Not Collected	2.0%					
	NI 187(i) Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (i) Low energy efficiency	Not Collected																	12.5%	12.5%	12.0%			
	NI 155 Number of affordable homes delivered (gross)	11	11	23	23	23	38	Not Collected		69	50	106	62	127	75	Not Collected				150			Continued success with purchasing ‘unsold private sector developments’	
	NI 156 Number of households living in temporary accommodation	135	6	Not Collected				111	75	Not Collected						68	75	Not Collected		75				

**SK183/08 % of rent debt collected against rent profile**


Traffic Light Icon	PI Code & Short Name	April 2008		May 2008		June 2008		Q1 2008/09		July 2008		August 2008		September 2008		Q2 2008/09		1st Half 2008/09		Annual 2008	2007/08	Annual 2008	Latest Note
		Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	Val ue	Tar get	8/09	Val ue	7/08	
	SK184/08 % of total tenants with more than 7 weeks of rent arrears	5.49%	3.38%	6.57%	7.75%	6.75%	1.12%	Not Collected		6.57%	1.50%	6.98%	1.88%	6.70%	2.25%	Not Collected				4.50%	5.98%	4.90%	
	NI 158 % non-decent council homes	2%	2%	2%	2%	2%	2%	Not Collected		2%	2%	2%	2%	2%	1%	Not Collected				2%	2%	4%	
	SK183/08 % of rent debt collected against rent profile	66.17%	79%	76.77%	81%	88.05%	87%	Not Collected		89.83%	86%	90.71%	85%	92.14%	86%	Not Collected				98.9%			



# Appendix 1

## **Strategic National & Local Performance Indicators**

In the following tables groups of measures have been split into different frequencies of reporting.

### **Group 1 – Monthly**

All of these indicators are reported to Management Team and Private Cabinet monthly.

<b>PI Code</b>	<b>Performance Indicator Description</b>
NI 155	Number of affordable homes delivered (gross)
NI 157a	% planning applications determined within 13 weeks - major
NI 157b	% planning applications determined within 8 weeks - minor
NI 157c	% planning applications determined within 8 weeks - other
NI 158	% decent council homes
NI 159	Supply of ready to develop housing sites
NI 191	Residual household waste per head
NI 192	% Household waste recycled and composted
NI 193	Municipal waste landfilled
SK209/08	% of Business Rates collected
SK119/07	% of FOI Enquiries responded to within statutory 20 days
SK144/08	Average working days lost due to sickness absence per employee
SK145/08	Average working days lost due to short term sickness absence per employee
SK146/08	Average working days lost due to long term sickness absence per employee
SK147/08	% Turnover of leavers (this is both a health barometer and an early warning that there are issues to address - report quarterly)
SK148/08	% of leavers within first 12 months (retention is a key reflection of culture - report quarterly)
SK183/08	% of rent debt collected per month against rent profile
SK208/08	% of Council Tax collected
NI 14	Avoidable contact: The average number of customer contacts per resolved request
NI 154	Net additional homes provided
NI 15	Serious violent crime
NI 16	Serious acquisitive crime
NI 20	Assault with injury crime rate
SK26/07	% calls answered (lines in the CSC only)
SK135/08	% of contacts offered that abandon.
SK136/08	% of calls answered within 28 seconds.
SK137/08	Average call waiting time (seconds)
SK138/08	Average transaction time (seconds).
SK139/08	Average visit waiting time (seconds).

### **Group 2 – Quarterly**

All of these indicators are reported to Management Team and Private Cabinet quarterly.

<b>PI Code</b>	<b>Performance Indicator Description</b>
SK165/08	% of customers that have used the website and were happy that they had found what they wanted.
SK173/08	% of assets reviewed for utilization purposes
NI 137	Healthy life expectancy at age 65
NI 172	VAT registered businesses in the area showing growth
NI 170	Previously developed land that has been vacant or derelict for more than 5 years
NI 185	CO2 reduction from Local Authority operations
NI 189	Flood and coastal erosion risk management
NI 194	Level of air quality - reduction in NOx and primary PM10 emissions through local authority's estate and operations
NI 32	Repeat incidents of domestic violence
NI 36	Protection against terrorist attack

### **Group 3 – Every 4 months**

All of these indicators are reported to Management Team and Private Cabinet every 4 months.

<b>PI Code</b>	<b>Performance Indicator Description</b>
NI 195a	Improved street and environmental cleanliness of levels of litter
NI 195b	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus
NI 195c	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti
NI 195d	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting

#### **Group 4 – Half yearly**

All of these indicators are reported to Management Team and Private Cabinet half yearly, to be reported in October for the first 6 months.

<b>PI Code</b>	<b>Performance Indicator Description</b>
NI 186	Per capita reduction in CO2 emissions in the LA area
NI 188	Adapting to climate change
NI 196	Improved street and environmental cleanliness - fly tipping
NI 179	Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year

#### **Group 5 – Annually**

All of these indicators are reported to Management Team and Private Cabinet at the end of each financial year.

<b>PI Code</b>	<b>Performance Indicator Description</b>
NI 187 (i)	Tackling fuel poverty - people receiving income based benefits living in homes with - low energy efficiency rating
NI 187 (ii)	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating
SK118/06	Use of Resources - Assessment Score
SK159/08	% of staff that feel well informed about changes that directly affect their work
SK160/08	% of staff that are informed about changes that affect the whole council
SK161/08	% of customers that find SKToday informative
SK162/08	% of customers that feel informed by the council about the services & benefits we provide
SK163/08	% of customers that think the council offers value for Money
SK143/08	Level of Equality Standard for Local Government

## **Group 6 – Place Survey**

This group of indicators are being set out as questions within the New Place Survey. The Place survey is the new government survey which SKDC will run biennially as set out in the guidance. The first survey is currently being worked on and will be sent out to residents within the next few months, we would expect to get results at the year end.

<b>PI Code</b>	<b>Performance Indicator Description</b>
NI 119	Self-reported measure of people's overall health and wellbeing
NI 1	% of people who believe people from different backgrounds get on well together in their local area
NI 138	Satisfaction of people over 65 with both home and neighbourhood
NI 139	The extent to which older people receive the support they need to live independently at home
NI 140	Fair treatment by local services
NI 17	Perceptions of anti-social behaviour
NI 2	% of people who feel that they belong to their neighbourhood
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area
NI 23	Perceptions that people in the area treat one another with respect and consideration
NI 27	Understanding of local concerns about anti-social behaviour and crime by the local council and police
NI 3	Civic participation in the local area
NI 37	Awareness of civil protection arrangements in the local area
NI 4	% of people who feel they can influence decisions in their locality
NI 41	Perceptions of drunk or rowdy behaviour as a problem
NI 42	Perceptions of drug use or drug dealing as a problem
NI 5	Overall / general satisfaction with local area
NI 6	Participation in regular volunteering