

AGENDA



CABINET

MONDAY, 6 APRIL 2009

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 40 61 52
Support Officer: e-mail: 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**
Minutes of the meeting held on 9 March 2009. **(Enclosure)**
- 3. DECLARATIONS OF INTEREST (IF ANY)**
- 4. *REVISION OF ASSET MANAGEMENT PLAN 2009 - 2012**
Report number AFM0075 by the Assets and Resources Portfolio Holder.
(Enclosure)
- 5. *CORPORATE EQUALITY SCHEME 2009 - 2012**
Report number HR&OD101 by the Corporate Governance and Housing Portfolio Holder.
(Enclosure)
- 6. *ENDORSEMENT OF GRANTHAM TRANSPORT STRATEGY**
Report number CHSC0015 by the Economic Development portfolio holder.
(Enclosure)
- 7. *SOUTH KESTIVEN DISTRICT COUNCIL - PRIVATE SECTOR FINANCIAL ASSISTANCE POLICY 2009 - 2011**
Report number HST25 by the Corporate Governance and Housing 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
9 MARCH 2009 - 11.00 AM – 11.59 AM

PRESENT:

Councillor Ray Auger
Councillor Paul Carpenter
Councillor Mrs Frances Cartwright
Councillor Mrs Maureen Spencer-Gregson O.B.E.

Councillor Mrs. Linda Neal - Chairman

Chief Executive
Corporate Head Finance & Customer Services
Legal Services Manager
Human Resources and Organisational Development Service Manager
Economic Development & Town Centre Management Service Manager
Principal Officer, Economic Development
Financial Management Team Leader
Planning Policy Service Manager
Local Strategic Partnership Co-ordinator
Cabinet Support Officer

Non-Cabinet Members :
Councillor Peter Martin-Mayhew

CO61. APOLOGIES

An apology was received from Councillor Smith.



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CO62. MINUTES

The minutes of the meeting held on 9th February were confirmed as a correct record of the meeting.

CO63. DECLARATIONS OF INTEREST (IF ANY)

No declarations of interest were made.

CO64. *DRAFT ECONOMIC DEVELOPMENT STRATEGY 2009-2014

DECISION:

- 1) To note the consultee responses to the Draft Economic Development Strategy 2009-2014 and the responses made by the Service Manager (Economic Development) to these submissions.**
- 2) To approve the Economic Development Strategy 2009-2014 for South Kesteven District Council subject to changes to be made as a result of the responses made to the consultation.**
- 3) To instructs the Service Manager for Economic Development to make any final changes in consultation with the Portfolio Holder for Economic Development before distributing to partners.**

Considerations/Reasons for decisions:

- 1) Report number EDTC0077 by the Portfolio Holder for Economic Development.
- 2) Comments from the Economic Development & Town Centre Management Service Manager regarding consultation responses and changes made to the Economic Development Strategy.
- 3) Comments made by Cabinet Members regarding changes made to reflect consultation responses that references to Stamford Welland Quarter should not be altered to Stamford Priory Development at this stage.

CO65. *PEOPLE AND WORKFORCE STRATEGY

DECISION:

- 1) To approve the People and Workforce Strategy for implementation and delivery of an appropriate action plan.**

2) To authorize the Portfolio Holder to make minor amendments to the strategy.

Considerations/Reasons for decisions:

- 1) Report number SD27 by the Portfolio Holder for Organisational Development and Housing.
- 2) Comments made by the Human Resources and Organisational Development Service Manager.
- 3) Comments from the Resources PDG relating to some of the terminology used in the report and citation of some of the sources for examples of comparison information within the strategy which were to be amended in the final version .
- 4) Comments from the Cabinet Members regarding the constant changing nature of a strategy such as this one.
- 5) Comments from the Cabinet Members relating to customer service centres planned for the south of the district.

Other options considered and assessed:

The further development of an overarching approach to the development of the skills, knowledge and capacity of the workforce is fundamental to achievement of key business objectives.

CO66. FINANCIAL REPORT FOR 2008/09: MONITORING INFORMATION AND FORECAST OUTTURN

DECISION:

To note the comments and figures contained within report CHFCS32.

Considerations/Reasons for decision:

- 1) Report number CHFCS32 by the Portfolio Holder for Assets and Resources.
- 2) Comments made by the Corporate Head Finance & Customer Services.
- 3) Comments made by Cabinet Members.

CO67. *PARTNERSHIP POLICY

DECISION:

To approve the Partnership Policy 2008.

Considerations/Reasons for decision:

- 1) Report number LSP03 by the Leader of the Council.
- 2) Comments made by the Local Strategic Partnership Co-ordinator.
- 3) Comments made by the Resources PDG.
- 4) Comments made by Cabinet Members regarding the various Lincolnshire Councils and the reasons for working together on a county wide Partnership Policy.

CO68. REVISION TO BOURNE TOWN CENTRE REDEVELOPMENT
SUPPLEMENTARY PLANNING GUIDANCE

DECISION:

- 1) To approve the revisions to the Bourne Town Centre Redevelopment Supplementary Planning Guidance as set out in Appendices A and B of report number PLA748 for consultation.**
- 2) The revised Bourne Town Centre Redevelopment Supplementary Planning Guidance be published for six weeks public consultation.**

Considerations/Reasons for decision:

- 1) Report number PLA748 by the Portfolio Holder for Economic Development.
- 2) Comments made by the Planning Policy Service Manager.
- 3) Comments made by the Cabinet Members with regard to some of the land proposed to be excluded from the SPG area.

Other options considered and assessed:

- 1) Do not revise the SPG - for the reasons set out in section 3.1 of the report, this is not considered to be an appropriate course of action.
- 2) Do not undertake consultation – the Council is bound by its adopted SCI to undertake consultation on planning policy documents prior to their adoption. Undertaking public consultation will also minimise the risk of legal challenge to the revised SPG.

EXCLUSION OF THE PUBLIC

EXCLUSION OF THE PUBLIC

in accordance with Section 100A(4) of the Local Government Act 1972 (as amended) it was resolved that the public be excluded from the meeting because of the likelihood that otherwise exempt information, as described in paragraph 3 of the Act (as amended) would be disclosed to the public.

CO69. LAND WITHIN BOURNE CORE AREA

The Chairman agreed to deal with this Key Decision under Access to Information Procedure rule 16 because it was a Key Decision that had not been included within the forward plan. The Key Decision could not be deferred until the publication of the next forward plan as the opportunity to purchase land had only just arisen and delay would result in the loss of grant funding.

DECISION:

- 1) That Cabinet approve the purchase of the freehold of land at Bourne in accordance with exempt report number AFM0076 with the terms to be agreed by the Corporate Head of Resources and Organisational Development.**

Considerations/Reasons for decision:

- 1) Exempt report number AFM0076 by the Portfolio Holder for Economic Development.
- 2) Comments made by the s151 Officer and the Monitoring Officer.
- 3) Comments made by Members of the Cabinet.

DATE DECISIONS ARE EFFECTIVE

Decisions CO64, CO65, CO66, CO67 and CO68, as made on 9 March 2009 can be implemented on 18 March 2009 unless subject to call-in by the Scrutiny Committee Chairman or any five members of the Council from any political groups.

Decision CO69 was made under special urgency procedures and is therefore not subject to call-in and can be implemented immediately.

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

**Contact: Cabinet Support Officer - David Lambley
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d.lambley@southkesteven.gov.uk**

REPORT TO CABINET

REPORT OF: The Portfolio Holder for Resources and Assets

REPORT NO: AFM0075

DATE: 6th April 2009

TITLE:	Asset Management Plan – 2009-2012
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	March 2009

KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
COUNCIL AIMS/ PORTFOLIO HOLDER NAME AND DESIGNATION:	Cllr Maureen-Spencer Gregson Portfolio Holder for Resources and Assets	
CORPORATE PRIORITY:	Quality Organisation	
INITIAL IMPACT ASSESSMENT:	Carried out and appended to the report:	Full impact assessment required:
Equality and Diversity	Yes	
Crime and Disorder	n/a	
Risk	n/a	
Climate Change	n/a	
Health and Safety	n/a	
Data Quality	n/a	
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS:	Asset Management Plan – 2007-2011 Cabinet Reports AFM0018 and AFM0047	

1. INTRODUCTION

- 1.1 The Asset Management Plan is an element of a compilation of strategies that are intended to drive forward asset management to support South Kesteven District Council's vision. The plan has been developed in parallel with the Council's Capital Strategy, which identifies and provides the framework within which investment priorities can be determined over the plan period.
- 1.2 A copy of the Asset Management Plan 2009-2012 dated February 2009 accompanies this report. This plan is a refresh of the Asset Management Plan 2007-2011.

2. RECOMMENDATION

- 2.1 That Cabinet adopt the Asset Management Plan 2009-2012.
- 2.2 The Cabinet authorise the Corporate Head of Resources and Organisational Development for Resources to make amendments to the Asset Management Plan 2009- 2012 during the period of the Plan to incorporate organisational changes, changes in legislation and changes in the assets held by the Council

3. DETAILS OF REPORT

- 3.1 The Asset Management Plan takes into consideration the new priorities of the Council; specifically examines a more strategic approach to asset management; ensures the aspects of climate change and carbon management are examined and ensures the new Key Lines of Enquiry are adhered to with regards to the Use of Resources Assessment and Asset Management.

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

- Continued input from CIPFA including undertaking the recommendation of the Peer Review of January 2007 and subsequent peer review in May 2008 undertaken by a Uses of Resources Co-ordinator from Lincolnshire City Council.
- Publications by the RICS Policy Unit – Asset Management and Local Government.
- Advice and Knowledge from Beacon Council's and others rated excellent in Asset Management Planning, together with data from membership of CIPFA/IPF Asset Management.

4. COMMENTS OF SECTION 151 OFFICER

The Asset Management Plan is a key document for the Authority and sets out the strategic framework in respect of the utilization and retention of assets. The AMP should underpin and formulate the Capital Programme and ensure the assets support the delivery of the Council's priority themes and provide value for money.

5. COMMENTS OF MONITORING OFFICER

The Asset Management Plan covers all assets held by the Council under the general fund. A separate asset management plan is being produced to cover assets held under the housing revenue account.

It is proposed the plan covers the next 4 years of operation. It is essential the plan is updated during that period. Assets disposed off should be deleted and assets purchased should be added to the plan as soon as the transaction has been completed

6. CONCLUSION/SUMMARY

- 6.1 The Asset Management Plan has been put together on the basis that it is a 'live' document which should be updated regularly.

7. CONTACT OFFICER

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telephone: 01476 406411



ASSET MANAGEMENT PLAN

2009-2012

FINAL DRAFT



"Listening Learning Delivering"

February 2009



South Kesteven District Council
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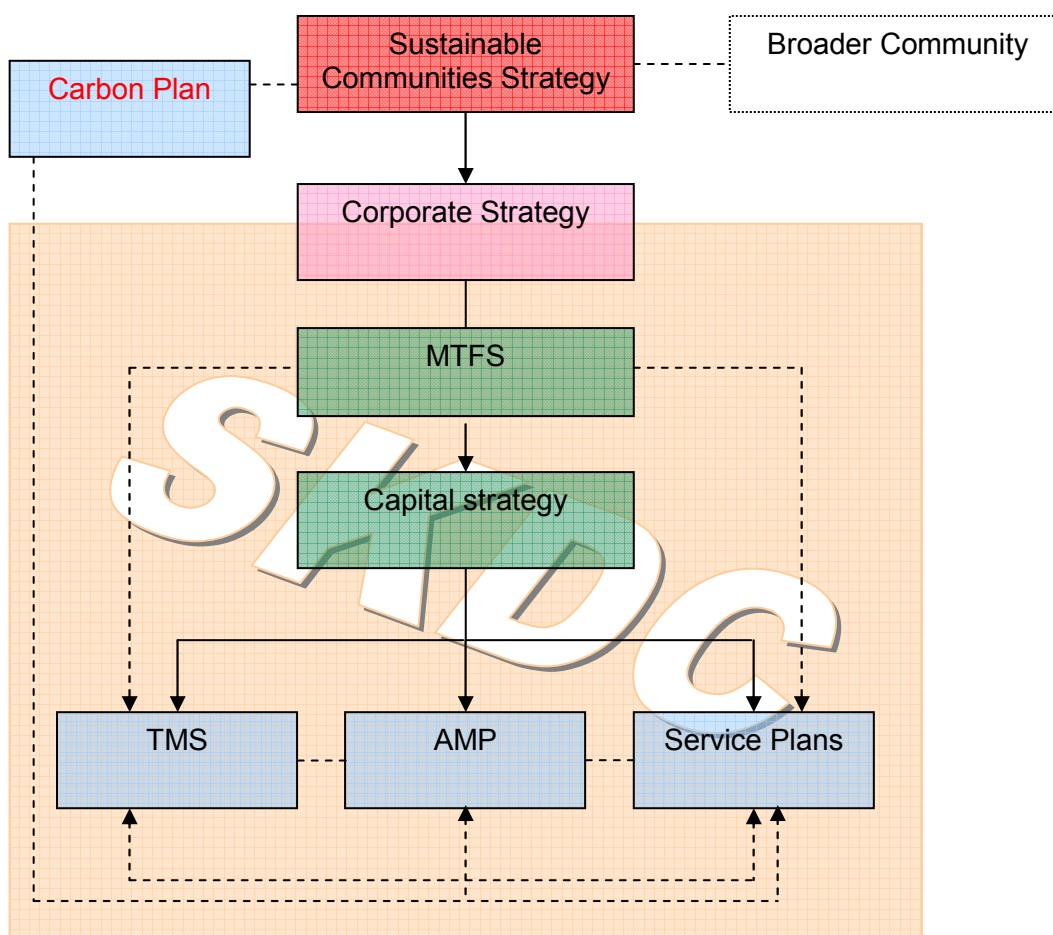
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1.0 INTRODUCTION

1.1 Purpose of the Asset Management Plan

- 1.1.1 The main purpose of the Asset Management Plan is to ensure the efficient and effective utilisation of the Council's property and land portfolio. The Asset Management Plan principally considers the Non-Housing Portfolio i.e. General Fund Properties.
- 1.1.2 The Asset Management Plan is an element of a compilation of strategies that are intended to drive forward asset management to support South Kesteven District Council's vision, which is detailed below. **The plan is developed in particular in parallel with the Council's Capital strategy, which identifies and provides the framework within which investment priorities can be determined over the plan period.**

The relationship of the Asset Management Plan to other key corporate documents and processes is depicted in the following diagram:



Key to Abbreviations	
MTFS	Medium Term Financial Strategy
TMS	Treasury Management Strategy
AMP	Asset Management Plan

1.2 [A Background to South Kesteven Area and Population](#)

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

1.2.2 Grantham, the largest town and administrative **41,879**, Stamford around **20,645**, Bourne approximately **14,352** and the Deepings around **13,965**.

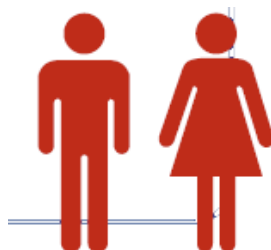
1.2.3 Approximately **90,841** people (which is equivalent to **67%** of the total population of South Kesteven district) live in the four market towns and the remaining **45,667** or **33%** live in the rural areas.



- 1.2.4 The office for National Statistics (ONS) have estimated a projected population figure for the district in 2007 of **131,100** people; However, South Kesteven District Council have estimated this figure as nearer **136,500** based on known housing completions.

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 (2007) of the 40 authorities in the East Midlands after the areas of East Lindsey, Charnwood, Northampton, Derby, Nottingham and Leicester. The Office of National Statistics estimates that a further increase of **3.04%** is predicted for South Kesteven to 2010. The present population splits for 2007 are as follows:

Male	64,100
Female	67,200
0-19	31,700
20-64	76,500
65 and over	23,100



Note: Rounding of figures means that the population split by age does not total the projected population total.

- 1.2.5 In **April 2006**, the **ONS** carried out a survey on the dwelling stock by **tenure** and it was identified that there are 76.5% of houses in the district which are owner-occupied, 11.8% are rented from the District Council and 9.8% are rented in the private sector with 1.9% with a Registered Social Landlords.

1.3 [Employment and Unemployment](#)

- 1.3.1 Over the last 2 years the district's population has increased by **1.92%**. The average growth rate per annum was approximately **2,500** people.
- 1.3.2 The unemployment **rate** for the District for **July 2008** is **1.7%**.
- 1.3.3 The average gross weekly earnings for full time, male and female, by residence in South Kesteven for **2007** was **£441.10** compared to the East Midlands, which was **£353.60**. The average gross median weekly earnings for full time, male and female, by workplace in South Kesteven for **2007** was **£379.20** compared to the East Midlands, which was £420.20. (Nationally **£456.70**).

*Statistics from the following sources:
Taylor Associates.
ASHE **2007**.
ONS (**Office for National Statistics**).

1.4 [South Kesteven District Council's Asset's Portfolio](#)

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

Type of Asset	Gross Internal Floor Area (m ²)	No.	Value £
Art Centres	6,773	2	4,541,681
Bus Stations	6,859	3	428,237
Car Parks	58,479	18	4,641,831
Depots	2,108	1	501,090
Market and Fair Rights	N/A	2	447,750
Market Stores	386	3	138,035
Council Offices	7,129	3	4,070,209
Playing Fields (Including Pavilions)	N/A	7	1,242,595
Public Conveniences	568	12	698,867
Public Halls	1,394	1	1,172,509
Stadium and Leisure Centres	16,213	5	23,635,064
Cycle and Changing Facilities	79	1	89,624
Industrial Premises (6 Sites and 30 Units Total)	9,934	6	5,432,664
Community Facilities	6,327	9	1,763,263
TOTAL	116,249	73	48,803,419

In the Council's Statement of Accounts 2007/2008, the Balance Sheet as at 31st March 2007 showed £57,650 for fixed assets for other land and buildings. This amount comprises the total value of the non-housing stock (£48,803,419) plus the Council's HRA (Housing Revenue Account) assets comprising garages, General Old Person Development (GOPD) areas and warden flats and HRA shops (5,209,774).

1.5 [Financial Context](#)

- 1.5.1 **The Council provides services typically associated with a grouping of small traditional market towns and villages and a large rural area. The Council's total estimated capital value for non-housing property for the next three years is approximately £10,734,000 as detailed in South Kesteven District Council's Capital Strategy 2007-2011.**
- 1.5.2 The authority holds both operational and non-operational property as stated in Appendix 2 of this document. The objectives for these properties are contained within this plan, which are derived from principle 7 of the Medium Term Financial Strategy, which states that the Council will manage the Council's assets, reserves, balances and receipts to optimise financial returns for future investment in the Council's priorities for the benefit of the community.

1.5.3 A summary of the Council's capital investment plans for the next 3 years (2008/2009; 2009/2010; 2010/2011), together with the likely sources of finance is detailed below:

	2008/2009 £000	2009/2010 £000	2010/2011 £000	2011/2012 £000
Non-Housing Property				
Sustainable Communities	2,836	2,781	1,650	2,630
Healthy Environment	410	142	928	698
Finance and Customer Services	-	320	-	-
Resources and Organisational Development	748	530	450	595
Partnership and Organisational Improvement	272	50	50	50
Tenancy Services	280	-	-	-
Indicative Projects	-	300	175	-
TOTAL	4,546	4,123	3,253	3,973
Sources of Finance				
Specific Reserve - Capital	-	2,051	-	-
Usable Capital Receipts	3,425	1,036	2,499	3,219
Capital Grants and Contributions	1,013	810	254	254
Direct Revenue Financing	153	226	500	500
TOTAL	4,591	4,123	3,253	3,973

2.0 STRATEGIC OBJECTIVES

2.1 Vision, Mission and Corporate Priorities

2.1.1 The Council's Corporate Strategy defines the Council's vision and priorities.

The vision for the authority is *"To provide brilliant services to our customers"*. The vision is delivered through the council's values, corporate priorities, service delivery plans and actions.

The Council's values incorporate the working practices focusing on the organisation in the future. The values are:

- ❑ **Learning** - We want to be a council that takes your views into account and demonstrates a real passion for customer service.
- ❑ **Listening** – We want to be a council that is open and honest, and learns from things that go well, and do not go so well.
- ❑ **Delivering** – We want to be a council that innovates and makes a difference.

A good example of how the authority has involved people of the district is the liaison with members of the public, businesses, staff and so forth, when compiling the council's priorities. Views have been expressed through a survey and services have consequently embraced four levels of prioritisation:

Category A	Step Change	1) Recycling 2) Customer service 3) Communications 4) Bourne and Grantham town—centres 5) Use of resources 6) Grantham growth point
Category B	Incremental Improvement	1) Local neighbourhoods 2) Housing management 3) Public assets 4) Climate change
Category M	Maintain Service Standard	The following services achieving operational minimums: Car Parks; Public Conveniences; Business Rates; Licensing; All Internal Services; Leisure; Parks; Emergency Planning; Development Control; Public Transport (Statutory); Building Control; Markets; Planning Policy; Enforcement Services; Arts Centres and Care Services
Category Z	Managed Disinvestment	1) Strategic tourism 2) Pest Control 3) Discretionary grants 4) Discretionary assistance to public transport 5) Planning Consultancy Services onto a commercial basis

Since these priorities were adopted in 2007, a recent review of priorities has taken place, which evaluated and recommends the repackaging of the priorities into 4 broader "priority themes".

This re-evaluation of priorities has arisen to ensure that the authority is able to identify more easily the benefits and outcomes for the customer/resident in priority areas.

The drivers which brought about this change are as follows:

- The emerging Sustainable Community Strategy which incorporates Local Area Agreement themes including improving health;
- Improving skills and conditions for the economy;
- Making better communities through growth to improving housing provision;
- Providing value for money;
- Tackling the causes and effects of climate change;
- The outcome of a Gateway Review on priorities by members of Cabinet and PDG chairs;
- Up to date community feedback (e.g. recent residents survey results);
- Feedback from recent inspections;
- A review of the Council's Medium Term Financial Strategy.

Taking the residents' survey into account and the outcome of the Gateway Review it was recommended that the priorities were refocused and re-packaged into a more generic thematic approach to ensure that everyone within the authority could contribute, thus improving the customer experience in relation to four "priority themes" have been identified:

CUSTOMER FIRST	OUTCOME	CURRENT PRIORITIES INCORPORATED
Putting the customer at the heart of all the Council does.	Excellent customer service and customer / community access to services.	Customer Service
QUALITY LIVING	OUTCOME	CURRENT PRIORITIES INCORPORATED
Protection and improvement of our environment.	A clean and safe environment in South Kesteven's towns and villages.	Recycling; Local Neighbourhoods; Climate Change
Improvement of health and well being.	Improved health and well being.	
Working with the Council's partners to create communities where people are safe and feel safe.	Vibrant cohesive communities	
GOOD FOR BUSINESS	OUTCOME	CURRENT PRIORITIES INCORPORATED
Develop strong, vibrant and inclusive communities with a strong economy.	Revitalised local economy and communities.	Grantham Growth and Town Centre Regeneration
QUALITY ORGANISATION	OUTCOME	CURRENT PRIORITIES INCORPORATED
Council delivering brilliant services – further improve performance and satisfaction levels.	An organisation that is customer-focused, which values its staff and which delivers brilliant services.	Communication; Use of Resources; Public Assets
Transforming the business and gaining value for money.	To increase efficiency through the use of technology and working with others. To keep staff and members developed and motivated. To listen, consult and communicate well.	

Local Strategic Partnerships (LSP)

2.1.2 The Council supports partnership working under the direction of the Local Strategic Partnership (LSP). This unites the public, private, commercial and voluntary sectors to manage the requirements of the region and is supported by four town centre partnerships. The priorities of the LSP are:

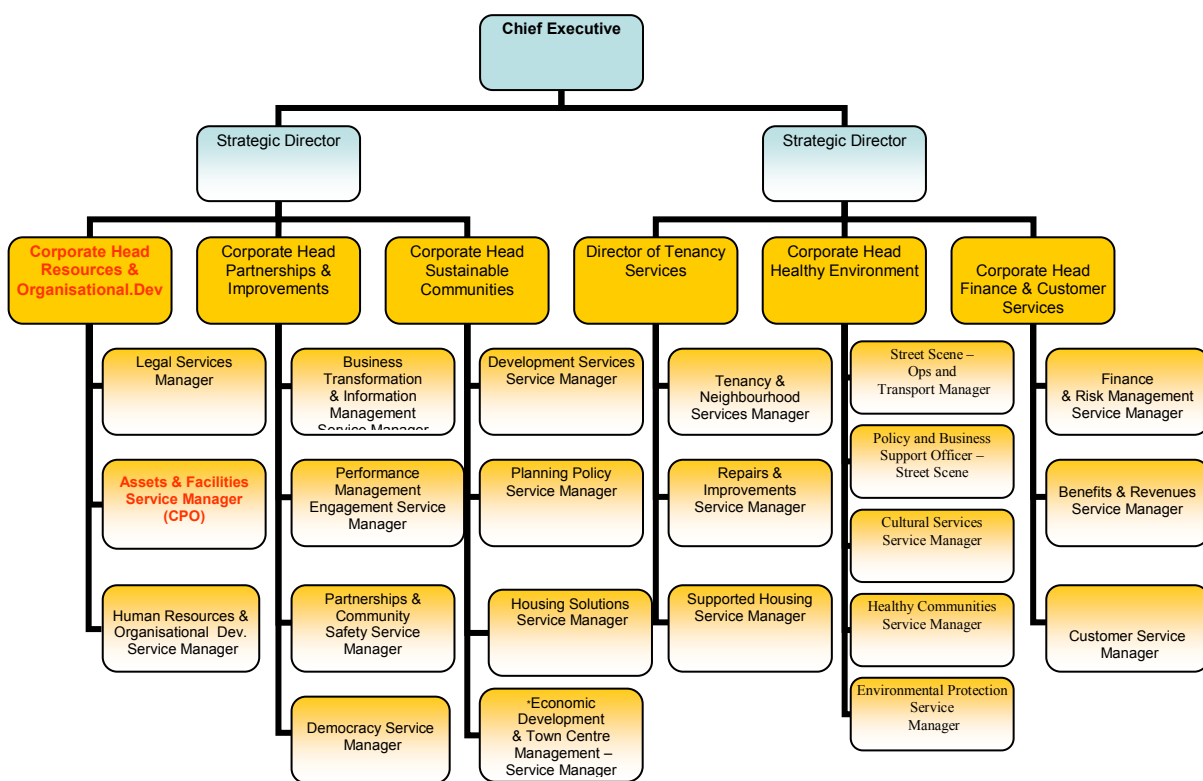
- ❑ Community safety
- ❑ Affordable housing
- ❑ Town centres and economic development
- ❑ Improved transport and access

The council has also been engaged in developing the Local Area Agreement for Lincolnshire aimed at influencing the relationship of Lincolnshire public bodies with Government Office East Midlands (GOEM). Furthermore, the council is **continuing to work** towards the Lincolnshire shared services agenda aimed at identifying opportunities of collaborative working to gain both improved service delivery and generate efficiencies. **The authority is also working with the East Midlands Property Alliance (EMPA) with the view to shared procurement for construction works.**

3.0 STRUCTURE, ROLES & RESPONSIBILITIES

3.1 Asset Administration

- 3.1.1 A designated officer has been appointed by the Corporate Head of **Resources and Organisational Development** to undertake the lead role for Asset Management. In this context the Service Manager – Asset and Facilities has been assigned as the Corporate Property Officer (CPO) in order to develop the Asset Management process. This post reports through the Capital Asset Management Group (CAMG) to the Management Board (comprising the Operational and Strategic Management Teams) 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. The diagram below depicts the structure of the Council, highlighting the **Corporate Head of Resources and Organisational Development** and the CPO.



KEY



Strategic Management Team



Operational Management Team



Service Managers

- 3.1.2 The Asset and 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) presents Performance Indicator information to the CAMG on a monthly basis.

3.2 [Principles of the Capital Asset Management Group](#)

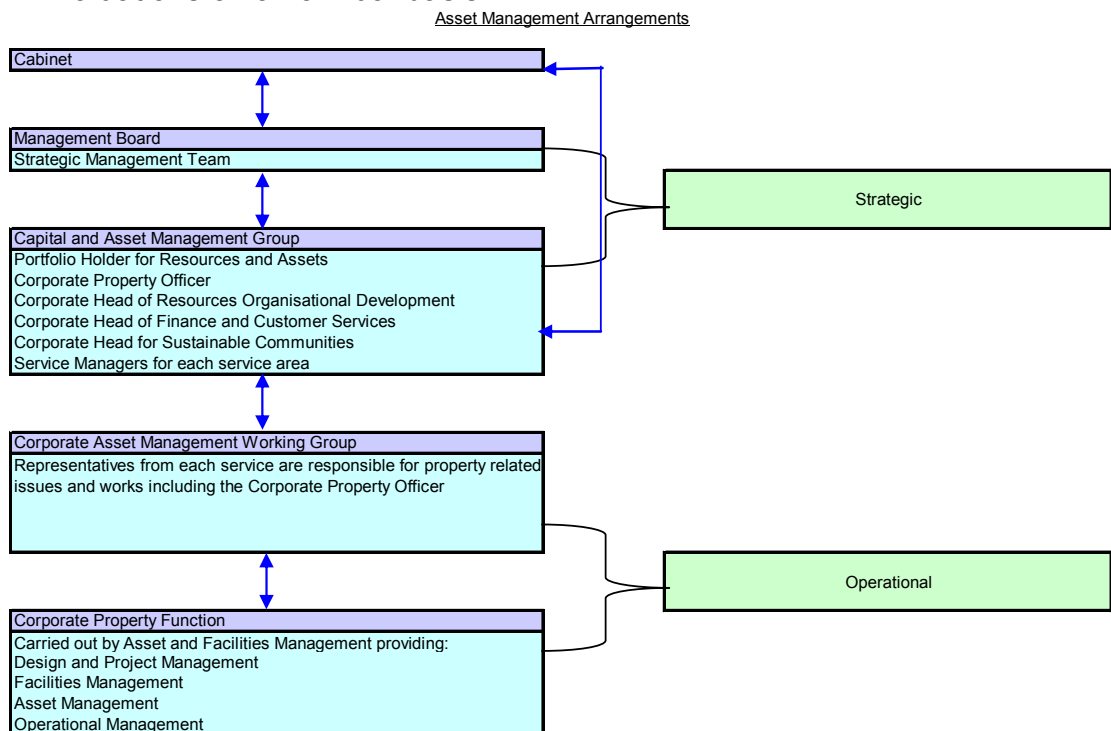
- 3.2.1 A corporate Capital Asset Management Group (CAMG) of officers and members was created in 2001 in order to co-ordinate the development of Asset Management throughout the authority. The group, which includes the Portfolio Holder for Resources and Assets, Corporate Head of **Resources and Organisational Development, Corporate Head of Finance and Customer Services**, Corporate Head of Sustainable Communities, associated Service Managers and relevant property professionals meet monthly to review the Capital Programme, Asset Management Plan and implication of Service Plans. The group assesses the property stock and makes recommendations to the Management Board and Cabinet.
- 3.2.2 The CAMG pro-actively and methodically review both land and property. Land audits, which incorporate surveys of all property, are undertaken periodically. The rationale behind these surveys is to meticulously scrutinise the basis for retaining land and property and once evaluated recommendations are made to the Management Board and Cabinet. These reviews assist in the identification of under used or unsuitable assets and also ensure that no unwarranted acquisitions are made.
- 3.2.3 The CAMG make a clear distinction between strategic thinking and operational issues, **whereby** CAMG focus on strategic asset management, operational issues are carried out **by the Corporate Asset Management Working Group (CAMWG)**. **CAMWG involves representatives from all services with a specific responsibility for property related service issues, together with representation from Finance and Risk Management and Legal Services and are responsible for delivery of planned capital works and repairs and maintenance.** Asset and Facilities Management as the Corporate Property Section is resourced to carry out its functions and responsibilities and the organisational chart illustrated in Appendix 5 identifies what roles within this section are specifically strategic and operational. This diagram also highlights which matters **officers** deal with, whether it is asset management, operational or technical.
- 3.2.4 A cabinet member has been allocated portfolio responsibility for the council's asset management and this is the portfolio holder for resources and assets. This portfolio holder has an active involvement in asset management matters including attendance at the monthly CAMG meetings and input into the Asset Management Plan. Other councillors are engaged on property issues through key and non-key decisions, cabinet meetings and full council attendance ensuring that members continue to have an active role in asset management leading and enabling them to challenge strategic direction.

3.2.5 The terms of reference for CAMG are as follows:

- ❑ To ensure that the authority 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 develop property strategies for the authority;
- ❑ To review the capital programme
- ❑ To scrutinise and prioritise all request for additional assets submitted by Service Managers;

3.2.6 CAMWG conduct the following operational matters:

- ❑ Update and implement the Asset Management Plan;
- ❑ **Carry out project prioritisation and evaluation including project assessment scoring (as detailed in Appendix 1).**
- ❑ Produce and update the annual capital programme;
- ❑ Interact regularly with stakeholder groups with an interest in property matters and to identify local property requirements consistent with corporate objectives;
- ❑ Develop long term Asset Management Plans in conjunction with Service Managers and stakeholders to meet future needs;
- ❑ Identify surplus assets and utilise or dispose of effectively;
- ❑ Monitor progress of record keeping; database information, test certification and maintenance of Health and Safety Regulations;
- ❑ Introduce or modify procedures as required to meet changing circumstances, legislation and priorities;
- ❑ Provide appropriate professional support on all property dealings such as legal, quantity surveying, planning and so forth;
- ❑ Monitor the upkeep of rolling condition surveys and property valuations on an annual basis.









4.0 CORPORATE ASSET POLICY

4.1 [Corporate Asset Objectives](#)

4.1.1 To ensure that property assets maintain the delivery of corporate objectives, the **CAMWG** have identified a schedule of Asset Objectives directly linked to the corporate priorities of the authority.

4.1.2 These Asset Objectives interrelate across the Council and are detailed below:

Corporate Asset Objectives		
1. 	Ensure Value for Money	Guarantee effective use of resources by maximising space utilisation, minimising occupancy and management costs and endeavouring to ensure minimal backlog maintenance.
2. 	Improve Assets	Upgrade condition of properties and analysing suitability, utilisation and flexibility of use through the utilisation of condition surveys.
3. 	Improve Customer Contact	Improve access to council services through improved reception facilities, and co-location.
4. 	Enhance Sustainability	Reduce energy consumption and environmental impact arising from Council properties in line with Carbon Plan.
5. 	Capitalise on Returns	Maximise returns from non-operational and surplus assets; maximise investment return; facilitate development and enhance inward investment via assets disposal.
6. 	Compliance with Legislation	Ensure compliance with all statutory and regulatory codes including health and safety, DDA, gas, electrical, asbestos, legionella etc.

4.2 [Stakeholder Views](#)

4.2.1 Service unit's operational property requirements are identified in Service Plans developed through extensive consultation with service users and stakeholders including external agencies. Such planning and consultation forms a fundamental element of creating appropriate assets that meet the requirements of the users. In addition, engaging users and stakeholders has enabled the Council to commit to the change processes needed to improve service delivery.

4.2.2 Asset Management decisions are determined through liaison with many groups including:

- 👥 Members and Cabinet
- 👥 Local Area Forums
- 👥 Lincolnshire County Council
- 👥 Town and Parish Councils
- 👥 Local Civic Groups
- 👥 Town Centre Groups
- 👥 Local Strategic Partnerships
- 👥 Local Voluntary and Charity Groups
- 👥 Lincolnshire Constabulary
- 👥 Lincolnshire Fire Brigade
- 👥 Local Businesses
- 👥 Tenants
- 👥 Partners
- 👥 Statutory Agencies
- 👥 Utilities Operators

4.2.3 Every three years surveys are carried out to enable progress to be accurately measured. In line with Central Government requirements a fair representative of the population of South Kesteven are analysed. In addition, the Council consult with local residents annually as part of the budget setting process. Moreover, residents are engaged in groups of specific individuals such as consultations that take place with tenant compacts and local area assemblies. The Council is also developing an approach to ensure there are mechanisms in place to include those from hard to reach groups in our decision making processes, for example those with disabilities or from an ethnic minority group.

4.2.4 During 2003/2004 mass public consultation was achieved reviewing the priorities of the Council, which were then approved in 2004/2005. These priorities are reviewed annually to both take into account achievements in delivering targets and to consider new matters to make certain that the priorities are still appropriate.

4.2.5 Residents, stakeholders and the like were given the opportunity of shaping the future of Stamford, Bourne and The Deepings. These towns together with Grantham were the subject of a report commissioned by the authority.

4.2.6 Information presented to the CAMG by stakeholders is examined and included with tenant's requests and staff contributions towards improvements in Asset Management within the authority. CAMG use the information secured from the consultation process to develop the Asset Management Plan and ensure that priorities are dispensed through to the Capital Programme and provision is planned for future service delivery needs.

4.3 Government Policy and Statutory Responsibilities

4.3.1 South Kesteven District Council delivers a variety of government policy initiatives and statutory requirements, which have implications for the operational and non-operational portfolios in terms of refurbishment, alteration and other compliance works. Detailed below are some of these schemes:

4.3.1.1 The Strong and Prosperous Communities Local Government White Paper, supported by the Quirk Review was published in May 2007. The result of which, will be the concentration on the potential transfer of ownership or management of local authority assets to Community Organisations. The aims and conclusions of the Quirk Review can be established by using the hyperlink given below:

<http://www.communities.gov.uk/documents/communities/pdf/321083>

4.3.1.2 The Efficiency Review fronted by Sir Peter Gershon resulted in the Government seeking efficiency reviews of 2.5% (of which 1.25% should be cashable) per year to be re-directed into other service priorities and front-line delivery. Since this review, it is reported in the 2007 Pre-Budget Report and Comprehensive Spending Review (October 2007) that the Government is committed to driving better value for money. Central and local government should, therefore, achieve at least 3% cashable savings per annum, of which the annual target for Asset Management is £300m efficiency over the next three years across local government as a whole.

Real savings therefore have to be identified and since assets are one of the Council's largest resources, effective property management will assist with achieving this result. In order to achieve this, the authority is continuously reviewing its property data and stock condition information. Such examples of efficiency savings are the utilisation and development of partnering agreements incorporating Egan principles. **Other examples include the review of energy efficiencies in particular carbon emissions resulting in estimated savings of £23,500 for 2009/2010, which will result in significant cashable savings.**

4.3.1.3 The Lyons Review incorporated a study of the management of public sector assets including disposals and resulted in proposals being made to improve asset management planning in the public sector generating efficiency gains. The authority has procedures for determining surplus assets, which are reviewed later in this plan.

4.3.1.4 **There has been numerous government legislation and documentation regarding its response to tackling the pressing issue of climate change. The UK Climate Change Programme 2006 sets the framework for action in the UK on climate change affirming that local authorities must not only play their part in delivering reductions in carbon emissions but also provide community leadership and encourage others to do the same.**

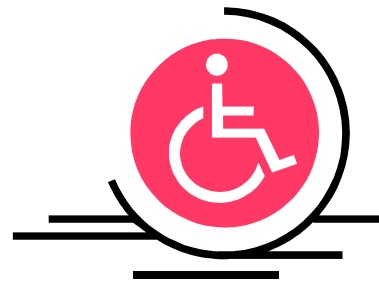
The Climate Change and Sustainable Energy Act 2006 place further emphasis on local authorities to carry out certain energy measures including improving efficiency in the use of sources of energy and reducing emissions of greenhouse gases.

As an indication of the Government's commitment to change environmentally sustainable behaviour, two new targets have been set. Firstly to make the Government office estate carbon neutral by 2012 and secondly to reduce Government's total emissions by 30% from buildings by 2020. In addition, the results of the Stern review published in autumn 2006 produced an economic argument for early intervention to prevent the worst aspects of climate change. This was closely followed by government consultation documents on "Building a Greener Future" which set a target of all new homes to be zero carbon by 2016. In March 2007, the Government published a Climate Change Bill, which seeks to create a pathway to a 60% reduction in carbon dioxide emissions by 2050, with real progress by 2020.

In response to these government measures, the Council has created the Carbon Management Plan (2008-2013), which represents the way the council is going to tackle the environmental impact that climate change is going to have on its own properties and buildings. In order to be consistent with the actions stated within the Carbon Management Plan, the Asset Management Plan addresses the impact of climate change. This is achieved through the project assessment scoring (see Appendix 1B), whereby project briefs achieve a higher score if they can demonstrate that goods and services have been procured in a sustainable way i.e. renewable energy, maximum insulation, water recovery etc.

- 4.3.1.5 The Disability Discrimination Act enforces a requirement that all Council Buildings open to the public are suitable for and accessible to disabled people (BVPI 156).

The latest information reveals that all Council owned properties are open for disabled access. The authority's 100% DDA compliance was fulfilled with works carried out last year to Bourne Town Hall. This information is reported to members.



- 4.3.1.6 The Control of Asbestos Regulations 2006 came into force on the 13th November 2006 and the implications of these regulations is that local authorities have a 'duty to manage asbestos' in non-domestic premises. A comprehensive Asbestos Survey was conducted in 2005 on all the public buildings within the Council's responsibility, including those built after 1996. Comprehensive Asbestos Management Plans have been completed, a copy being deposited on site and a copy being retained in the Council Offices. Plans presented on site to a responsible member of staff (usually manager) have been signed for and firm instructions have been issued to

all tenants and users to draw Contactor's attention to these files before any construction work is commenced on site.



4.3.1.7 Risk management is an integral part of the Council's affairs and as such a Team Leader for Risk Management has been appointed who has been responsible for the preparation and maintenance of the Risk Management Policy and the Risk Management Strategy for the authority. Training has also been provided to all members of staff and a risk register is kept

4.3.1.8 The Council has a responsibility with regard to the major defence procedures against the Legionella bacterium in relation to the Council's assets.

In addition the authority has management arrangements to check against other bacterium.

Appropriate check mechanisms are in place to fulfil the Council's duties in this area.



4.3.1.9 A number of measures are deployed to protect the health and safety of building users, occupiers and construction operatives. The primary focus is to ensure that buildings are regularly inspected so that matters that could affect health and safety are identified and addressed.

4.3.1.10 A programme of inspections and risk assessments is underway following changes to the fire regulations, which is already in progress.

4.4 Corporate Responsibilities

4.4.1 Performance Assessments, performance management, preparation of service plans and the budget process all influence the development of the Council's asset base. In addition, the authority with its partners has produced a Sustainable Community Strategy and consequently developed Town Centre Partnerships, which influence the Asset Management Plan.

4.4.1.1 Comprehensive Performance Assessment (CPA) undertaken in 2003, rated the Council as 'Fair' by examining the following criteria:

- Potential achievements;
- Delivery of priorities;
- Current achievements to date;
- Future plans

The government proposals for the future are to introduce Comprehensive Area Assessments

- 4.4.1.2 South Kesteven District Council has a duty to measure its performance on national indicator's referred to as best value performance indicators. In addition, the Council has developed its own set of targets entitled 'local indicators', which assist the authority in monitoring progress against priorities. Effective performance management enables the authority to determine successful asset management through performance management results and assists in future asset planning.
- 4.4.1.3 Service Planning forms the basis for effective performance management and is a vital part of the '*golden thread*', whereby there is an intrinsic link between community involvement, corporate objectives and individual needs. Prepared on an annual basis, Service Plans are prepared for every section and are an essential means of structuring co-ordinated decisions regarding the levels and types of service provision, choice of resources and clear financial planning. Asset requirements for each service will be sought and incorporated into each plan through use of a common pro forma and then, this information can be incorporated into the Asset Management Plan.

The highest level of plan of the Council is the Corporate Strategy, which is consistent with the Sustainable Communities Strategy. The Corporate Strategy drives the targets and objectives and subsequently, the Service Plan is completed annually in line with the priorities identified in the corporate strategy. These take their lead from the Council's performance plan and budgets. The targets shown in the service plans are then cascaded to individual staff so that they are all aware how their work contributes to the objectives of the Council. These links in the business planning process have been termed "the golden thread".

- 4.4.1.4 Good financial management and monitoring of budgets remains key to the Council. In July 2006, the Cabinet approved the development of a more strategic forward looking approach to budgeting with a robust three year planning process, establishing the direction of resources towards priority services. The Medium Term Financial Strategy (MTFS) incorporates a number of principles for effective financial planning and Principle 7 of the MTFS refers to managing the Council's assets and the Asset Management Plan.

Other corporate financial planning is documented in the Capital Strategy, the Treasury Management Strategy, the Fees and Charges Strategy, the Annual Efficiency Statement and the Financial Regulations and such strategies describe how the utilisation of such financial resources contributes to the achievement of the Council's aims and objectives. These key documents support a framework for future expenditure, which ensures that issues concerning assets are fully reflected in the authority's planning process. Moreover, asset management planning identifies areas of future expenditure that will feed into capital and revenue programming as well as informing bidding for additional resources.

4.4.1.5 The Local Government Act 2000 places a duty on local authorities to develop Community Strategies in order to promote and improve the economic, social and environmental well-being of their area. South Kesteven District Council's Sustainable Community strategy has identified four strategic aims identified by wide consultation, namely:

- Community Safety;
- Affordable Housing and Infrastructure;
- Town Centres and Economic Development;
- Improved Transport and Access

The Local Strategic Partnership (LSP) has been created incorporating members of the public, private, commercial and voluntary sectors initially to develop the Community Strategy. The development of the Community Strategy has a direct impact on the Asset Management Plan in that needs identified have to be incorporated into the asset management process.

4.4.1.6 The authority has a Generic Equality Scheme, which places an onus on services to assess certain functions, one of which was the Asset Management Plan. An Initial Equality Impact Assessment Pro Forma has been completed for Asset Management, which is attached in Appendix 10 of this documentation.

5.0 PERFORMANCE AND DATA MANAGEMENT

5.1 Performance Measures

5.1.1 Performance monitoring is a key aspect, both in comparison to other local authorities and private sector agencies and scrutiny on an annual basis.

5.1.2 The authority collates both National and Local Property Performance Indicators (PPI). The table below highlights both National and Local PPI's

	Performance Indicator	Year Target 08/09	Current Performance (February 09)
National	Average SAP rating of SKDC owned dwellings	67	65
Local	% capital profile programme delivered on time and to budget	95%	Reported at year end
Local	Rate of return on non-operational assets	95%	Reported at year end
Local	% of non-operational assets occupied	95%	93.75%
Local	% of assets reviewed for utilisation purposes	39%	23%

5.1.3 All National Performance Indicators (PI's) are scrutinised monthly through the Management Board and the National PI's are reviewed against benchmarking authorities. In addition the Council **utilises** a Performance Management System **called 'Covalent', which** enables the Council to collect performance measures and then compare data instantaneously with other authorities. This **has** the effect of giving a more realistic measure and enabling the authority to produce meaningful reports for Cabinet, Management Board and Service Managers.

5.1.4 Results from the PPI process and subsequent benchmarking are employed as a reference source for the following years Service Delivery Plans.

5.1.5 The Corporate Property Officer is responsible for reporting through the CAMG to the Management Board any inadequate property performance against targets and will make recommendations for improvements. Management Board monitors the delivery of the Capital Programme.

5.1.6 Consultations have taken place with the recent benchmarking group identified by the Audit Commission as applicable to South Kesteven and also attendance at CIPFA (The Chartered Institute of Public Finance and Accountancy) Asset Management Information Days.

5.1.7 The authority is a member of the IPF Property Asset Management Planning Network, which provides the ability to benchmark on a national basis. As a member, the Council **are** subscribed to the NBVBS NAPPMI Benchmarking scheme. The National Best Value Benchmarking Scheme (NBVBS) has been set up by the property professional societies in conjunction with CIPFA (The Chartered Institute of Public Finance and Accountancy) to provide a benchmarking service especially for Local Authorities.

The National Property Performance Management Initiative Performance Indicators (NAPPMI) are now accepted as 'industry standard' indicators for Asset Management in England and are further recommended by The Department of Communities and Local Government. The IPF Property Asset Management Planning Network has agreed with the NBVBVS an arrangement that will provide members with a much more comprehensive benchmarking service in relation to Asset Management. Registering on the scheme enable the authority to:

- ❑ Enter and compare all NAPPMI indicators.
- ❑ Produce comparisons with like authorities or on a regional basis.
- ❑ Include any future NAPPMI indicators.

5.2 [Data Management](#)

5.2.1 **Comprehensive, accurate information is essential to the effective management of the Council's portfolio, as it supports the process of change required to deliver an asset that is fit for purpose, utilised efficiently and provides value for money. The foundation for this information is a precise record of all the Council's assets denoting their use.**

5.2.2 Details of the Council's 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

The authority operates the 'Logotech' System in conjunction with 'Map Info', a mapping system and data information package.

5.2.3 The main non-housing property portfolio for which the Council maintains an interest and maintenance responsibility is detailed under Appendix 2.

5.1.4 Detailed Condition Surveys are undertaken on an annual rolling basis for 20% of the main properties of non-housing assets and a realistic assessment of backlog maintenance is illustrated in the Appendix 4 of this document. Furthermore, inspections are carried out on a significant number of the minor portfolio. These surveys are then utilised in order that properties can be graded by CIPFA ranking A to D for condition. Suitability and sustainability are assessed continually and accurate requirements are fed into the budget process from information derived from the Condition Surveys and backlog maintenance.

5.1.5 The Capital Asset 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. Through these reviews, the Council identified surplus assets for potential disposal between **2009-2012** as follows:

- Wake House, Bourne
- West Road, Billingborough
- Grantham Advice Centre, 26/27 St Catherine's Road, Grantham
- Cattle Market, Stamford
- South Road, Bourne

The sale of Council assets which are surplus to requirements enable the authority to provide an opportunity to achieve a capital receipt.

The disposal will enable the Council to minimise the financial and management risks in holding an investment property, while achieving a capital receipt for reinvestment in public services through the Council's Capital Programme

5.1.6 Information from condition surveys is used to progress the capital and revenue budget process. Property condition comparisons will be benchmarked against other local authorities through the Lincolnshire Shared Services Property Group.

5.1.7 Principal backlog maintenance identified predominantly falls within three categories:

- Category 1 [Urgent](#)
- Category 2 [Essential](#)
- Category 3 [Desirable](#)

Backlog maintenance is illustrated in Appendix 4 of the Plan, which proves that this is minimal.

6 ASSET MANAGEMENT

6.1 Asset Categories

- 6.1.1 The Council follows CIPFA guidelines for categorising property assets. Operational assets comprise administrative buildings, leisure centres and land associated with operational property. Non-operational assets are essentially held for investment purposes including commercial and industrial properties.

6.2 Asset Reviews

- 6.2.1 A review of current assets is completed annually. The review considers:

- 1) What is the 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.

- 6.2.2 South Kesteven District Council has always taken a proactive approach to asset management and as such several reviews have been conducted as detailed below:

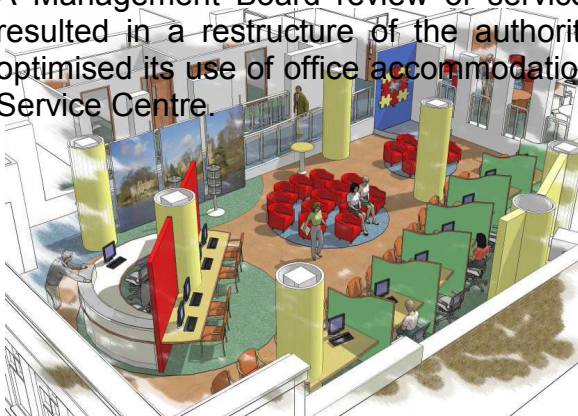
6.2.2.1 Stock Condition Review

This is a comprehensive review of all assets and is currently in progress. Once complete, the service will be able to achieve the following:-

- **Obtain detailed reports (incorporating up to date drawings) of each asset;**
- **Identify where work is required;**
- **Complete a planned programme for the next three years.**

6.2.2.2 Services Review

A Management Board review of service delivery throughout the Council resulted in a restructure of the authority. As a result, the Council has optimised its use of office accommodation including delivery of a Customer Service Centre.



6.2.2.3 Access to Council Services Review

The Council has been investing over a number of years for the introduction of *Electronic Government* via its modernisation programme, which has been funded from the Council's own resources, Government funding and partnership working with other local authorities.

The authority is maintaining its responsibility to the modernisation programme and improved access to Council services through the new Customer Service Centre based in Grantham. In addition

Further phases for investment to update access facilities are currently being considered.

6.2.2.4 Cemetery Review

A review of Grantham cemetery **was recently carried out and as a result it was determined that** an extension to the cemetery was required, as there was limited grave space left. Following this review works are now **complete whereby** a mini-civil engineering scheme **has been provided in order to** incorporate more grave spaces by opening up two fields of consecrated land.

6.2.2.5 Former Reviews

Reviews have also recently been carried out for the following:

- All Public Conveniences situated within the towns.
- Car Parks leading to the recommendation for the sale of East Street car park and the construction of a new multi-storey car park at Welham Street, located on the existing car park.
- Drainage and watercourses where works to Grantham Canal have been identified and flood and storm damage monitoring in the villages of Aisby and Pickworth have been ascertained.



- 6.2.3 Systems are in place for challenging departments' needs for assets through both review of service plans and regular monitoring at the Capital Asset Management Group and members are involved at both executive and scrutiny level.

6.3 [Spending Outputs/Outcomes](#)

- 6.3.1 The Council operates a medium term Asset Capital Programme, which is set on an annual basis in March and revised during the year.
- 6.3.2 The capital programme is supported by revenue income, sale of surplus assets and funding from organisations such as the Lottery, Sport England, DEFRA and DCLG initiatives etc. A degree of expertise is embedded within the Council that is accomplished in progressing self-financing projects on time and within budget. Future projects will, where possible, benefit from new procurement policies set in place to meet e-government requirements.
- 6.3.3 Following adoption by full Council, the capital programme is regularly monitored by CAMG and outcomes are reported to Management Board.
- 6.3.4 CAMG are responsible for reviewing the Asset Management Plan action plan and performance measures to ensure they meet the requirements of future plans.
- 6.3.5 A detailed breakdown of the Capital Programme for the following three years is enclosed in Appendix 6.

6.4 [Performance Assessment](#)

- 6.4.1 The focus on Asset Management principally falls within the Use of Resources Key Lines of Enquiry Financial Management - 'how the council manages its assets base'. The main emphasis of this audit is that evidence can be provided that:
- "The Council has a capital strategy and fixed asset management plan;
 - The Council reports to members on asset management".
- 6.4.2 **Local Authorities are now assessed under the new regime of Comprehensive Area Assessment (CAA), which replaces the previous Comprehensive Performance Assessment (CPA). This has moved Council's towards an output based assessment rather than a tick box approach.**
- 6.4.3 **As part of the CAA, which commenced in 2009, there will continue to be annual Use of Resources assessments for individual authorities within LAA's. Whilst the -4 scoring system will be maintained, three new broader themes will replace the five current theme, which are as follows:**
- **Sound and strategic financial management:** How effectively does the organisation manage its finances to deliver value for money?
 - **Strategic commissioning and good governance:** How well does the organisation govern itself, manage its business and commission services to deliver better outcomes for local people? Does the organisation produce relevant and reliable data and information to support decision making and performance management?

- **Effective management of natural resources, assets and people:**
How well does the organisation manage its natural resources, physical assets and people, to meet current and future needs and deliver value for money?

See **appendix 7** for more information.

6.4.4 The Use of Resources Key Lines of Enquiry - Managing other Resources challenges where the Council has a strategic approach to asset management and in addition manages its asset base to ensure that it is fit for purpose and provides value for money.

6.4.5 The scores for meeting KLOE criteria for Use of Resources are assessed at four levels, ranging from level one signifying inadequate performance through to level 4 denoting that the authority performs strongly in that respect.

6.4.4 The criteria for judgement for each level with respect to the KLOE, has a number of standards that must be achieved in order to meet each level of performance. A position statement for each of the judgement criteria for the asset base is detailed in Appendix 7, which details all relevant KLOE's. With regards to value for money, only relevant criteria have been considered.

6.4.5 The Key Lines of Enquiry **incorporates achieving value for money and can be demonstrated** in more detail in Appendix 7; however generally it can be demonstrated that the authority currently achieves good value for money. Value for money is achieved by:

- Improving the Council's use of assets;
- More efficient planning and delivery of schemes;
- Maximising capital investment through revenue and other sources of funding;
- Working in partnership with other organisations to achieve wider benefits such as Lincs Shared Services for both 'Property' and 'Procurement';
- Examining performance indicators to reflect both operational considerations and also the wider objectives of the Council and the Community Strategy and benchmarking with other authorities;
- Liaison with stakeholders and consultation with members with regard to value for money and asset management;
- A well established approach to procurement;
- Increased use of whole life costing.

6.4.6 The Council has recently approved a Value for Money Strategy, which includes a continuous review of its property data. Measures the authority has adopted to achieve this, include stock condition appraisals and whole life costing.

6.5 Non-Operational Property

- 6.5.1 South Kesteven District Council's non-operational portfolio predominantly comprise buildings that are held for investment purposes and are let commercially, which are in the main industrial units. Also classified as non-operational are a number of miscellaneous properties that are leased for private use by both voluntary sector groups and other organisations.
- 6.5.2 The Council's non-operational assets include those properties held by the authority, but not directly occupied or used in the delivery of services, including:
- Industrial units;
 - Leased office space;
 - Civic buildings and
 - Miscellaneous properties such as the SENSE education centre
- 6.5.3 Of the Council's non-operational properties, 6 sites are held for industrial and investment purposes. Holding assets for these purposes has an opportunity cost and one such measure of this opportunity cost is the rate of return the assets generated through their use. This rate of return is measured as a local performance indicator and the current rate is 7.33%.
- 6.5.4 The Asset Management Plan provides the strategy for the management of the non-operational portfolio. This demonstrates that the non-operational properties are held for clearly defined purposes; are well managed and are kept under review. The principles supporting this strategy are as follows:



The Council will own property that helps to deliver the corporate priorities;



The Council will investigate new medium and long-term development opportunities;



The Council will own property that provides a regular sustainable income stream, in line with the Medium Term Financial Strategy.



The Council will endeavour to improve the performance of the income stream of the non-operational portfolio, through effective asset management.






The following policy values are to be applied to ensure that industrial and commercial property will only be held where:-

- It provides an acceptable financial return;
- There is potential for Council involvement to deliver economic development objectives;
- It contributes effectively to the delivery of the Council's priorities and key objectives;
- It improves future sustainability of income;
- It addresses legal or contractual liabilities and obligations.

- 6.5.5 Performance data is collated to ensure that each non-operational asset continues to be a good investment. Rates of return are assessed, in addition to ensuring that the asset is fulfilling council objectives. Asset and Facilities Management also benchmark this performance data against other authorities and the private sector in order to ensure a robust test of why such assets are being retained.
- 6.5.6 Performance data for the Council's non-operational properties are collected, measured, benchmarked and reported to Councillors and other relevant stakeholders.

6.6 [Rationalisation and Disposals Programme](#)

- 6.6.1 **The process of property reviews enable rationalisation, increases utilisation and savings in revenue and future maintenance costs, which continue during the life of this plan.**
- 6.6.2 **The procedure for disposal of surplus assets is detailed in Appendix 3 of this documentation which shows the Council's Disposal and Acquisition Strategy, which has recently been submitted to Cabinet for approval.** Performance measures, relationship with priorities and service requirements are all considered by CAMG, Management Board, Cabinet and Council.
- 6.6.3 Surplus assets are ascertained through change of use, under occupancy, major repair and improvement work etc. CAMG have a responsibility to make the appropriate recommendations to Management Board and Cabinet. The disposal of property is achieved at 'best consideration' in accordance with financial regulations and legislation. Both property acquisitions and disposals are measured in terms of commercial value and community benefits.
- 6.6.4 The Council identified five surplus assets for potential disposal between **2009-2012**. The table below illustrates their current status:-

	Surplus Asset	Status as in February 2009
	South Road Development Land, Bourne	Sold subject to contract.
	26/27 St Catherine's Road, Grantham	In process of sale by agents.
	Wake House, Bourne	Negotiation near completion.
	Cattle Market, Stamford	Mode of sale to be discussed.
	West Road Car Park, Billingborough	Mode of sale to be discussed.

6.7 [The Quirk Review](#)

- 6.7.1 The Strong and Prosperous Communities Local Government White Paper, supported by the Quirk Review are previously referred to in Section 4 of this documentation.
- 6.7.2 The Council has managed its community assets based on similar 'Quirk' principles over a number of years. Areas of public open spaces have been transferred from district control to local parish councils and community buildings, provided though the Council, have been managed locally by agreement. The authority is currently in the process of selling Wake House in Bourne to enable the continuation of community use and development, which is being sold at a restricted rather than market value. In addition, the Council is currently working with Bourne and Stamford Town Council and Lincolnshire County Council aimed at reducing asset usage for the benefit of the community.
- 6.7.3 South Kesteven District Council is continuing to work in partnership with all agencies in its area to maximise the benefit of community assets within the district.

7 OPTION APPRAISAL, IMPLEMENTATION AND REVIEW

7.1 Option Appraisal

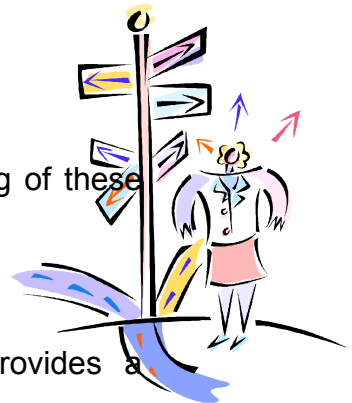
7.1.1 Option Appraisal is an integral part of the asset management planning process and is a fundamental decision making tool for all capital schemes. South Kesteven District Council has an established procedure for option appraisal.

7.1.2 Option Appraisal is a three-phase process, whereby each phase is detailed within this section and includes:

- Capital Prioritisation
- Scheme Option Appraisal
- Post Project Evaluation

7.1.3 The authority recognises that Option Appraisals should be carried out for all capital schemes and accordingly has reviewed the principles of good Option Appraisal as recommended in official guidelines. The authority complies with the following principles:

1. Clearly identify the objectives;
2. Consider all options to achieve the objectives;
3. Assess the costs and benefits of other options;
4. Identify the costs and benefits of each option including valuing of these options where feasible;
5. Consider all risks and uncertainties
6. Consider best value and use of resources



7.1.4 Following its implementation in 2004, the Prudential Code provides a framework for local authority capital finance to ensure that:

- Capital expenditure plans are affordable
- All external borrowing and other long term liabilities are within prudent and sustainable levels, and
- Treasury management decisions are taken in accordance with professional good practice.

The Prudential Code provides an integration of the Capital and Revenue budget planning process and authorities must ensure that they are accountable for decisions taken in this respect by providing a clear and transparent framework supported by:

- local strategic planning
- local asset management planning, and
- proper option appraisal

Option Appraisal processes in line with the Prudential Framework is detailed in both the Council's Capital Strategy and the Medium term Financial Strategy and consideration is given to reducing operation costs, regeneration

factors, sustainability, service benefits, alternative premises and partnerships.

Project assessment and associated scoring of projects as detailed below, takes into account the Prudential Code and the application of prudential indicators to assess affordability of capital.

- 7.1.5 Option Appraisal is a formal mechanism and is reported to members through the Capital Asset Management Group.

7.2 [Capital Prioritisation](#)

- 7.2.1 Capital prioritisation is a process of selecting the most appropriate scheme and to ensure that the Council's planned capital projects make maximum use of capital resources available in order to achieve best value.
- 7.2.2 Service Managers identify schemes taking into consideration service plan key requirements and potential capital and revenue budget needs, and then submit a completed project appraisal application. This project appraisal forms a business plan detailing project details, relation to corporate priorities, evidence of needs, partnership support, identification of outputs and outcomes, financial implications and risk assessments.

Every Capital Scheme proposed by 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 and assesses factors detailed in the project appraisal form. Both the Project Proposal entitled 'Project Detail Form' and the Project Assessment forms are illustrated in Appendix 1.

- 7.2.3 The process of project evaluation is carried out by a sub-group agreed by the CAMG. If the project proposer is named on the group, then they cannot be on the evaluation panel for that project; therefore, there are a number of named assessors. Project evaluation meetings involve three assessors and decisions are informed and reflect any gap analysis for future or present service delivery against current asset provision. The project appraisal considers various aspects including:

- Need
- Fit with priorities
- Outputs and outcomes
- Potential sources of external funding
- Investment risks
- Affordability of capital investment and ongoing revenue consequences – Whole life costing
- Deliverability

This process also specifically identifies value for money and any potential surplus assets created by the development.

7.2.4 Following completion of the project evaluation, the provisional scoring is reviewed at CAMG in order that challenge can be provided as required. Recommendations to Cabinet are also agreed via the Asset and Resources Portfolio Holder. Successful schemes are prioritised and submitted to Cabinet who will then recommend the Capital programme to Council for approval. The Capital programme is monitored monthly to ensure that the profiled investment is being delivered or the programme amended to reflect changes in profile.

7.3 [Scheme Option Appraisal](#)

7.3.1 Scheme Option Appraisal is a process for deciding on different options for an individual scheme and principally examines Whole Life Costing and Procurement.

7.3.2 [Whole Life Costing](#)

7.3.2.1 Whole Life Costing is the systematic assessment of all relevant expenses, income and performance associated with the acquisition, procurement, ownership and potential disposal of an asset over its life. The Chartered Institute of Public Finance and Accountancy (CIPFA) emphasise that appraisal, prioritisation and procurement decisions should reflect initial capital costs, ongoing revenue costs and non-cost items including sustainability, building performance and so forth.

7.3.2.2 The authority embraces a whole life costing approach to Capital Prioritisation, Scheme Option Appraisal and Procurement in its decision-making procedures, particularly in light of the Prudential Code, which has empowered the Council with the ability to determine between capital and revenue funding options for service delivery.

7.3.2.3 The Council has developed a Whole Life Costing pro-forma, which will be used to identify costs over the entire lifetime of a potential project in order to ensure that the full costs can be assessed as accurately as possible during the prioritisation process. This pro-forma is based on a recently published IPF document and is illustrated in Appendix 8.

7.3.2.4 The Whole Life Costing pro-forma will also enable the authority to identify issues having the potential to impact on qualitative matters as opposed to cost, which is a vital aspect of best value where consideration of qualitative matters should arise in addition to analysis of monetary cost.

7.3.2.5 Whole Life issues covered within the Council's Whole Life Costing pro-forma include:

- Reduction of energy use;
- Repair and maintenance considerations;
- Flexibility in the use of the finished product and cross-cutting services;
- Sustainable Transportation;
- Security and reduction of crime;
- Minimisation of environmental impact;
- Health and Safety;

- Accessibility issues;
- Financing issues i.e. rent, rates, income etc;
- Stakeholder consultation;
- Final disposal considerations;
- Other whole life considerations.

7.3.3 Procurement

- 7.3.3.1 Key procurement drivers for the authority comprise European and UK law and regulations; the National Procurement Strategy; The Improvement and Development Agency (IDEA) who carried out a 'Procurement Fitness Check' in 2005 and guidance on procurement from the East Midlands Centre of Excellence.
- 7.3.3.2 The Council have revised the Contract Procedure Rules to reflect current best practice, which were approved by full Council. **Contract Procedure Rules are being reviewed by Procurement Lincolnshire, which will have to be adopted by all Local Authorities within the group upon approval by each Council.**
- 7.3.3.3 The authority has published an updated Procurement Strategy 2007-2009, which was approved by Cabinet in April 2007. This strategy addresses all elements of procurement activity, from identifying need, considering options, procuring the appropriate goods, services or works, effective supplier and contract management, through to the disposal of assets. Moreover, the strategy also addresses the many solutions available to the authority, from establishing corporate contracts, using collaborative arrangements, through to developing long-term strategic partnerships.
- 7.3.3.4 Both the Council's Contract Procedure Rules and the Corporate Procurement Strategy are supported by a Code of Practice, which provides more detailed guidance and support for all officers who procure good, services and works. In addition a current programme of training is underway to summarise the content of these documents and correct procurement practice.
- 7.3.3.5 The Council has committed to the Lincolnshire Shared Services Partnership for Procurement – **namely 'Procurement Lincolnshire'**, whereby funding of £320,000 has been allocated by the East Midlands Centre of Excellence and each authority will also be contributing towards the partnership. This exciting, innovative concept **has already achieved savings in many areas in procurement.**
- 7.3.3.6 A robust approach to asset procurement has also been developed, which reflects the overall corporate approach. It seeks to ensure probity and achieve best value through a combination of qualitative benefits and whole life costs in order to meet corporate, stakeholder and service requirements.
- 7.3.3.7 Procurement of capital cost asset items is undertaken through development and implementation of the Capital Programme as detailed in Capital Prioritisation. This process engages all relevant stakeholders and is monitored by the Capital Asset Management group, Cabinet and Council.

7.3.3.8 Procurement of revenue cost asset items are controlled at Service Level through the Service Plans and revenue budgets.

7.3.3.9 The Council's approach to individual procurement projects is tailored to the scale of the project under consideration.

7.4 [Post Project Evaluation](#)

7.4.1 Post Project Evaluation is conducted for all Capital Projects in order to improve:

- ☺ Project Appraisal
- ☺ Design
- ☺ Project Management
- ☺ Project Implementation
- ☺ Decision Making and Accountability

This evaluation is carried out in order to learn lessons, avoid mistake repetition and demonstrate value for money.

7.4.2 A Business Case Pro-forma for Post Project Evaluation is included in Appendix 9 of this documentation, which assesses the following:

1. Characteristics of the Project;
2. Revisiting the Strategic Context;
3. The Investment Decision;
4. The Procurement Process;
5. Project Management and Implementation;
6. Review of Contract Delivery;
7. Organisational Impact and Change Management;
8. Outcome and Impact;
9. Lessons for Future Projects.

This form has been devised using IPF Property Asset Management Planning Network recommendation and guidelines.

7.4.3 The authority has embraced a corporate approach to project management including adoption of a Project Management Methodology. At the initiation stage, the project manager will ensure the project structure is defined together with project methodology and resource plans. MS Project management software is used corporately to assist the management of significant projects, incorporating budget management reports to monitor and manage the use of resources.

A project manager is appointed for every project and a project team is subsequently created subject to the size and nature of the project. Project teams will incorporate representation from Legal, Finance, Asset Management and any other professional practice as deemed necessary. Milestone reviews are undertaken at key stages of significant projects to

verify progression of delivery and outcomes and any major variances are reported to Management Board and Cabinet as necessary.

- 7.4.4 Post-evaluation reviews are undertaken for all capital projects. Outturns and outcomes are recorded within the evaluation process and that suitability is still maintained within the corporate objectives.

8 CAPACITY BUILDING AND CONCLUSION

8.1 [Capacity Building](#)

- 8.1.1 The Council's capacity to undertake effective strategic asset management is governed by:

- The organisation of property staff, non-property staff, managers and elected members including the availability of staff to carry out the work;
- The development of necessary strategic asset management skills;
- Ensuring that asset management is an integral part of service and business planning;
- Taking into consideration the most recent best practice guidance, approaches and methods both internally and externally.

- 8.1.2 The authority appreciates the importance of all the above factors, including the medium term service, financial and other benefits realisable through effective strategic asset management. The Council ensures that staff numbers are sufficient to undertake strategic asset management in all key areas.

- 8.1.3 With regards to skill development, guidelines suggest that focus should be made on Strategic Asset Management. Training is therefore being reviewed with regard to this aspect to ensure that the appropriate skills are being sufficiently developed.

- 8.1.4 CAMG will review current and future capacity needs throughout the duration of this plan.

8.2 [Conclusion](#)

- 8.2.1 This Asset Management Plan – **2009-2012** explains how the Council's strategic approach to asset management has been developed in order to ensure that the Council's assets effectively contribute to achieving both corporate objectives and improve service delivery. The authority is committed to further progressing all areas covered by the Asset Management Plan from planning through to capacity building in order to achieve best value and proceed towards its vision of South Kesteven District Council "*To provide brilliant services to our customers*".

APPENDIX 1A

PROJECT DETAILS FORM

<u>Capital</u> Project:	
1.	<u>Project Proposer</u>
2.	<u>Project Details</u> <i>Basic summary of proposal</i>
3.	<u>Location/Address (if applicable)</u> <i>Include site location plan</i>
4.	<u>Identification of Priority Area (Quality Living, Quality Organisation, Good for Business, Customer First)</u>
5.	<u>Evidence of Needs/Objectives of Project</u> <i>Consider Local Consultation, Service Strategy, National Strategy and Statutory Obligation</i>
6.	<u>Evidence of Partnership Support</u> <i>Please provide full details</i>

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

Completed by:

Date:

APPENDIX 1B

Project Assessment

Project Description:

Statutory Obligation (Y/N)?

Stage 1 Factor	Comments	Stage 2 Detailed Prioritisation		Ranking	Score	Total	Commentary
Priorities	Schemes must be linked	Each scheme to be marked on a Scale	Quality Living	0-4		0	
no minimum score	to at least one of the Councils	of 0-4 to indicate how well the scheme	Quality Organisation	0-4		0	
	category A or Category B	meets each priority. Therefore schemes	Good for Business	0-4		0	
	priorities	which are cross cutting will benefit.	Customer First	0-4		0	
						0	
Evidence	In some cases local demands	All factors will receive equal	Local Consultation	1-5		0	
of Needs	are in excess of national	weighting	Service Strategy	1-5		0	
Minimum score 5	guidelines and strategies and		National Strategy	1-5		0	
	this tries to acknowledge that		Statutory Obligation	1-5		0	
	the two must be balanced. This					0	
	will cover Health and Safety						
	related schemes.						
Partnership	Show that work has been done	The proportion of finance which	Evidence of 3rd party contribution	0-15		0	
Eligibility under	to ensure that the obtaining of	will be met by third party. The					
existing criteria can	external finance is realistic. The	likelihood of receiving support.					
be demonstrated	degree to which partnership will	Assessment of the value the					
no minimum score	add value to the project	partner will add to the project					
Outputs	This will enable the Council to	A list of factors will be	Evidence	0-10		0	
& Outcomes	improve the way it reports its	established. These may be					
These have been	work and clearly show what is	grouped. Assessment then					
clearly identified and	being achieved. A standard list	made on what the scheme will					
can be justified from	of outputs/outcomes will be	achieve.					
supporting evidence	prepared so as to assist in						
minimum score 5	comparing different schemes.						
Financial	Capital costs include both works	Capital will be based on the	Capital: Evidence	0-5		0	
Capital costs have been	and land purchase. Try and	quality of work which has been	Revenue: Evidence	0-5		0	
based on internal or	avoid 'guesstimates' which results	put into estimate, eg costed				0	
external professional	in schemes requiring increased	feasibility studies. Revenue will					
advice. Revenue	finance or having to be reduced	based on whether the effect is					
implications have been	to meet finance available.	positive, neutral or negative					
properly developed.		on the revenue budget. VAT					
		impact on Council's 5% test.					
Financial	WLC aims to determine the full cost	WLC should take into consideration					
Whole Life Costing	of a solution to a requirement over	acquisition costs	acquisition costs	0-5		0	
	the full period that the requirement	operating costs	operating costs	0-5		0	
	will exist	disposal costs	disposal costs	0-5		0	
			high score = low costs			0	
Financial							
Prudential Code	application of prudential indicators	impact on Council's capital financing					
	to assess affordability of capital	requirement (CFR)		0-5		0	
		Ratio of financing costs to net revenue					
		stream		0-5		0	
overall financial score		Incremental impact of capital investment					
of 20		decisions on the Council Tax		0-5		0	
						0	
Risk Assessment	Try to ensure that not all schemes	The following will all need to	High Risk = Low Score	0-5		0	
Identify the level of risk	selected are high risk with the	be considered:	Low Risk = High Score				
in a project not being	danger that there will be delays in	Technical Issues					
able to proceed.	delivery or non-delivery.	Financial Uncertainty					
Minimum score 3		Partnership Uncertainty					
		Planning Issues					
		Legal Issues					
Timescales		Timescale Certainty High	4			0	
Minimum score 2		Timescale Certainty Low	0				
Total Score						0	

APPENDIX 2

OPERATIONAL ASSETS

Administrative Properties

1	Council Offices, Grantham	O
2	Office, Deepings Community Centre	O

Depots etc

3	Alexandra Road, Grantham	O
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Car Parks

4	Conduit Lane, Grantham	O
5	Trent Road, Grantham	O
6	Watergate, Grantham	O
7	Greenwoods Row, Grantham	O
8	Welham Street, Grantham	O
9	St Catherine's Road, Grantham	O
10	Cattle Market, Stamford	O
11	Wharf Road, Stamford	O
12	St Leonard's Street, Stamford	O
13	Bath Row, Stamford	O
14	North Street, Stamford	O
15	Scotgate, Stamford	O
16	South Street, Bourne	O
17	Burghley Street, Bourne	O
18	Market Square, Bourne	O
19	Halfleet, Market Deeping	O

Leisure Centres

20	Meres Leisure Centre & Stadium Grantham	O
21	South Kesteven Sports Stadium	O
22	Bourne Leisure Centre	O
23	Stamford Leisure Centre	O
24	Stamford Indoor Bowls Club	O

Museums & Arts Centres

25	Grantham Museum	O
26	Stamford Museum	O
27	Guildhall Arts Centre, Grantham	O
28	Corn Exchange, Bourne	O

Parks & Recreation Grounds

29	Recreation Ground, Bourne	O
30	Arnoldfield, Grantham	O
31	Langtoft Playing Field, Langtoft	O
32	Empingham Road Playing Field, Stamford	O
33	Uffington Road Playing Field, Stamford	O
34	R H Ash Playing Field, Dyke	O
35	Harrowby Lane Playing Field	O

Recreational Facilities

36	Cycle Store, Council Offices, Grantham	O
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Public Toilets

37	North Street, Bourne (Bus Station)	O
38	Recreation Road, Bourne (Changing Facilities)	O
39	Abbey Gardens, Grantham	O
40	Red Lion Square, Stamford	O
41	Rainbow Centre, Market Deeping	O
42	South Street, Bourne	O
43	Recreation Ground, Stamford	O
44	Conduit Lane, Grantham	O
45	Dysart Park, Grantham	O
46	Wyndham Park, Grantham	O

Leasehold Assets

Administrative Properties

47	Bourne Town Hall	L
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Car Parks

48	Wharf Road, Grantham	L
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Leisure Centres

49	The Deepings Leisure Centre	PL
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Museums & Arts Centres

50	Stamford Arts Centre	L
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Public Toilets

51	Bus Station, Grantham	L
52	London Road, Grantham	L

Bus Stations

53	Grantham Bus Station	L
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Managed Workspace

54	Grantham Library/Morrison's, Isaac Newton Centre	L
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Other

Bus Stations

55	Bourne Bus Station	O
56	Stamford Bus Station	O

Community Centres

57	Earlesfield Community Centre	O
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Market and Fair Rights

58	Bourne	
59	Stamford	

Market Stores

60	Bourne Market Store	O
61	Grantham Market Store	O
62	Stamford Market Store	O

KEY:

Owned Property	O
Leased Property	L
Partnership Lease	PL
Managed Site	M

NON-OPERATIONAL ASSETS

Industrial/Commercial Portfolios

Industrial Units

1	Mowbeck Way (8 sites), Grantham	O
2	Hollis Road (1 site), Grantham	O
3	Graham Hill Way (6 sites), Bourne	O
4	Park-Air Factory, Market Deeping	O
5	Scotgate Factory, Market Deeping	O
6	Withambrook (13 sites)	PL

Miscellaneous

7	SENSE Building, Broadgate Lane, Deeping St James	O
8	OAP Association Land, St Catherine's Rd, Grantham	O

KEY:

Owned Property	O
Leased Property	L
Partnership Lease	PL
Managed Site	M

POTENTIAL SURPLUS/DISPOSAL ASSETS

Surplus Assets

1	Wake House, Bourne	O
2	West Road Car Park, Billingborough	O
3	Grantham Advice Centre - St Catherine's Rd, Grantham	O

KEY:

Owned Property	O
Leased Property	L
Partnership Lease	PL
Managed Site	M

MISCELLANEOUS

Travellers Site

1	Travellers Rest Site, Grantham	M
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Commercial Development

2	Warners Mill, Bourne	O
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KEY:

Owned Property	O
Leased Property	L
Partnership Lease	PL
Managed Site	M

OPERATIONAL ASSETS

Administration Properties

[1\) Council Offices, Grantham](#)

Location	St. Peter's Hill, Grantham
Built	1969. Extended 1987 & 2006.
GIA	5,818m ²
NBV £	3,652,909
Remarks	2 storeys and basement. Brick walls with flat bitumen and membrane roof to North wing and tiled pitched roof to South. Full central heating throughout with air conditioning to Civic Suite.

[2\) Office, Deepings Community Centre](#)

Location	Douglas Road, Market Deeping
Built	1973
GIA	790m ²
NBV £	268,125
Remarks	Community Centre part used as Council Offices (28m ²).

Depots etc

[3\) Alexandra Road, Grantham](#)

Location	Mowbeck Way, Alexandra Road, Grantham
Built	1960's
GIA	2,108m ²
NBV £	501,090
Remarks	Comprises a number of fully heated buildings and workshops of steel frames and brick walls under sheet asbestos roofs.

Car Parks

[4\) Conduit Lane, Grantham](#)

Location	Conduit Lane, Grantham
Built	1953
GIA	1,450m ²
NBV £	133,233
Remarks	-

[5\) Trent Road, Grantham](#)

Location	Trent Road, Grantham
Built	
GIA	1,850m ²
NBV £	53,717
Remarks	-

[6\) Watergate, Grantham](#)

Location	Watergate, Grantham
Built	1976
GIA	2,900m ²
NBV £	468,050
Remarks	-

[7\) Greenwood's Row, Grantham](#)

Location	Guildhall Street, Grantham
Built	1960's
GIA	2,400m ²
NBV £	339,718
Remarks	Leasehold

[8\) Welham Street Multi-Storey, Grantham](#)

Location	Welham Street, Grantham
Built	2007
GIA	6,825m ²
NBV £	478,133
Remarks	Completion in September 2007.

[9\) St. Catherine's Road, Grantham](#)

Location	Council Offices, St. Catherine's Road, Grantham
Built	1990. Extended 1997.
GIA	1,250m ²
NBV £	108,583
Remarks	-

[10\) Cattle Market, Stamford](#)

Location	Station Road, Stamford
Built	1992
GIA	14,400m ²
NBV £	494,400
Remarks	-

11) Wharf Road, Stamford

Location	Wharf Road, Stamford
Built	Reinstatement works following remediation of car park 2007
GIA	5,689m ²
NBV £	444,400
Remarks	Former gas works - Land being decontaminated in 2007 and area of car park increase through levelling of the site.

12) St. Leonard's Street, Stamford

Location	St. Leonard's Street, Stamford
Built	
GIA	850m ²
NBV £	172,367
Remarks	-

13) Bath Row, Stamford

Location	Gooch's Court and Bath Row, Stamford
Built	
GIA	2,825m ²
NBV £	464,167
Remarks	-

14) North Street, Stamford

Location	North Street, Stamford
Built	
GIA	3,000m ²
NBV £	566,417
Remarks	-

15) Scotgate, Stamford

Location	Scotgate, Stamford
Built	
GIA	1,750m ²
NBV £	266,083
Remarks	-

16) South Street, Bourne

Location	South Street, Bourne
Built	
GIA	1,750m ²
NBV £	86,333
Remarks	-

[17\) Burghley Street, Bourne](#)

Location	Burghley Street, Bourne
Built	
GIA	2,700m ²
NBV £	138,117
Remarks	-

[18\) Market Square, Bourne](#)

Location	Market Square, Bourne
Built	
GIA	1,400m ²
NBV £	46,696
Remarks	-

[19\) Halfleet, Market Deeping](#)

Location	Halfleet, Market Deeping
Built	1996 (Acquired 1963)
GIA	800m ²
NBV £	54,350
Remarks	-

Leisure Centres

[20\) Meres Leisure Centre and Stadium](#)

Location	Trent Road, Grantham
Built	1997
GIA	6,900m ²
NBV £	13,548,903
Remarks	Leisure Centre with learner, splash and swimming pools. Gym, table tennis centre, bars (2), sports hall, café, tennis courts and all weather pitch. Steel framed structure with brick

[21\) South Kesteven Sports Stadium](#)

Location	Trent Road, Grantham
Built	1991
GIA	1,278m ²
NBV £	2,377,478
Remarks	Sports and leisure complex of football and athletics' stadium with bar.

[22\) Bourne Leisure Centre](#)

Location	Queens Road, Bourne
Built	1988
GIA	2,814m ²
NBV £	2,843,784
Remarks	Leasehold land with shared use access with school, containing swimming pools, sports hall, gym, café and ancillary accommodation. Steel framed with brick walls under slate and profiled metal roof.

[23\) Stamford Leisure Centre](#)

Location	Drift Road, Stamford
Built	1987
GIA	2,061m ²
NBV £	3,089,353
Remarks	Steel frame with brick walls under profiled metal roof. Includes swimming pools and gym fitness suite.

[24\) Stamford Indoor Bowls Club](#)

Location	Exeter Gardens, Stamford
Built	1990
GIA	1,909m ²
NBV £	411,833
Remarks	Steel framed with brick walls under profiled metal roof.

Museums & Arts Centres

[25\) Grantham Museum](#)

Location	St. Peter's Hill, Grantham
Built	1900
GIA	771m ²
NBV £	34,545
Remarks	Carnegie endowed Library/Museum given to the People and Borough of Grantham - Leased to Lincolnshire County Council for 40 years at £1 pa.

[26\) Stamford Museum](#)

Location	Broad Street, Stamford
Built	Circa 1890
GIA	408m ²
NBV £	197,200
Remarks	Leased to Lincolnshire County Council. Stone and Collywesten Slate building of 2 storeys plus basement with Gas Central Heating.

[27\) Guildhall Arts Centre](#)

Location	St. Peter's Hill, Grantham
Built	1867
GIA	4,085m ²
NBV £	3,679,252
Remarks	Victorian building adapted to Arts Centre with theatre, café, gallery, ballroom, offices and workshops.

Parks and Recreation Grounds

[28\) Bourne Corn Exchange](#)

Location	Abbey Road, Bourne
Built	Extended Late 1980's
GIA	1,394m ²
NBV £	1,172,509
Remarks	Function Hall with kitchen, bar, dance hall and caretaker's apartment.

[29\) Recreation Ground, Bourne](#)

Location	Recreation Ground, Bourne
Built	
GIA	
NBV £	1
Remarks	

[30\) Arnoldfield, Grantham](#)

Location	Arnoldfield, Grantham
Built	1970
GIA	21,780m ²
NBV £	209,696
Remarks	Includes Bowls Pavillion, Tennis Pavillion, Portacabin, Store and Toilet Block

[31\) Langtoft Playing Field, Langtoft](#)

Location	Langtoft
Built	
GIA	46,900m ²
NBV £	377,313
Remarks	Includes Pavillion

[32\) Empingham Road Playing Field, Stamford](#)

Location	Empingham Road Playing Field, Stamford
Built	
GIA	89,900m ²
NBV £	350,513
Remarks	Includes Bowls Pavillion, Changing Rooms, Newage Football and Cricket Pavillion

[33\) Uffington Road Playing Field, Stamford](#)

Location	Uffington Road Playing Field, Stamford
Built	
GIA	40,000m ²
NBV £	193,421
Remarks	

[34\) R H Ash Playing Field, Dyke](#)

Location	R H Ash Playing Field, Dyke
Built	
GIA	
NBV £	19,883
Remarks	

[35\) Harrowby Lane Playing Field, Grantham](#)

Location	Harrowby Lane Playing Field, Grantham
Built	1970's
GIA	35,880m ²
NBV £	91,767
Remarks	Includes Pavillion

Recreational Facilities

[36\) Cycle Store, Council Offices, Grantham](#)

Location	Council Offices, Grantham
Built	1991
GIA	79m ²
NBV £	89,624
Remarks	

Public Toilets

[37\) North Street, Bourne \(Bus Station\)](#)

Location	North Street, Bourne
Built	1996
GIA	54m ²
NBV £	36,816
Remarks	

[38\) Recreation Road, Bourne](#)

Location	Recreation Road, Bourne
Built	1960
GIA	25m ²
NBV £	12,105
Remarks	

[39\) Abbey Gardens, Grantham](#)

Location	Abbey Gardens, Grantham
Built	2006
GIA	68m ²
NBV £	241,238
Remarks	Ladies, Gents and Disabled toilet with baby changing facilities.

[40\) Red Lion Square, Stamford](#)

Location	Red Lion Square, Stamford
Built	1861. Refurbished 2004.
GIA	51m ²
NBV £	92,274
Remarks	Ladies and Gents toilets and Disabled toilet with baby changing facilities.

[41\) Rainbow Centre, Market Deeping](#)

Location	Rainbow Centre, Godsey Lane, Market Deeping
Built	1994
GIA	54m ²
NBV £	52,444
Remarks	Ladies and Gents toilets administered and managed by Market Deeping Town Council.

[42\) South Street, Bourne](#)

Location	South Street, Bourne
Built	1960
GIA	33m ²
NBV £	19,064
Remarks	Ladies, Gents and Disabled toilets managed by Bourne Town Council

[43\) Recreation Ground, Stamford](#)

Location	Recreation Ground, Stamford
Built	1900
GIA	15m ²
NBV £	887
Remarks	

[44\) Conduit Lane, Grantham](#)

Location	Conduit Lane, Grantham
Built	1980
GIA	68m ²
NBV £	72,412
Remarks	

[45\) Dysart Park, Grantham](#)

Location	Dysart Park, Grantham
Built	1967
GIA	20m ²
NBV £	5,365
Remarks	

[46\) Wyndham Park , Grantham](#)

Location	Wyndham Park, Grantham
Built	1935
GIA	40m ²
NBV £	27,698
Remarks	

Leasehold Assets

Administrative Properties

47) Bourne Town Hall

Location	North Street, Bourne
Built	1821. Extended 1990.
GIA	521m ² (270m ² only occupied by SKDC)
NBV £	149,175
Remarks	2 Storeys of stone and slate with brick and slate extension. First floor leased back to LCC. Ground floor refurbished. Full central heating. One first floor occupied by Bourne Town Council and one occupied by SKDC.
Landlord	SKDC hold leasehold of whole building (Landlords, Lincolnshire County Council retain the first floor as a Magistrate's Court).

Car Parks

48) Wharf Road Multi-Storey Grantham

Location	Wharf Road, Grantham
Built	1984
GIA	5,900m ²
NBV £	316,127
Remarks	Leasehold.

Leisure Centres

49) Deepings Leisure Centre

Location	Park Road, Deeping St. James
Built	1980
GIA	3,160m ²
NBV £	1,775,546
Remarks	A leasehold, steel framed brick and profiled metal walls, flat roof covered with PVC membrane. Housing swimming pool, squash courts, sports hall and ancillary accommodation.

Museums & Arts Centres

50) Stamford Arts Centre

Location	St. Mary's Street, Stamford
Built	Circa 1800's
GIA	2,688m ²
NBV £	862,429
Remarks	Community Centre part used as Council Offices (28m ²).

Public Toilets

[51\) Grantham Bus Station](#)

Location	Wharf Road, Grantham
Built	1984
GIA	95m ²
NBV £	100,202
Remarks	Leasehold Ladies, Gents and Disabled toilets with baby change room.

[52\) London Road, Grantham](#)

Location	London Road, Grantham
Built	1967
GIA	45m ²
NBV £	38,362
Remarks	Leasehold

Bus Stations

[53\) Grantham Bus Station](#)

Location	Wharf Road, Grantham
Built	1984
GIA	2,821m ²
NBV £	112,891
Remarks	Leasehold.

Managed Workspace

[54\) Grantham Library/Morrison's, Isaac Newton Centre](#)

Location	Isaac Newton Centre, Grantham
Built	1983
GIA	958m ²
NBV £	1
Remarks	Leasehold.

Other

Bus Stations

[55\) Bourne Bus Station](#)

Location	North Street, Bourne
Built	Mid 1970's
GIA	1,653m ²
NBV £	68,901
Remarks	Buildings demolished 2006.

[56\) Stamford Bus Station](#)

Location	Sheep Market, Stamford
Built	Circa 1992
GIA	2,385m ²
NBV £	246,445
Remarks	

Community Centres

[57\) Earlesfield Community Centre, Grantham](#)

Location	Trent Road, Grantham
Built	1990
GIA	271m ²
NBV £	284,533
Remarks	Extended in 2001

Market and Fair Rights

[58\) Bourne](#)

Location	Bourne
Built	N/A
GIA	N/A
NBV £	52,750
Remarks	

[59\) Stamford](#)

Location	Stamford
Built	N/A
GIA	N/A
NBV £	395,000
Remarks	

Market Stores

[60\) Bourne Market Store](#)

Location	Market Square, Bourne
Built	1988
GIA	76m ²
NBV £	38,870
Remarks	

[61\) Grantham Market Store](#)

Location	Conduit Lane, Grantham
Built	1980
GIA	248m ²
NBV £	82,640
Remarks	

[62\) Stamford Market Store](#)

Location	Broad Street, Stamford
Built	1951
GIA	62m ²
NBV £	16,525
Remarks	

NON-OPERATIONAL ASSETS

Industrial/Commercial Portfolios

Industrial Units

[63\) Mowbeck way, Grantham](#)

Location	Alexandra Road, Grantham
Built	1960's. Refurbished 2004.
GIA	887m ²
NBV £	275,587
Remarks	8 Units.

[64\) Hollis Road, Grantham](#)

Location	Hollis Road, Grantham
Built	1980
GIA	276m ²
NBV £	112,987
Remarks	1 Unit.

[65\) Graham Hill Way, Bourne](#)

Location	Graham Hill Way, Bourne
Built	1999
GIA	930m ²
NBV £	419,050
Remarks	6 Units.

[66\) Park Air Factory, Market Deeping](#)

Location	Northfield Industrial Estate, Towngate East, Market Deeping
Built	2001
GIA	5,574m ²
NBV £	3,944,000
Remarks	1 Unit. Proposed extension planned for 2008/2009.

[67\) Scotgate Factory, Market Deeping](#)

Location	Halifax Drive, Northfields Industrial Estate, Market Deeping
Built	2002
GIA	958m ²
NBV £	592,000
Remarks	1 Unit.

[68\) Partnership House, Grantham](#)

Location	Withambrook Industrial Estate, Grantham
Built	1990
GIA	1,309m ²
NBV £	89,040
Remarks	13 Units on Leasehold.

Miscellaneous

[69\) SENSE Building, Broadgate Lane, Deeping St James](#)

Location	Broadgate Lane, Deeping St James
Built	1996
GIA	282m ²
NBV £	197,200
Remarks	

[70\) OAP Association Lane, St Catherine's Road, Grantham](#)

Location	St Catherine's Road, Grantham
Built	N/A
GIA	918m ²
NBV £	165,000
Remarks	

SURPLUS/DISPOSAL ASSETS

Potential Surplus Assets

Museums and Arts Centres

[71\) Wake House, Bourne](#)

Location	North Street, Bourne
Built	Circa 19 th Century. Extended 1954.
GIA	442m ²
NBV £	276,080
Remarks	Former dwelling, Public House and Council Offices, extended in 1954. Rendered brick walls with slate and tiled roofs over. Car park and yard to rear.

Car Parks

[72\) West Road, Billingborough](#)

Location	West Road, Billingborough
Built	
GIA	740m ²
NBV £	10,940
Remarks	-

Other

[73\) Grantham Advice Centre, 26/27 St Catherine's Road, Grantham](#)

Location	26/27 St Catherine's Road, Grantham
Built	Circa 1900
GIA	368m ²
NBV £	196,870
Remarks	

MISCELLANEOUS

Travellers Site

[74\) Travellers Rest Site, Grantham](#)

Location	Travellers Rest Site, Spittlegate Hill, Grantham
Built	
GIA	
NBV £	
Remarks	

[75\) Warners Mill, Bourne](#)

Location	15 C Burghley Street, Bourne
Built	Mid 19th Century
GIA	845m ²
NBV £	300,000
Remarks	

Note: GIA = Gross Internal Area and NBV = Net Book Value as at 31/03/09

Property Management Workstream -- SKDC
Asset Categorisation

ASSET	CODE	MEASURES						
		No of sites	No of Units	GIA	Gross Area	Wet or Dry	No of Spaces	Value
OPERATIONAL ASSETS								
COUNCIL OFFICES, GRANTHAM	AD	1		5,818				3,652,909
OFFICE, DEEPINGS COMMUNITY CENTRE	AD	1		790				268,125
ALEXANDRA ROAD, GRANTHAM	D	1		2,108				501,090
CONDUIT LANE, GRANTHAM	CP	1		1,450			48	133,233
TRENT ROAD, GRANTHAM	CP	1		1,850			50	53,717
WATERGATE, GRANTHAM	CP	1		2,900			100	468,050
GREENWOODS ROW, GRANTHAM	CP	1		2,400			93	339,718
WELHAM STREET, GRANTHAM	CP	1		6,825			328	478,133
ST CATHERINE'S ROAD, GRANTHAM	CP	1		1,250			60	108,583
CATTLEMARKET, STAMFORD	CP	1		14,400			266	494,400
WHARF ROAD, STAMFORD	CP	1		5,689			232	444,400
ST LEONARD'S STREET, STAMFORD	CP	1		850			31	172,367
BATH ROW, STAMFORD	CP	1		2,825			94	464,167
NORTH STREET, STAMFORD	CP	1		3,000			102	566,417
SCOTGATE, STAMFORD	CP	1		1,750			65	266,083
SOUTH STREET, BOURNE	CP	1		1,750			67	86,333
BURGHLEY STREET, BOURNE	CP	1		2,700			102	138,117
MARKET SQUARE, BOURNE	CP	1		1,400			56	46,696
HALFLEET, MARKET DEEPING	CP	1		800			24	54,350
MERES LEISURE CENTRE & STADIUM	LC	1		6,900		Both		13,548,903
SOUTH KESTIVEN SPORTS STADIUM	LC	1		1,278		Dry		2,377,478
BOURNE LEISURE CENTRE	LC	1		2,814		Both		2,843,784
STAMFORD LEISURE CENTRE	LC	1		2,061		Both		3,089,353
STAMFORD INDOOR BOWLS CLUB	LC	1		1,909		Dry		411,833
GRANTHAM MUSEUM	MA	1		771				34,545
STAMFORD MUSEUM	MA	1		408				197,200
GUILDHALL ARTS CENTRE, GRANTHAM	MA	1		4,085				3,679,252
CORN EXCHANGE, BOURNE	MA	1		1,394				1,172,509
RECREATION GROUND, BOURNE	PR	1						1
ARNOLDFIELD, GRANTHAM	PR	1						209,696
LANGTOFT PLAYING FIELD, LANGTOFT	PR	1						377,313
EMPINGHAM ROAD PLAYING FIELD, STAMFORD	PR	1						350,513
UFFINGTON ROAD PLAYING FIELD, STAMFORD	PR	1						193,421
R H ASH PLAYING FIELD, DYKE	PR	1						19,883
HARROWBY LANE PLAYING FIELD, GRANTHAM	PR	1						91,767
CYCLE STORE, COUNCIL OFFICES, GRANTHAM	REC	1		79				89,624
NORTH STREET, BOURNE	TO	1		54				36,816
RECREATION ROAD, BOURNE	TO	1		25				12,105
ABBAY GARDENS, GRANTHAM	TO	1		68				241,238
RED LION SQUARE, STAMFORD	TO	1		51				92,274
RAINBOW CENTRE, MARKET DEEPING	TO	1		54				52,444
SOUTH STREET, BOURNE	TO	1		33				19,064
RECREATION GROUND, STAMFORD	TO	1		15				887
CONDUIT LANE, GRANTHAM	TO	1		68				72,412
DYSART PARK, GRANTHAM	TO	1		20				5,365
WYNDHAM PARK, GRANTHAM	TO	1		40				27,698
BOURNE TOWN HALL	LH	1		521				149,175
WHARF ROAD CAR PARK, GRANTHAM	LH	1		5,900			257	316,127
THE DEEPINGS LEISURE CENTRE	LH	1		3,160		Both		1,775,546
STAMFORD ARTS CENTRE	LH	1		2,688				862,429
PUBLIC TOILETS, BUS STATION, GRANTHAM	LH	1		95				100,202
PUBLIC TOILETS, LONDON ROAD GRANTHAM	LH	1		45				38,362
GRANTHAM LIBRARY/MORRISON'S	LH	1		958				1
GRANTHAM BUS STATION	LH	1		2,821				112,891
BOURNE BUS STATION	O	1		1,653				68,901
STAMFORD BUS STATION	O	1		2,385				246,445
EARLESFIELD COMMUNITY CENTRE, GRANTHAM	O	1		271				284,533
MARKET AND FAIR RIGHTS, BOURNE	O	1						52,750
MARKET AND FAIR RIGHTS, STAMFORD	O	1						395,000
BOURNE MARKET STORE	O	1		76				38,870
GRANTHAM MARKET STORE	O	1		248				82,640
STAMFORD MARKET STORE	O	1		62				16,528

NON-OPERATIONAL ASSETS							
MOWBECK WAY, GRANTHAM - INDUSTRIAL	IC		8	887			275,587
HOLLIS ROAD, GRANTHAM - INDUSTRIAL	IC		1	276			112,987
GRAHAM HILL WAY, GRANTHAM - INDUSTRIAL	IC		6	930			419,050
PARK-AIR FACTORY, MARKET DEEPING	IC		1	5,574			3,944,000
SCOTGATE FACTORY, MARKET DEEPING	IC		1	958			592,000
WITHAMBROOK, GRANTHAM - INDUSTRIAL	IC		13	1,309			89,040
SENSE BUILDING, BROADGATE LANE, DEEPING ST JAMES	IC	1		282			197,200
OAP ASSOCIATION LAND, ST CATHERINE'S RD, GRANTHAM	IC	1		918			165,000
POTENTIAL SURPLUS/DISPOSAL ASSETS							
WAKE HOUSE, BOURNE	MA	1		442			276,080
WEST ROAD, BILLINGBOROUGH	CP	1		740			10,940
GRANTHAM ADVICE CENTRE, ST CATHERINE'S ROAD	O	1		368			196,870
MISCELLANEOUS							
TRAVELLERS REST SITE, GRANTHAM - TRAVELLERS SITE	MISC	1					
WARNERS MILL, BOURNE	MISC	1		845			300,000
TOTAL ASSETS				117,094			49,103,419
KEY							
ADMINISTRATIVE PROPERTIES	AD						
DEPOTS ETC	D						
CAR PARKS	CP						
LEISURE CENTRES	LC						
MUSEUMS AND ARTS CENTRES	MA						
PARKS AND RECREATIONAL GROUNDS	PR						
RECREATIONAL FACILITIES	REC						
PUBLIC TOILETS	TO						
LEASEHOLD ASSETS	LH						
OTHER	O						
INDUSTRIAL/COMMERCIAL PORTFOLIOS	IC						
MISCELLANEOUS	MISC						

APPENDIX 3A

METHOD OF DISPOSAL OF SURPLUS/UNDER-USED COUNCIL-OWNED PROPERTY/LAND

1 Introduction

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

2 Definition of Surplus/Under – Used Property/Land

- 2.1 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.
- 2.2 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.

3 Site Identification

- 3.1 Sites for possible disposal may be identified in the following ways: -
- a) Through Asset Monitoring work being undertaken by the Capital Asset Management Group (CAMG).
 - 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 Capital Asset Management Group (CAMG), valuation of assets will be undertaken by the District Valuer.

4 Site Investigations

- 4.1 Once a potential site has been identified the Capital Asset Management Group (CAMG) 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.

5 Land Use

- 5.1 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
- 5.2 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.
- 5.3 If development by the Council is not required for investment purposes or social provision, then the site may be brought forward for disposal.

6 Method of Disposal

- 6.1 Disposal shall be in accordance with the current Code of Practice for disposal, obtaining best price and related Disposal Consents prescribed from time to time by Statutory Regulations.
- 6.2 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.
- 6.3 Method of disposal should be in compliance with the Council's Financial Regulations and procedures should be in place to protect staff involved in the disposal from accusations of personal gain.

7 Marketing Strategy

- 7.1 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 Capital Asset Management Group (CAMG).

8 Timing

- 8.1 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.

9 Capital Asset Management Group (CAMG)

- 9.1 A report on the disposal or leasehold development of any sites deemed to be surplus or under-used is to be considered by the Capital Asset Management Group (CAMG) and reviewed at least annually.

10 Responsibilities of the Section 151 Officer

- 10.1 The Section 151 Officer should issue guidance representing best practice for the disposal of assets. In addition, they should ensure that appropriate accounting entries are made to remove the value of disposed assets from the authority's records and to include the sale proceeds if appropriate.

11 Responsibilities of Corporate Heads and Service Managers

- 11.1 Corporate Heads and Service Managers should seek advice from the Procurement Officer on the disposal of surplus or obsolete materials, stores or equipment.
- 11.2 Where land or buildings are surplus to requirements, a recommendation for sale should be the subject of a joint report by the Corporate Head/Service Manager and the Section 151 Officer.
- 11.3 The Corporate Head/Service Managers should ensure that income received for the disposal of an asset is properly banked and coded.
- 11.4 Following consideration of the report from the appropriate Corporate Head and Service Manager declaring that the property/land is no longer required, then the following procedures will apply:
- Alternative Council uses for the property/land will be considered by Cabinet. If no alternative Council use is recommended the Cabinet will deal with the disposal of the property. Where there are policy or resource issues of major significance to the Council, Council approval for the disposal should be obtained before disposal proceedings are commenced;
 - The Service Manager for Asset and Facilities Management will apply for any relevant planning permission(s) and will obtain a valuation of the property/land;
 - Unless specifically agreed by the Council or approved under delegated powers to officers, all disposals by the Council of interests in the property/land shall be by way of open tender subject to contract;
 - Where disposal is by open tender the Service Manager for Asset and Facilities Management will advertise the property/land in question and seek competitive tenders reserving the right not to accept the highest or any bid.

12 Cabinet Approval

- 12.1 If the Capital Asset Management Group (CAMG) confirms recommendation for disposal or leasehold development, a report will be submitted to Cabinet.

13 Marketing

- 13.1 If Cabinet approves disposal the marketing strategy is to be commenced, with a view to identifying a purchaser by the Capital Asset Management Group (CAMG).

14 Negotiations

- 14.1 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. This should be in accordance with 'The General Disposal Consent 2003'.

15 Instructions

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

16 Completion

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

APPENDIX 3B

METHOD OF ACQUISITION OF LAND AND PROPERTY

1 Introduction

- 1.1 This document defines, in sequence, the procedure to be adopted in connection with the acquisition of land and property.

2 Reasons for the acquisition of Land or Property

- 2.1 Unless there are exceptional circumstances the Council will only acquire land or property for one or more of the following reasons:
- its contribution towards the provision of the Council's services and delivery of corporate aims
 - economic development
 - revenue income generation
 - strategic acquisition for regeneration or redevelopment purposes.

3 Market Research

- 3.1 Once a need to acquire property has been identified market research will be carried out by the relevant Head of Service, in consultation with the appropriate Corporate Head in order to establish whether suitable land or property is available on the market to fulfil this need.
- 3.2 Where a number of potentially suitable properties exist in the marketplace, robust comparisons will be made to establish which is the most suitable for the Council's needs. Criteria against which such decision will be made include:-
- price
 - condition of property
 - availability (in terms of timing)
 - nature of tenure being offered (freehold or leasehold)
 - locational advantages (where a strategic acquisition is under consideration)
 - return on investment (where a revenue generating asset is being considered).

4 Financial Appraisal

- 4.1 When a suitable property has been identified a financial appraisal will be carried out to establish the financial/budgetary implications of acquiring the property at the quoted asking price. The advice of the Service Manager for Finance and Risk Management will be sought regarding the financing of the acquisition and current rates of interest on capital invested, to enable the opportunity cost of the acquisition to be fully assessed. Capital and Asset Management Group will collectively undertake a financial appraisal taking into account the following matters:
- the capital cost of acquisition
 - any revenue, or potential revenue, generated from the property, both short and long term
 - availability of external funding sources
 - possibility of joint ventures
 - the cost, in Asset Management terms, of owning the property, including:-
 - immediate maintenance/refurbishment requirements
 - demolition costs, if appropriate
 - ongoing maintenance/life cycle costings
 - national non-domestic rates
 - insurance
 - the overall effect of the expenditure on the Council's budgetary position.

5 Valuation

- 5.1 Valuation advice will be provided by the District Valuer. Where such advice suggests that the true Open Market Value of the property is below the asking price, (or where the amount of expenditure is likely to exceed that set aside in the Medium Term Financial Plan for strategic land acquisition), and there are overriding factors which justify the purchase, a report shall be prepared for Cabinet by the Service Manager for Asset and Facilities Management in consultation with the Corporate Head for Resources and Organisational Development, seeking approval to continue with the proposed acquisition.
- 5.2 Where the acquisition is to be by way of a long lease the Service Manager for Finance and Risk Management will be specifically consulted to assess the implications regarding VAT, Capital Controls and Treasury Management.

6 Negotiation

- 6.1 Following preliminary investigations and the possibility of an acquisition has been established, the Service Manager for Assets and Facilities Management will prepare a report for CAMG and then Cabinet to obtain agreement in principle to proceed, identifying a budget for the acquisition. If approval to proceed is given by Cabinet, negotiations will be commenced with the vendor by Asset and Facilities Management **in** consultation with the Corporate Head for Resources and Organisational Development. Where the sale is by auction or tender bids will be formulated as appropriate.

7 Cabinet Approval

- 7.1 Any offer to the vendor will be made "*subject to contract, Cabinet approval and, where appropriate, survey*" and a report will be prepared for the next Cabinet, by the Service Manager for Asset and Facilities Management in consultation with Corporate Head for Resources and Organisational Development, recommending acceptance of the acquisition.


8 Instructions

- 8.1 Once Cabinet approval has been received, and any surveys satisfactorily carried out (or earlier if appropriate), Legal Services will be instructed to complete the documentation associated with the acquisition.

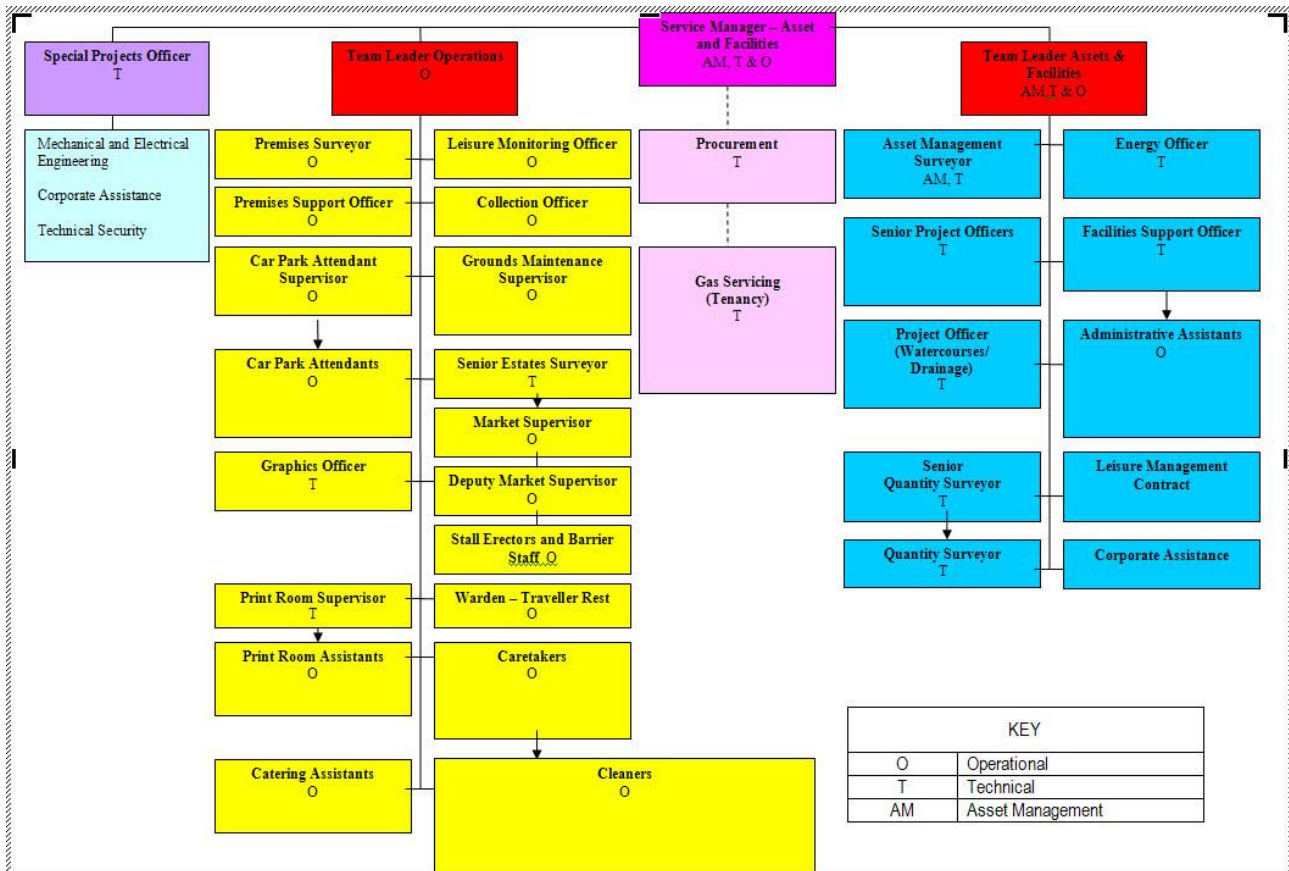
9 Completion

- 9.1 Once the acquisition has been completed Legal Services will advise the Corporate Head for Resources and Organisational Development, the Corporate Head for Finance and Customer Services, the Service Manager for Asset and Facilities Management, the Service Manager for Finance and Risk Management, relevant members and such others as are appropriate.
- 9.2 In considering what amounts to 'monetary value' in terms of best consideration to be obtained, the creation of jobs or desirable social outcomes, will be considered by the Council as part of its general powers of wellbeing under the Local Government Act 2000.

APPENDIX 4

Backlog Maintenance Across Service Areas				
				
Operational Assets	Category 1 Urgent 2008/2009 £	Category 2 Essential 2009/2010 £	Category 3 Desirable 2010/2011 £	2011/2012 £
<u>Administration Buildings</u> Replacement of all timber framed windows with UPVc to Council Offices, Grantham Stone Wall Repairs, Council Offices, Grantham	75,000 25,000		All works	All works
<u>Car Parks</u> St Leonard's Street, Stamford		20,000	covered	covered
<u>Museums and Arts Centres</u> Seating Replacement, Grantham Arts Centre Repairs to boundary wall to the car park at Stamford Arts Centre, Stamford	15,000 40,000		through planned	through planned
<u>Unadopted Roads</u> Surface Improvements to Carriageway and Footpath	180,000		maintenance	maintenance
Total	335,000	20,000	0	0

APPENDIX 5



APPENDIX 6

CAPITAL PROGRAMME – 2007-2010

Description		2008/2009 £'000	2009/2010 £'000	2010/2011 £'000	2011/2012 £'000
OPERATIONAL ASSETS					
Administrative Properties					
Council Offices, Grantham	Upgrade of Aluminium Windows	75			
	Energy Efficiency Initiatives		250		
	Stone Wall Repairs	25			
Car Parks					
Various Car Parks, Grantham and Stamford	Replacement of Car Parking Machines	30	30	30	
Various Car Parks, Grantham and Stamford	Pay on Exit Infrastructure			95	95
St Leonard's St, Stamford	Refurbishment Works		20		
Museums and Arts Centres					
Guildhall Arts Centre	Seating Replacement	15			
Crematoria and Cemeteries					
Grantham Cemetery	Cemetery Works – Phase 2 and 3	87			
Open Space					
Alma Park Road, Grantham	Surface Improvements to Carriageway and Footpath	180			
Leasehold Assets					
Museums and Art Centres					
	Repairs to Boundary Wall and Car Park Repairs	40			
Bus Stations					
Grantham Bus Station	Refurbishment Works				
Canals					
Grantham Canal	Reinstatement Works	150			
Miscellaneous					
Main Sites	A & T Monitoring	30			
General	Provisional		230	325	500
TOTAL		632	530	450	595

APPENDIX 7

KLOE Summary

KLOE 1 – sound and strategic financial management

KLOE 2 – strategic commissioning and good governance

KLOE 3 – effective management of natural resources, assets and people

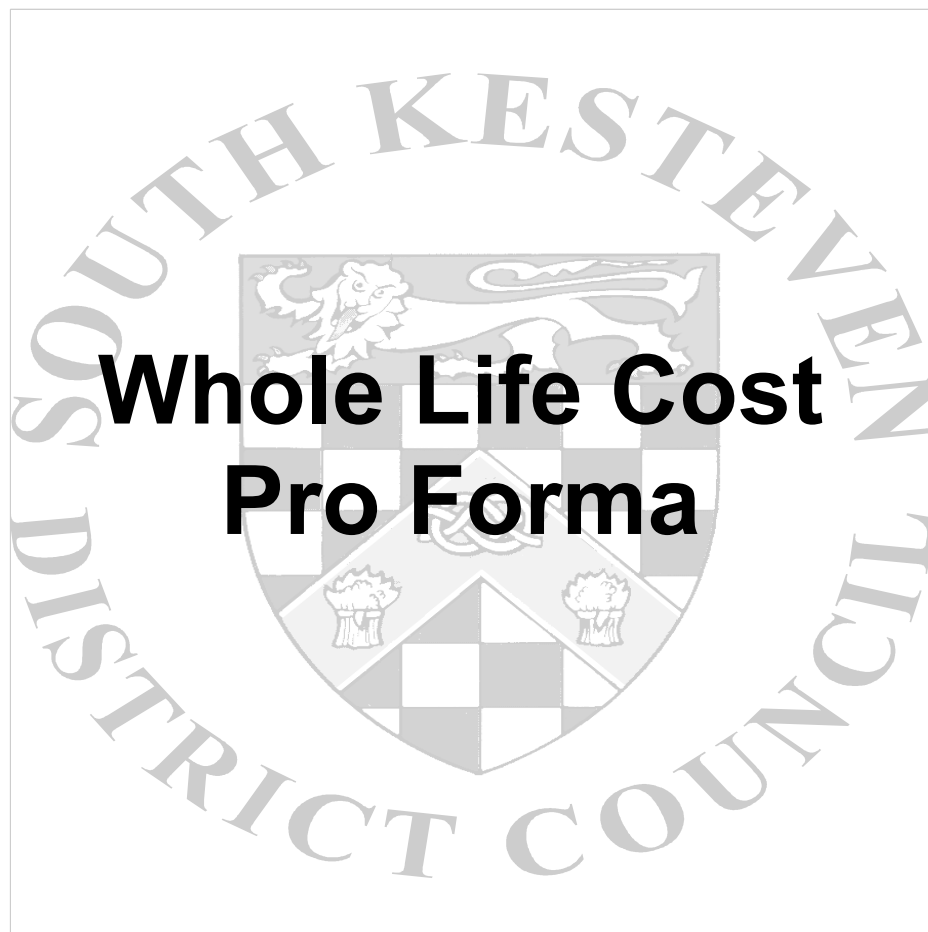
KLOE	FOCUS	
1.1 does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health	<p>The organisation:</p> <ul style="list-style-type: none"> Integrates financial planning with strategic and service planning processes on a medium to long term basis Engages local communities and other stakeholders in the financial planning process Manages spending within available resources and is financially sound over the medium term Recognises individual and collective responsibilities for financial management and values and develops financial skills 	<p>Internal service reviews are conducted in the format of 'Service Plans', which integrates financial planning</p> <p>The Council is currently in the process of selling Wake House in Bourne to enable the continuation of community use and development and it is being sold at a restricted rather than market value</p> <p>The MTFS covers the next five years for the financial years 2007/2008 to 2011/20012 and has clear links with both the corporate capital strategy and the corporate asset management plan</p> <p>The Council recognises its individual and collective responsibilities through its Medium Term Financial Strategy and Capital Strategy</p>
1.2 Does the organisation have a sound understanding of its costs and performance and achieve in its activities?	<p>The organisation:</p> <ul style="list-style-type: none"> Understand its costs, including whole life, transaction and unit costs, the main factors that influence these and how they link to performance Takes account of this understanding of its costs and performance in decision making and commissioning Identifies the scope for making efficiencies and is on track to achieve planned efficiencies 	<p>Major capital projects are appraised by examining whole life costs</p> <p>The Council takes account of all costs and performance in decision making through the use of performance monitoring</p> <p>The Council has identified efficiencies to meet its target of 7.5% gains over three years. In order to achieve this, the authority is continuously reviewing its property data and stock condition information. Examples of such efficiencies relating to asset management are cited in the Asset Management Plan – Item 4.3.1.2</p>
1.3 is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?	<p>The organisation:</p> <ul style="list-style-type: none"> Produces relevant, timely and reliable financial monitoring and forecasting information Uses financial and related performance information to monitor performance during the year 	<p>A capital strategy and programme to cover a period of three years has been developed. The capital programme is linked to the Council's priorities through the project evaluation process and capital prioritisation</p> <p>Both national and local performance indicators are being used to evaluate how the council's asset base contributes to the achievement of priorities and objectives. The Council</p>

	<ul style="list-style-type: none"> • Produces financial reports that are clear, relevant and concise to support strategic decision making • Prepares accounts that meet the statutory requirements • Publishes reports that provide an objective balance and understandable assessment of the organisations performance in the year 	<p>subscribes to the NBVBS NAPPMI benchmarking scheme through the IPF Property Asset Management Planning Network and therefore benchmarks the performance of its property portfolio with other Local Authorities</p> <p>Financial reporting is an inherent part of the Councils strategic decision making process</p> <p>Accounts are prepared to meet the statutory requirements</p> <p>Financial reporting is carried out on an annual basis</p>
2.1 Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?	<p>The organisation:</p> <ul style="list-style-type: none"> • Has a clear vision of intended outcomes for local people which shapes its commissioning and procurement, and is based on an ongoing analysis and understanding of needs • Involves local people, partners, staff and suppliers in commissioning services • Seeks to improve the customer experience, quality and value for money of services through service redesign, making effective use of IT • Understands the supply market and seeks to influence and develop that market • Evaluates different options (internal, external and jointly with partners) for procuring services and supplies • Reviews the competitiveness of services and achieves value for money, while meeting wider social, economic and environmental objectives 	<p>The Council has developed and embedded a corporate approach to procurement and guidance manuals and strategies are currently up-to-date. This is evidenced throughout the Asset Management Plan, in particular in item 7.3.3</p> <p>Full consultation takes place when commissioning services. The Council is a member of Procurement Lincolnshire and is committed for three years showing good joint working practices</p> <p>Service redesign has taken place through customer service review and the Council is currently undertaking a Lean Systems Thinking review of services in order to achieve the best outcome for the customer. Effective use of IT is utilised in this process</p> <p>The authority understands its supply market through supply market training and consultation with suppliers</p> <p>A corporate approach to the most economically advantageous tender (MEAT) has been developed and this is substantiated in the Procurement Guidance Manuals, The Procurement Strategy and through the current training programme on procurement.</p> <p>The Council reviews its competitiveness of services through formal market testing such as Cultural Services and certain elements of Facilities Management</p>
2.2 Does the organisation produce relevant and reliable data and information to support decision making and manage performance?	<p>The organisation:</p> <ul style="list-style-type: none"> • Produces relevant and reliable data and works with partners to ensure the quality of partnership data 	<p>The Council continues to work with its partners to ensure relevant and reliable data is produced</p>

	<ul style="list-style-type: none"> Understands the needs of its decision makers and provides them with information that is fit-for-purpose and is used to support decision making Ensures data security and compliance with statutory requirements Monitors performance against its priorities and targets, and addresses underperformance 	<p>Information provided is fit for purpose and is thoroughly scrutinised by both the Section 151 Officer and Monitoring Officer before any decision can go to Cabinet</p> <p>The council acknowledges the importance of data protection and its statutory requirements and as such has a Data Protection Policy</p> <p>Both national and local performance indicators are used and compared through the authority's 'Covalent' performance management system</p>
2.3 Does the organisation promote and demonstrate the principles and values of good governance?	<p>The organisation:</p> <ul style="list-style-type: none"> Has adopted, promotes and demonstrates, the principles of good governance Maintains focus on its purpose and vision Demonstrates a strong ethical framework and culture Applies the principles and values of good governance to its partnership working 	<p>Under the Council's Statement of Internal Control, the authority is committed to the preparation of a Code of Corporate Governance. This Code is also a requirement under the Accounts and Audit Regulations 2006 which the authority will need to meet in April of this year</p> <p>The Council has recently reviewed its priorities. This re-evaluation of priorities has arisen to ensure that the authority is able to identify more easily the benefits and outcomes for the customer/resident in priority areas</p> <p>The authority demonstrates a good ethical framework and the authority has a Generic Equality Scheme, which places an onus on services to assess certain functions, one of which was the Asset Management Plan</p> <p>The authority applies the principles of good governance through partnership working including openness, integrity and accountability</p>
2.4 Does the organisation manage its risks and maintain a sound system of internal control?	<p>The organisation:</p> <ul style="list-style-type: none"> Has effective risk management which covers partnership working Has a clear strategy and effective arrangements, including allocation of appropriate resources, to manage the risk of fraud and corruption Has a sound system of internal control including internal audit 	<p>Risk management is an integral part of the Council's affairs and as such a Team Leader for Risk Management has been appointed</p> <p>The Team Leader for Risk Management is responsible for the preparation and maintenance of the Risk Management Policy and the Risk Management Strategy for the authority. Training has also been provided to all members of staff and a risk register is kept</p> <p>There is a sound system of internal control including a full internal audit process. Recent audits include gas servicing and the pool car review</p>
3.1 Is the organisation making effective use of natural resources?	<p>The organisation:</p> <ul style="list-style-type: none"> Understands and can quantify its use of natural resources and can identify the main influencing factors 	<p>The authority has quantified its use of natural resources and has identified the main influencing factors through the Carbon Management Group and the Carbon Management Plan</p>

	<ul style="list-style-type: none"> Manages performances to reduce its impact on the environment Manages the environmental risks it faces, working effectively with partners 	<p>Progress on the planned actions of the Carbon Management Plan are monitored through the Councils Performance Management Systems</p> <p>The authority manages the environmental risks it faces through the work of the Carbon Management Group and with its key partners including the Lincolnshire Energy Forum, Lincolnshire Environment & Climate Change Action Partnership, the Nottingham Declaration for Climate Change, the East Midlands Home Energy Conservation Association and the Lincolnshire Countrywide Affordable Warmth Steering Group</p>
3.2 Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?	<p>The organisation:</p> <ul style="list-style-type: none"> Has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes Manages its asset base to ensure that assets are fit for purpose and provide value for money Works with partners and community groups to maximize the use of assets for the benefit of the local community 	<p>The Council has a coherent strategic approach to asset management and has clear linkages with both other corporate strategies and plans and service delivery plans. The Council has assigned responsibility for strategy and delivery and resources for delivery through the asset management team, CAMG and the Portfolio Holder for Resources and Assets</p> <p>The council maintains a record of both land and buildings showing accurate data for efficiency, effectiveness, asset value and running costs on its 'Logotech' system. The asset management plan lists all buildings and a separate land register has been compiled</p> <p>The Council is currently in the process of selling Wake House in Bourne to enable the continuation of community use and development and it is being sold at a restricted rather than market value</p>
3.3 Does the organisation plan, organize and develop its workforce effectively to support the achievement of its strategic priorities?	<p>The organisation:</p> <ul style="list-style-type: none"> Has a productive and skilled workforce Knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this Engages and supports staff in organisational change Has policies which support diversity and good people management 	<p>The organisation has a skilled and productive workforce evidenced by performance indicators and output</p> <p>This is planned through each section through its utilisation of service plans</p> <p>The authority supports and engages its staff through organisational change, which is evidenced through various re-structure processes where full staff consultation has taken place</p> <p>The council is currently promoting its equality and diversity awareness through training and has produced a Generic Equality Scheme to ensure that all equality and diversity issues are addressed</p>

APPENDIX 8



Introduction

This pro forma has been developed using the recently produced IPF/FPS Whole Life Procurement pro forma, which was created in order to assist Local Authorities and other organisations with Whole Life Costing issues when appraising construction schemes. Appraisal, prioritisation and procurement decisions should involve more than simply a scrutiny of the initial capital cost and Whole Life Costs assessments also establish the operational costs over the life of a building. Whole Life Costing also addresses other key matters including sustainability, functionality, flexibility, access and security for the life of a building.

Some organisations use technical Whole Life Costing techniques, discounted cash flows and/or systems such as BREEAM or Envest, whilst others simply analyse each relevant issue in a 'whole life' context. South Kesteven District Council has chosen the latter methodology, owing to the size of the authority and the projects, which it generally manages. A more technical approach will be taken, if required, on more complex 'one-off' projects, nevertheless, this pro forma will accommodate either approach. It does not prescribe a method to evaluate each issue; more simply it is a reporting tool to communicate the results of each and every consideration.

The IPF/FOS pro forma was designed to be comprehended by all stakeholders involved in construction appraisal and procurement within the public sector, including service users, service managers, accountants, auditors and elected members. Use of the IPF pro forma by local authorities will be available on the asset management network website (www.ipf.property.net) and the national Best Value benchmarking scheme website (www.nbvbs.co.uk), where members of either organisation will be able to view and learn from how other organisations are developing their approaches to whole life issues.

Background

The Cost Component

Research relating to office accommodation conducted by the Royal Academy of Engineering in November 1998, has identified the approximate relationship between initial capital cost, operational cost in use (i.e. maintenance and energy) and business costs (i.e. staffing and service delivery). This is highlighted below:

Capital Cost
1

Cost in Use
5

Business Cost
200

Source: "The long term costs of owning and using buildings"
Published by: The Royal Academy of Engineering (November 1998)

The outcome of this research illustrates that the cost of operating and maintaining a building will, on average, cost five times the initial capital cost over the life of the building and moreover, the cost of staffing and service delivery will cost approximately 200 times the initial capital cost.

Many local authorities still focus on the initial factor of **1** when considering the design of an asset, when a moderate increase in cost at this stage can result in a significant saving over the life of a building. It is evident that local authority principles still focus on the initial

lowest cost; however, with the advent of the Prudential Code for finance, which links capital to revenue expenditure, together with initiatives such as the National Procurement strategy which advocates consideration of whole life issues, this perspective is gradually changing.

The Quality Factor

A crucial element of whole life appraisal and procurement is to advance beyond concentration on simple costs. Best Value necessitates an examination of the quality or outcome component of service delivery, and there is a duty to consider this aspect in a whole life situation as much as with simple costs. An example of this is that additional expenditure on a project may not save money over the life of a building, but could reduce say the impact on the environment, increase service performance and so forth. Every proposed scheme is likely to introduce a number of quality versus cost questions that need to be evaluated over the longer term.

Pro Forma Analysis

This pro forma is broken down into various elements identified by a separate heading. There are four areas for completion under each heading, which have been designed to engender identification and consideration of the pertinent whole life issues. These four areas are described below:

Contribution to Council Aims and Objectives or Quality of Project:

This box should reflect how a particular issue can contribute to what the authority is trying to achieve through its aims and objectives.

Implications for Initial Cost:

This box simply reflects any impact of an issue on the initial cost.

Implications for Whole Life Cost:

This box reflects impact on cost over the whole life of the building.

Areas Considered/Supporting Information:

This box is intended as a simple overview of the considerations taken into account under each heading together with brief back up on decisions made. It is envisaged that more detailed analysis would be undertaken and this would simply be a summary of the resultant findings.

Whole Life Cost Pro Forma

To be used for all construction schemes over £70,000



Scheme/Project Summary

Scheme Title:

Reference:

Date:

Brief Description:

The life expectancy for the service is:

Years

The life expectancy for the building is:

Years

This whole life appraisal has been considered over:

Years

Contact Name:

Department:

Initial Capital Cost:

£

Life time cost total (NPV):

£

Average annual revenue cost:

£

Review Team Members:

1. What consideration has been taken with regard to reduction of energy use over the life of the building?

Contribution to Council Aims and Objectives or Quality of Project:	Implications for Initial Cost:	Implications for Whole Life Cost:
	Areas Considered/Supporting Information:	

Example notes

Positives impacts could include:

- Minimising energy use;
- Energy efficient systems;
- Good day lighting, natural ventilation, etc;
- Optimisation of passive energy (e.g. solar gain);
- Utilisation of renewable energy sources;
- Sub-metering and/or intelligent building monitoring systems;
- Training on heating, lighting, ventilation systems for building users/managers to encourage correct usage;
- Consideration of ease of operation and maintenance of systems.

Negatives impacts could include:

- Increased round the clock usage, whilst encouraging flexibility and community use, is likely to increase energy consumption. The positive benefits of this are included elsewhere.

2. What consideration has been taken with regard to reducing expense/inconvenience caused by cyclical redecoration/maintenance or replacement of components over the life of the building?

Contribution to Council Aims and Objectives or Quality of Project:	Implications for Initial Cost:	Implications for Whole Life Cost:
	Areas Considered/Supporting Information:	

Example notes

Positives impacts could include:

- Use of materials/components that are low maintenance;
- Use of materials/components that reduce requirements/expense of redecoration or replacement;
- Choice of materials/components that can be easily replaced reducing inconvenience to building users;
- Efficient management of building systems/servicing following design criteria to minimise major replacement of key components.

Negatives impacts could include:

- Certain low maintenance materials may have a high environmental impact (e.g. uPVC, certain hardwoods, etc).

3. What consideration has been taken with regard to flexibility of use of the finished product or to provide cross-cutting services?

<p>Contribution to Council Aims and Objectives or Quality of Project:</p>	<p>Implications for Initial Cost:</p>	<p>Implications for Whole Life Cost:</p>
	<p>Areas Considered/Supporting Information:</p>	

Example notes

Positives impacts could include:

- Increased flexibility/additional facilities to encourage round the clock/out of hours use (e.g. community use of schools);
- Flexible information and communication services;
- Flexibility of design to enable change of use where the building is envisaged to outlive the service/delivery for which it was designed;
- Ensuring full accessibility to building to ensure maximum use by all;
- Design to meet different cultural/ethnic requirements.

Negatives impacts could include:

- Increased energy consumption through intensified use of the building;
- Increases in maintenance through increased building usage;
- If different users have different needs and use the space differently, this could increase the initial costs of facilities and service installation as well as running costs;
- Bringing uses together in one building might inconvenience some users.

4. What consideration has been taken with regard to sustainable transportation?

Contribution to Council Aims and Objectives or Quality of Project:	Implications for Initial Cost:	Implications for Whole Life Cost:
	Areas Considered/Supporting Information:	

Example notes

Positive impacts could include:

- Availability/proximity to safe public transportation;
- Proximity to service users to encourage pedestrian use;
- Proximity to other key service areas;
- Discouragement of single occupancy car use through specific parking provision for car sharing;
- Safe, secure and adequate cycle storage, showers and changing rooms for cyclists;
- Procuring local consumables/equipment to minimise transport distances.

Negative impacts could include:

- Loss of revenue for car parks.

5. What consideration has been taken in relation to security of the building, reducing the fear/risk of crime and the minimisation of crime?

Contribution to Council Aims and Objectives or Quality of Project:	Implications for Initial Cost:	Implications for Whole Life Cost:
	Areas Considered/Supporting Information:	

Example notes

Positives impacts could include:

- Design of building to increase sight lines and reduce possible areas of Concealment;
- Suitable lighting design;
- Use of anti vandal materials and fittings;
- Security measures such as CCTV or alarm systems;
- Security fencing where appropriate;
- Involvement of community during the design process to encourage 'ownership' of building;
- Increased hours of building occupancy.

Negative impacts could include:

- Additional energy use from increased requirement for external lighting, alarm systems, CCTV, etc;
- Increased maintenance cost for these extra services.

6. What steps have been taken to minimise the environmental impact of the building?

<p>Contribution to Council Aims and Objectives or Quality of Project:</p>	<p>Implications for Initial Cost:</p>	<p>Implications for Whole Life Cost:</p>
	<p>Areas Considered/Supporting Information:</p>	

Example notes

Areas could include:

- Reduction of energy use/CO2 emissions;
- Use of renewable energy sources, grey water recycling etc;
- Re-use of land/reclamation of contaminated land;
- Design for minimum use of materials (in design and consumable use of building);
- Protecting, enhancing and managing biodiversity;
- Use of low water volume fittings;
- Use of cleaning products with minimal harmful effects;
- Use of materials from renewable resources;
- Day lighting, ventilation and humidification with personal control;
- Use of components that minimise noise transfer;
- Further examples of sustainable construction issues are available in the publication 'Demonstrations of sustainability' published by Rethinking Construction Limited (108-110 Judd Street, London, WC1H 9P). See also - [link](#) to 'Green Value' literature in body of AMP2006; other councils who have [their](#) own 'Green Design' guides; and Envest/BREEAM and similar models [designed](#) to [help](#) calculate/minimise environmental impact.

7. What considerations have been taken regarding health and safety in use of the completed building?

<p>Contribution to Council Aims and Objectives or Quality of Project:</p>	<p>Implications for Initial Cost:</p>	<p>Implications for Whole Life Cost:</p>
	<p>Areas Considered/Supporting Information:</p>	

Example notes

Areas could include:

(Note - basic/mandatory legislative requirements for health and safety are assumed, designers are encouraged to include additional facilities/features under this heading that would go beyond the simple basic standards)

- Designs for easy maintenance (e.g. reversible windows for cleaning);
- Materials to eliminate the need for use of harmful substances when cleaning;
- Use of materials to reduce risk of slips and trips;
- Training in the management/use of building to reduce risks;
- Use of signage for management/use of building to reduce risks;
- Use of materials that provide clear definition at possible hazard areas (e.g. defined colour strips on steps/stairs, textured paving for people with vision impairment etc);
- Design to reduce risk of fire (e.g. fire compartmentation to reduce spread);
- Designs to ensure effective escape from fire including provision of escape equipment/facilities for people with access needs;
- Adequate fire alarms/extinguisher/sprinkler provision, signage and training;
- Chemical storage and disposal thereof.

8. What considerations have been taken regarding increasing the accessibility of the building over its life?

Contribution to Council Aims and Objectives or Quality of Project:	Implications for Initial Cost:	Implications for Whole Life Cost:
	Areas Considered/Supporting Information:	

Example notes

Areas could include:

(Note 1 - basic requirements for access e.g. revised Part M of the Building Regs, British Standards etc, are assumed, designers are encouraged to include additional facilities/features under this heading beyond the simple basic standards and encourage additional ease of access for all wherever possible)

(Note 2 - additional facilities that enable people with access needs to access services themselves without assistance will not only improve the service provision to them, but is likely to also reduce operation/people time costs in assistance over the life of a building)

- Design to encourage improved movement around building generally;
- Clear signage including Braille, other languages etc;
- Documentation for building use in large print/other language versions;
- Training on the management/use of building as regards accessibility issues for all relevant staff;
- Additional design features, fittings, or equipment for people with specific access or service requirements;
- Adequate/reserved parking for people with disabilities or accessible access to public transport.

9. What are the long term financing/rent/rates issues connected with the project?

<p>Contribution to Council Aims and Objectives or Quality of Project:</p>	<p>Implications for Initial Cost:</p>	<p>Implications for Whole Life Cost:</p>
	<p>Areas Considered/Supporting Information:</p>	

Example notes

Areas could include:

- Funding sources and Financing costs over the life of the building;
- Land purchase costs (possibly discounted over the life of the building);
- Land or other rents and rates;
- Other fees and charges;
- Partnership considerations, payments, share of profit, etc;
- Possible income generated from building use.

10. What issues for whole life consideration have been apparent from consultation exercises with stakeholders including the local community?

<p>Contribution to Council Aims and Objectives or Quality of Project:</p>	<p>Implications for Initial Cost:</p>	<p>Implications for Whole Life Cost:</p>
	<p>Areas Considered/Supporting Information:</p>	

Example notes

Areas could include:

- Additional facilities or requirements requested by community groups or organisations.

11. What consideration has been taken with regard to the final disposal of the building?

<p>Contribution to Council Aims and Objectives or Quality of Project:</p>	<p>Implications for Initial Cost:</p>	<p>Implications for Whole Life Cost:</p>
	<p>Areas Considered/Supporting Information:</p>	

Example notes

Positives impacts could include:

- Use of materials/components that can be recycled or reused after demolition;
- Use of materials/components that minimise waste;
- Use of materials/components that minimise environmental impact when disposed of;
- Use of materials/components that increase ease of dismantling.

12. Other whole life considerations – user defined?

<div>Contribution to Council Aims and Objectives or Quality of Project:</div>	<div>Implications for Initial Cost:</div>	<div>Implications for Whole Life Cost:</div>
	<div>Areas Considered/Supporting Information:</div>	

13. Other whole life considerations – user defined?

<div>Contribution to Council Aims and Objectives or Quality of Project:</div>	<div>Implications for Initial Cost:</div>	<div>Implications for Whole Life Cost:</div>
	<div>Areas Considered/Supporting Information:</div>	

14. Other whole life considerations – user defined?

<p>Contribution to Council Aims and Objectives or Quality of Project:</p>	<p>Implications for Initial Cost:</p>	<p>Implications for Whole Life Cost:</p>
	<p>Areas Considered/Supporting Information:</p>	

Summary Sheet

	Whole Life Issue	Impact for Initial Cost	Impact on Whole Life Cost	Key non-cost Impact
1	Reduction of energy use			
2	Repair, maintenance and redecoration considerations			
3	Flexibility, service deliver issues			
4	Sustainable transport			
5	Security and reducing risk of crime			
6	Minimising environmental impact			
7	Health and Safety			
8	Accessibility issues			
9	Finance issues including finance costs, rents, etc.			
10	Stakeholder consultation			
11	Building disposal considerations			
12	User defined -			
13	User defined -			
14	User defined -			
	Totals			

APPENDIX 9

The logo of South Kesteven District Council is a circular emblem. It features a central shield with a checkered pattern. The shield is divided into four quadrants by a diagonal line. The top-left quadrant contains a lion passant guardant. The top-right quadrant contains a chevron. The bottom-left quadrant contains a tree. The bottom-right quadrant contains a tree. The shield is surrounded by a circular border containing the text "SOUTH KESTEVEN" at the top and "DISTRICT COUNCIL" at the bottom.

Post Project Evaluation Pro Forma

Post Project Evaluation Pro Forma



POST PROJECT EVALUATION

Project Title	
Brief Description of Project	

To be used as a basis and developed as appropriate to meet the needs of an individual project.

Responsibility:

PO Project Owner
PM Project Manager
CPM Construction Project Manager
EO Evaluation Officer in consultation with PO/PM

Responsibility	Name and Job Title
Project Owner	
Project Manager	
Construction Project Manager	
Evaluation Officer	

1 Revisiting the Strategic Context

Indicator	Comment	Responsibility
Was the organisation ready (i.e. cultural readiness) for the investment?		PO
Were the assumptions made at the appraisal stage borne out by actual experience?		PO
What lessons were learned?		EO

2 The Investment Decision

Indicator	Comment	Responsibility
Were all appropriate stakeholders sufficiently involved during the consultative process?		PO
Was the right option chosen?		PO
Was the risk analysis valid?		PO
Was the affordability analysis robust?		PO
Was the decision-making process robust, sound and consultative?		PO
Could the decision-making process have been improved?		PO
What lessons were learned?		EO

3 The Procurement Process

This review should ideally be carried out by an independent party and should review the success of the process from both the perspective of the service sponsor and the designer/project manager

Indicator	Comment	Responsibility
Was the procurement process in accordance with SKDC policy?		PM
Was a programme defined and agreed at the Business Case stage for the project?		PM
Was the brief received by the designer adequate?		PM/EO
Did the design comply with the brief?		PM/EO
Were changes to the brief agreed and incorporated and budgetary implications identified and approved?		PM/EO
Was the client kept informed of the likely cost of the project or changes to cost as the project progressed?		PM/EO
Could any steps have been taken to improve the procurement process?		PM/EO
What lessons were learned?		EO

4 Project Management and Implementation

This review should ideally be carried out by an independent party and should review the success of the process from both the perspective of the service sponsor and the designer/project manager

Indicator	Comment	Responsibility
Was the client kept informed of progress of the project including discussion of any potential delays and planning for the consequences?		CPM
Were requirements for access and occupation dealt with satisfactorily?		CPM/Service Provider
Were safety issues satisfactorily addressed?		CPM/Service Provider
Was the finished project handed over in a satisfactory state?		CPM/Service Provider
Were appropriate documents / instructions / training made available to end user at appropriate time?		CPM/Service Provider
What lessons were learned?		EO

5 Review of contract delivery - timing and cost

Indicator	Comment	Responsibility
Was the project delivered on time?		PM/CPM
Was the project delivered within budget?		PM/CPM
Was the quality of the product acceptable		PM/CPM
Were there any Health and safety issues identified?		PM/CPM
How did performance compare to the DTI Construction Industry Key Performance Indicators?		PM/CPM
What lessons were learned?		EO

6**Organisational Impact and Change Management**

Indicator	Comment	Responsibility
Was change managed properly?		PO
Was appropriate support and training provided?		PO
Was change communicated effectively?		PO
What lessons were learned?		EO

7**Outcome and Impact**

Indicator	Comment	Responsibility
Were there any undesirable outcomes not previously identified?		PO
Were the objectives for the project met?		PO
What impact did it have on end users of the service? An appropriate end user satisfaction survey will usually be required.		PO/End Users
What lessons were learned?		EO

8**Lessons for Future Projects (summary of Evaluation Officer recommendations)**

Indicator	Comment
To be based on the lessons learned from Sections 1 to 7 above.	

APPENDIX 10

INITIAL EQUALITY IMPACT ASSESSMENT PRO FORMA

Section: Asset & Facilities Management		Names of those undertaking assessment: Liz Banner/Susie McCahon
Name of Policy to be assessed: Asset Management Plan – 2009-2012	Date of Assessment: 16 th February 2009	Is this a new or existing policy?: Existing Policy
<p>1. Briefly describe the aims, objectives and purpose of the policy:</p> <p>The Asset Management Plan considers the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The non-housing portfolio i.e. General Fund Properties. <input type="checkbox"/> Core statistical data relating to the non-housing portfolio. <input type="checkbox"/> Information relating to the results from detailed condition surveys. <input type="checkbox"/> Backlog maintenance. <input type="checkbox"/> Planning and consultation. <input type="checkbox"/> Data management. <input type="checkbox"/> Performance monitoring and measurement. <input type="checkbox"/> Programme development. <input type="checkbox"/> Review of assets. <input type="checkbox"/> Proposed budget requirements and programme of potential works. <input type="checkbox"/> A list of all assets. 		
<p>2. What are the key performance indicators?</p> <p>The National Performance Property Indicators relating to Asset Management.</p>		
<p>3. Who will be affected by this policy?</p> <p>Both Public and Private including County Council, Parish Council, Members and Cabinet, Lincolnshire Constabulary, Lincolnshire Fire Brigade and numerous Working Groups, Landlords, Partnerships etc</p>		
<p>4. Who is intended to benefit from this policy and in what way?</p> <p>Those who are intended to benefit are as above by improving local amenities and services.</p>		
<p>5. Are there any other organisations involved in the delivery of the service?</p> <p>No specific organisations, but do partner with some contractors and consultants.</p>		
<p>6. What outcomes are required from this policy and for whom?</p> <p><u>Outcomes</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Improvement of non-housing stock. <input type="checkbox"/> New construction works. <input type="checkbox"/> Fair method for analysing future projects. <input type="checkbox"/> Method of disposal of surplus assets. 		

For Whom

As question 3.

7. What factors/forces could contribute/detract from the outcomes?

Funding/Budgets

Reliance on external organisations

8. Who are the main stakeholders in relation to the policy?

- Members and Cabinet (note: Cllr M Spencer-Gregson is Portfolio Holder for Resources and Assets)
- 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. Who implements the policy, and who is responsible for the policy?

This is implemented by Asset & Facilities Management.

Liz Banner – Service Manager Assets and Facilities Management will be responsible for the policy

10. Are there concerns that the policy could 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.

11. Are there concerns that the policy could have a differential impact on men and women? If yes, please explain. What existing evidence (either presumed or otherwise) do you have for this?

No.

<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; However DDA will apply to our entire portfolio, hence all works are carried out in accordance with this act.</p>
<p>13. Are there concerns that the policy could 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, 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 barriers to physical access as all council offices have been assessed as DDA compliant. Possible language barriers with regards consultation; nevertheless the authority does have access to other forms of communication.</p>
<p>18. Where do you think improvements could be made?</p> <p>None at present.</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>
<p>20. Is there a complaints system?</p> <p>Yes, Council standard complaints procedure.</p>
<p>21. Do we monitor complaints by race, gender, disability, age, sexual orientation, religious belief?</p> <p>Yes.</p>

<p>22. Do we have feedback from managers or frontline staff?</p> <p>Yes at corporate level.</p>
<p>23. Is there any feedback from voluntary/community organisations?</p> <p>Yes as listed.</p>
<p>24. Is there any research or models of practice that may inform our view?</p> <p>Detailed condition surveys are undertaken on an annual rolling basis for 20% of the properties.</p>
<p>25. Could the differential impact identified in 8 – 16 amount to there being unlawful discrimination in respect of this policy?</p> <p>No.</p>
<p>26. Could the differential impact identified in 8-16 amount to there being the potential for adverse impact in this policy?</p> <p>No.</p>
<p>27. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?</p> <p>N/A.</p>
<p>28. Should the policy proceed to a full impact assessment?</p> <p>No.</p>
<p>29. Date on which Full assessment to be completed by</p> <p>N/A.</p>
<p>Signed (Lead Officer): <i>L G Banner</i></p> <p>Date: 16th February 2009</p>

REPORT TO CABINET

REPORT OF: Joyce Slater: Service Manager Human Resources and Organisational Development
Elaine Claridge: Equalities Project Officer
REPORT NO.: HR & OD 101

DATE: Cabinet 6th April 2009

TITLE:	Corporate Equality Scheme 2009 - 2012
FORWARD PLAN ITEM:	Corporate Equality Scheme 2009 - 2012
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	September 2008

KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
COUNCIL AIMS/ PORTFOLIO HOLDER NAME AND DESIGNATION:	Councilor Paul Carpenter Portfolio Holder Corporate Governance & Housing	
CORPORATE PRIORITY:	All corporate priorities are reflected in the Corporate Equality Scheme (2009 -2012)	
INITIAL IMPACT ASSESSMENT:	Carried out and appended to the report:	Full impact assessment required:
Equality and Diversity	Yes	No
Crime and Disorder	No	
Risk	No	
Climate Change	No	
Health and Safety	No	
Data Quality	No	
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS:	Moving the Council's Diversity and Equalities agenda forward – Report to Cabinet October 6 th , 2008	

1. INTRODUCTION

This report presents the council's new Corporate Equality Scheme for the period 2009 -2012. The Scheme is designed to meet the Council's statutory obligations under Equalities legislation and set out how the Council will build equalities and diversity into mainstream policies, strategies and work programmes. The report follows on the Report to Cabinet October 6th, 2008 'Moving the Council's Diversity and Equalities agenda forward' and has been subject to consultation with internal and external stakeholders who have helped to shape the final draft version that is presented to day for Cabinet approval.

2. RECOMMENDATION

1. That Cabinet approve the attached Corporate Equality Scheme (2009 – 2012)
2. Note the requirements for an annual report showing progress by the Council against its statutory equality duties.
3. Give delegated authority to the Service Manager, Human Resources and Organisational Development in consultation with the Portfolio Holder, Corporate Governance and Housing to approve further minor amendments resulting from legislation and consultation.

3. DETAILS OF REPORT

- The Corporate Equalities Scheme (2009 – 2012) is attached and structured as follows;
- Part one sets out a summary profile of the South Kesteven district, an overview of the Council vision statement and

corporate priorities followed by commitments the Council will make towards Equalities and Diversity and how the Council will manage it's commitments including key roles and responsibilities for key members and senior officers. Page 19 shows the structure of Equalities and Diversity management arrangements. The Council's Equality and Diversity strategy is set out in pages 14 - 18.

- Part two sets out a summary of the Council's statutory duties and how the Council will respond. It also confirms the Council's commitment to publish an annual report showing progress in meeting it's statutory duties.
- Part three sets out the Council's response to other equalities legislation
- Part four (Appendices) sets out details of who has been consulted on the draft Corporate Equalities Scheme and how to make contact about the scheme
- The Scheme was put before the Engagement PDG on 26 February 2006. Members of the group supported the work which has been carried out and agreed with the recommendations in the report.

4. OTHER OPTIONS CONSIDERED AND ASSESSED

- Cabinet agreed at their meeting of October 6th 2008 to compile all the Council's statutory equalities duties in one single document rather than three separate ones (Race, Disability and Gender). Further research since that date has confirmed that this is consistent with the approach adopted by most other local authorities.
- Consultation comments led to changes in the following;

- Bringing the Community profile forward from Part Four to Part one but editing the content. This provides a useful context for the Council's strategy on equalities and diversity
- The strategy set out in pages 14 – 18 was the result of a workshop with the Council's Management team. Further work is needed to embed this with Council staff and with Cabinet and elected members
- The use of colour in the Strategy set out in pages 14-18 was amended to aid those with a visual impairment
- Footnotes were added to page 33 to define the meaning of the words, Hetrosexism and Homophobia.
- Other consultation comments to be added
- Further clarification of legal duties and responsibilities faced by the Council

5. COMMENTS OF SECTION 151 OFFICER

I have no specific financial comments to make in respect of this report.

6. COMMENTS OF MONITORING OFFICER

Cabinet must satisfy itself a full consultation has been carried out in accordance with the Constitution. The relevant Policy Development Groups should have been consulted and the recommendations from those groups should be reported to Cabinet.
It is a legal requirement that the Council has and complies with such a policy

7. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

In addition to the consultation with representative groups and agencies as outlined in the Scheme, there has been widespread consultation with managers across the Council whose comments have informed the final draft document as attached.

8. CONCLUSION/SUMMARY

Subject to Cabinet approval, further work is needed to engage Council staff, elected members and key stakeholders in the Council's Equality and Diversity strategy and its Corporate Equality Scheme. An action plan is being developed and will inform the work of the Council's Equalities and Development Implementation Team. The Equality Project Officer will prepare the annual report showing progress against the action plan for approval and publication

9. CONTACT OFFICER

Joyce Slater: Service Manager, Human Resources and Organisational Development: 01476 406133
Elaine Claridge: Equalities Project Officer: 01476 406299

Equality Impact Assessments Template

Section: Corporate		Officers undertaking assessment: Elaine Claridge : Equalities Project Officer Joyce Slater: Service Manager, Human Resources & Organisational Development	
Name of policy, procedure etc: Corporate Equality Scheme	Date of Assessment: February 13th 2009	Is this a new or existing policy? New	
Policy Aims			
<p>Briefly outline the policy/procedure/service by putting it into context and describe its aims, objectives and purpose</p> <p>We recognise diversity as a key strength to the South Kesteven district in the realisation of our vision and corporate priorities but we also acknowledge diversity as a source of challenge in managing the complexity of needs and related issues that can arise.</p> <p>We are therefore committed to understanding, identifying and responding to the equalities and diversity issues that are raised by the vision and corporate priorities and ensure robust management and decision making arrangements are in place to demonstrate our commitment in practice.</p> <p>South Kesteven District Council (SKDC) has a number of statutory duties and responsibilities to which it must comply. This includes requirements to publish and review statutory schemes that demonstrate how the Council will comply with specific legislation. Specific actions that the Council will take, along with timescales and persons responsible, are set out in an Action Plan that will be monitored and reviewed by the Equalities & Diversity Implementation Team and reported on annually.</p> <p>It has been decided to incorporate all six “strands” of equality into one single document in anticipation of the new Single Equalities Bill 2009 and in response to recommendations from the Equalities and Human Rights Commission that public bodies adopt this method. It is therefore recognised “good practice” to produce a single equalities scheme and in doing so SKDC are in line with the other Lincolnshire local authorities.</p>			

<p>Who is intended to benefit from the policy?</p> <p>Those who will benefit from the Equality Scheme are as follows:-</p> <ul style="list-style-type: none"> • All residents and visitors to South Kesteven • All SKDC staff • All SKDC contractors and suppliers • All SKDC partners
<p>Who implements the policy, and who is responsible for the policy?</p> <p>It is the responsibility of Members and all SKDC staff to implement the Equality Scheme. The Leader of the Council and the Chief Executive are responsible for the Scheme.</p>
<p>Who are the main stakeholders in relation to the policy?</p> <ul style="list-style-type: none"> • All residents and visitors to the South Kesteven District • All SKDC staff • All SKDC contractors and suppliers • All SKDC partners •
<p>Are there any other organisations or partners involved in the delivery of the service? Who is the lead or accountable body?</p> <p>Other partners e.g. Police, NHS, Adult Services etc will be involved from time to time in the delivery of the Equalities Scheme. South Kesteven District Council will be the lead body.</p>
<p>Does the policy contribute to the achievement of the Council's Equality and Diversity Policy? Can any aspects of the policy contribute to inequality? Please explain your answer.</p> <p>This document is the Corporate Equality Scheme and therefore the Council's policy on Equality and Diversity. The document is designed to address any inequality in service delivery should it arise.</p>

Evidence

What are the existing sources of evidence and mechanisms for gathering data?

Evidence is gathered from a variety of sources:-

- Feedback from consultation
- Surveys
- Performance Indicators

What monitoring data is available on the number of people who use the service or are affected by the policy? Who holds this information?

Monitoring data is available for all employees is held in Human Resources and Organisational Development

Monitoring data for the Council's Tenants is held on the Tenancy Services Data Base

Other relevant customer data is held in respective service areas.

If no monitoring has been undertaken, will this be done in the future? If so, specify what arrangements you intend to make. If you do not intend to do any monitoring, please provide your reason for this decision.

It is recognised that monitoring systems need to be revised and made more comprehensive in order to fully understand the demographic makeup of our customers. This revision will take place during 2009.

What are the key performance indicators and targets attributed to the policy?

There are extensive PIs which will be used to monitor progress against the Equality Scheme. Please see pages 14 – 18 of the Scheme entitled "Diversity & Equality Strategy" for more detail.

What consultation has been carried out with stakeholders and service users previously about the policy?

Consultation on the Scheme has been extensive covering many groups and representatives from the six strands of equality identified by government legislation.

Partners and Peers (from other Councils) have also been consulted.

For a list of those invited to comment on the Scheme please see Appendix 1 Page 37 in the Equality Scheme.

Is there any evidence that different groups have different needs, experiences, issues and priorities in relation to the particular policy or function? Please explain your answer.

The Corporate Equality Scheme draws attention to the fact that different groups have different needs, experiences, issues and priorities and says how we will deliver on our commitments.

Is there any informal feedback from managers, staff or voluntary organisations?

Feedback from managers, staff and voluntary organisations has been captured and incorporated into the scheme

Is there a complaints system? If yes, are complaints monitored by race, gender, and disability as a minimum?

There is a corporate complaints system which is currently under review. An updated system which will build in equalities monitoring is due to be launched in April 2009

What further evidence is needed to understand the impact upon equality?

The Corporate Equality Scheme has been derived from evidence obtained from the consultees. Progress on delivery of the scheme will be monitored and reported on annually.

Impact

Does the data show different impact upon different groups? What existing evidence is there for this?

Race	This Scheme is designed to eliminate the impact of any inequality and to make sure that South Kesteven District Council is complying with the statutory duties and additional legal requirements in anticipation of the forthcoming Single Equalities Bill 2009.
Gender	
Age	
Religion	
Disability	
Sexual Orientation	

Do these differences amount to an adverse impact?

No. Because the Scheme is designed to identify and address any adverse impact in SKDC service delivery

Are there concerns that the policy could have a differential impact on any other groups of people e.g. those with dependants/caring responsibilities, those with an offending past, those with learning difficulties, transgender or transsexual people.

What existing evidence (either presumed or otherwise) do you have for this? Please explain your answer.

There is no existing evidence to suggest otherwise. Other groups of people such as carers, transgender or transsexual people and those with learning difficulties have been carefully considered when drawing up the Equalities Scheme and relevant organisations have been consulted with.

Are there any factors that might account for differential impacts or non-achievement of the policies outcomes, such as barriers that prevent people from fully accessing the service? For example, communication difficulties, physical access, information not being accessible, use of language, childcare responsibilities?

Factors which might contribute to non-achievement of the Scheme are as follows:-

- **Leadership:** It is vital to the success of this Scheme that the Equalities agenda has the full commitment and support of members and senior management.
- **Training and development:** Appropriate Member and Staff training is a crucial element in the delivery of the scheme. Such training will need to be delivered on several different levels according to need.
- **Culture Change:** Equalities has to be “embedded” in the culture of the organization. There has to be a comprehensive understanding that equalities is everyone’s job and can not be divorced from the concept of excellent customer service.

Future Actions

Should the policy or function proceed to a Full Impact Assessment? (Please explain your reasoning)

No: Consultation has been extensive and any feedback has been considered and incorporated as appropriate.

Date Full Impact Assessment should commence	
N/A	
Signed: Joyce Slater	Date: 13 February 2009



Corporate Equality Scheme

2009 -2012

Draft version 1.7



"Listening Learning Delivering"



South Kesteven has a rich and diverse culture - a community made up of people from different cultures, with differing backgrounds, beliefs or experiences. This diversity is one of the things that make South Kesteven such a great place to live and work.

To ensure all residents of South Kesteven have access to our information material, our information is available in a range of different languages and formats, including large print, Braille, audio tape and computer disc.

To request a document in a specific language or format, you can ring us, email us or fax us on:

01476 40 61 27

☐ communications@southkesteven.gov.uk

□ 01476 40 60 12

Large print, Braille, audio tape or computer disc

This information can be made available in large print, Braille, on audio tape or computer disc. If you, or someone you know, might benefit from this service, please contact us.

□□□□ / **Cantonese**

A decorative horizontal line consisting of a series of small squares, with a large orange arrow pointing upwards on the right side.

Česky / Czech

Tato informace může být dostupná i v češtině. Pokud byste Vy, a nebo někdo koho znáte, mohl využít tohoto servisu, obraťte se prosím na nás.

Magyar / Hungarian

Ezeket az információkat magyar nyelven is tudjuk biztosítani. Ha Ön, vagy valaki, akit Ön ismer igényt tart erre a szolgáltatásra, kérem, keressen fel minket.

Latviski / Latvian

Šo informāciju var iegūt arī latviešu valodā. Ja Jums vai kādai no Jūsu paziņai šādi pakalpojumi nāktu par labu, lūdzu kontaktēties mūs.

Lietuviškai / Lithuanian

Šią informaciją galite gauti lietuvių kalba. Prašome kreiptis į mus, jei jums arba jūsų pažistamiems ši paslauga galėtų būti naudinga.

Polski / Polish

Informacja ta może być dostępna w języku polskim. Jeżeli Państwo albo ktoś kogo Państwo znają, może z tej usługi skorzystać, proszę nas kontaktować.

Português / Portuguese

Esta informação pode ser disponibilizada em português. Se você, ou alguém que conhecer, beneficiar com este serviço, por favor contacte-nos.

Website: www.southkesteven.gov.uk

Our website can convert text into speech using ReadSpeaker. ReadSpeaker is a system that reads website pages out loud so you can listen to the content and information on each page.

If you have any comments or suggestions on this Generic Equality Scheme please write to:

Service Manager
Human resources & Organisational Development
Council Offices
St Peter's Hill
Grantham
Lincs
NG31 6PZ

E-mail: hr@southkesteven.gov.uk

Phone: 01476 406133

FOREWORD

I am pleased to introduce South Kesteven District Council's Corporate Equality Scheme (2009 -2012). The scheme sets out how the Council meets its statutory duties to promote race, disability and gender equality under the Race Relations (Amendment) Act (2000), the Disability Discrimination Act (2005) and Equality Act (2006). It replaces and builds on our previous Equality Scheme that covered the years 2005 to 2008 and also addresses our commitment to age, sexual orientation and religious and belief equality in recognition of existing legislation and in anticipation of additional future duties in these areas.

The Council has recently reviewed and updated its corporate priorities to reflect the issues that, we believe, are important to the people of the district. It is very important that our commitment to equalities and diversity is reflected in our priorities. Part one of the scheme sets out our Equalities and Diversity strategy and shows how we will build equalities and diversity into our mainstream policies, strategies and work programmes.

The scheme is very much a working document and we will work hard to ensure we achieve our ambitions and deliver on our commitments. We will report annually on our progress and achievements. I am grateful for the help and support of partner and community organisations who have contributed to the scheme and who will help in the delivery.

Whether dealing with our own staff or with members of the public, we aim to treat everyone with respect and we aim to be an organisation that values and celebrates diversity. We want to ensure that we provide services that reflect the needs of all members of the community.

We have developed this Corporate Equality Scheme(2009 – 2012) and present it as part of our commitment to the continuous improvement of our services for all people within the district.

Councillor Mrs Linda Neal

Leader of the Council

SKDC CORPORATE EQUALITIES SCHEME 2009 -2012**CONTENTS**

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PART ONE:

SKDC's Equalities and Diversity Strategy

- **Community Profile; South Kesteven district**
- **The Council's vision statement and corporate priorities**
- **The Council's commitment to Equalities and Diversity**
- **How the Council manages it's commitments to Equalities and Diversity**
- **The Local Government Equality Standard and Equality Framework**
- **Equality Impact Assessments**

1. Community Profile

Profile of South Kesteven District

Location

South Kesteven is located in the southwest corner of Lincolnshire, incorporating the towns of Grantham, Stamford and Bourne and an area known as the Deepings with over 100 villages and hamlets covering 365 sq miles of countryside. The administrative headquarters are based in Grantham and the area is one of the fastest growing districts in the UK. The population of the area is estimated by the Office for National Statistics to be 130,100 for 2006, which is an increase of over five thousand since the Census 2001. There was a 14% increase in population between the Census' 1991 and 2001, compared to 4% for the East Midlands and 2.5% nationally. The gender split in 2001 was 49% male and 51% female.

Economy

Whilst Grantham has had a long association with the engineering industry, the manufacturing base in all areas continues to expand and diversify along with food processing, cold storage, distribution, agriculture, local government and the NHS, tourism and the service sectors. The unemployment rate for South Kesteven is 1.6% (Apr 2008) as compared to 2.5% (Apr 2008) for the East Midlands. The number of VAT registered businesses as at the beginning of 2007 was 4,805 which is an increase on the previous year of 4.22% and has increased year on year for the past ten years or more.

There are a number of major development plans within the district. These include; Grantham for growth, the Bourne Retail area and Northfield Industrial Estate in the Deepings.

Communications

The area lies approximately 100 miles from London, which is an hour away by train from Grantham and within easy reach of Nottingham, Lincoln and Peterborough by road and rail. The district is skirted to the west by the main A1 traffic artery with the A15, A16 and A52 main road connections to other parts of Lincolnshire and the East Midlands. Whilst there are bus services between the major settlements and the many rural villages, the frequency of the services leaves the

population heavily reliant on their cars for transport. The Census 2001 showed that 37.2% of South Kesteven's households have more than one car as compared to the national figure of 29.4%.

Social Profile of the Community

South Kesteven is one of the fastest growing districts in the UK. It is a mix of urban and rural communities. The average house price is £185,739 (Mar 2008), an increase of 4.3% over the past year. Most housing is detached or semi detached.

The employment rate (2007) was 76.7% as compared to 76.3% for Lincolnshire with median average gross weekly earnings by residence of £441.10 and £405.90 respectively. Much of the employment within the district, however, is low paid with low skill levels. Average incomes are distorted by very high incomes of those commuting out of the district.

There are high achieving schools in the district with 5 secondary schools achieving a 90%+ pass rate for 5 GCSE A*-C grades in 2006 which represented 69.4% of all pupils.

South Kesteven tends to lose many of its young people particularly of college age, when they move away for education and job reasons and then do not necessarily return. We would appear to be starting to attract people of the middle age groups, including families with young children rather than the older residents. There are about 13,000 people aged between 16 and 25 and about 5,300 people aged 80 or over living in the district.

98.4% of the population in 2001 were classified as "white" with the remaining 1.6% from ethnic groups such as Asian, African, Caribbean and Chinese. This means there about 2,000 non-white residents in the district. In addition there is, more recently, a growing population of residents from EU countries such as Portugal and Eastern Europe, in particular Poland.

There are two hospitals in the area, one in Grantham with an A&E dept. and the other in Stamford without an A&E facility. The census 2001 showed the overall health of the population to be good with 4.1% described as permanently sick or disabled as compared to the national rate of 5.5%. This means there are about 20,000 disabled people with 'limiting long term illness'. The life expectancy rate for

females is 82.4 years and for males it is 78 years (2007) which is higher than that for the East Midlands.

The number of lesbian, gay, bisexual and transgender (LGBT) people is not known, however based on national research by Stonewall and HM Treasury, the estimated number of LGBT people living in the district is about 8,500.

Figures from the 2001 census show that 82% of the local population are of Christian belief with over 900 people recorded as Buddhist, Hindu, Jewish, Muslim and Sikh (i.e. less than 1% of the total).

The Indices of Deprivation 2007 shows that only one lower level Super Output Area of 1,397 people or 1.1% of the district's population falls into the bottom 10% of the most deprived areas in the Country. By contrast there are 18 lower level Super Output areas in the top 10% least deprived.

Geography

As at Mar 2008 there were approximately 56,376 households within the district with an average of 2.4 persons per unit. Grantham town is the largest of the settlements with approximately 15,718 households. Stamford has approximately 8,901, Bourne approximately 6,017 and the Deepings approximately 5,535, leaving almost 21,500 households spread over the rest of the 350 sq miles of the district.

There are four leisure centres and four libraries each based in the main towns with a mobile library to serve the rural community. Grantham and Stamford also have an arts centre with theatres and tourist information centres.

There are over 600 buildings classed as Grade II and 100 of these are Grade II*, being of particular importance.

Crime and Anti Social Behaviour

The district enjoys a generally low crime rate which is below the average for Lincolnshire and remains statistically one of the safest in the country. The total number of incidents recorded in 2006/07 was 5,517 which was an increase on the previous year. The British Crime Survey comparator offences per 1,000 population records an indicator of 43 as compared to 63 for East Midlands. Criminal damage accounts for 1 in 4 of all crimes and violent crime is just under 1 in 5. The

crime that creates most concern to people is domestic burglary but that only accounts for 1 in 20 of all crimes. More than half of all victims are under 34 years old and just 7% of victims are over 65 years old, although this older age group represents 17% of the total population. Young people are therefore more likely to suffer from crime than older people, but older people are disproportionately more fearful of crime. Victims of crime mainly live in the Grantham and Stamford areas and these concentrations of people also correlate with the concentrations of residency of offenders. This implies that most crime (not including business crime) is committed locally and is not the result of travelling criminals. From 1st April 1999 to 31st December 2005 there were 10 ASBO's issued by the courts in South Kesteven.

Sources of information:

Office for National Statistics and Census 2001

Dept. for Communities and local Government

Dept. for Transport

Dept for Trade and Industry

Home Office

Lincolnshire Research Observatory

Annual Survey Hours and Earnings

Audit of Crime and Disorder

Indices of Deprivation 2004

Taylor Associates

The Council's vision statement and corporate priorities

The Council's vision statement is to provide brilliant services to our customers

The Council's corporate priorities are;

- Customer First – Putting the customer at the heart of what we do
- Quality Living – Protection and improvement of our environment, improvement of health and well being and working with our partners to create communities where people are safe and feel safe
- Open for Business – Develop strong, vibrant and inclusive communities with a strong economy
- Quality Organisation – A Council delivering brilliant services – further improve performance and satisfaction levels, transforming the business and gaining value for money

The Council's commitment to Equalities and Diversity

We recognise diversity as a key strength to the South Kesteven district in the realisation of our vision and corporate priorities but we also acknowledge diversity as a source of challenge in managing the complexity of needs and related issues that can arise.

We are therefore committed to understanding, identifying and responding to the equalities and diversity issues that are raised by the vision and corporate priorities and ensure robust management and decision making arrangements are in place to demonstrate our commitment in practice.

How the Council manages its commitments to Equalities and Diversity

We are committed to making a difference and having a positive impact on the lives of local people and visitors to the district. Table 1 (pages 14-18) sets out our priorities and the outcomes that we want for local people. It also identifies some of the key equality and diversity issues that we will need to manage. Each of the issues is managed through the delivery of key council strategies or policies as shown.

The Council's Corporate Equality Group leads the Council's Equality and Diversity strategy. The group is chaired by the Chief Executive and membership includes all Strategic Directors and Corporate Heads, the Cabinet champion for Equalities and Council's Equalities and Diversity Project Officer.

Diagram 1 (page 19) shows the relationship between the Council's Corporate Equalities Group and the Equalities and Diversity Implementation Team responsible for progressing delivery and implementation plans and monitoring results and progress. All Council services are represented and involved in this work.

The Local Government Equality Standard and Equality Framework

The Council is committed to raising its performance in the management of equalities and diversity and subjecting itself to open and external assessment against accepted standards of best practice. The Council was assessed at Level 2 of the Local Government Equality Standard in 2006. With the planned introduction of the Local Government Equality Framework in 2009, the Council is reviewing its options regarding future assessment arrangements under the new framework. It is committed to achieving continuous improvement in its assessment against agreed national standards.

Equality Impact Assessments

The Council is required under law to gather and take into account information on how its policies and practices affect equality in the delivery of services and in the workplace. We are therefore committed to conducting Equality Impact Assessments to help us to understand how our services impact on local people. We will involve local service users in these assessments and use the results to seek continuous service improvement.

SKDC - DRAFT DIVERSITY & EQUALITY STRATEGY

THIS IS IMPORTANT TO US	THIS IS WHAT WE WANT TO ACHIEVE	TO ACHIEVE THIS WE WILL NEED TO MANAGE THE FOLLOWING EQUALITY & DIVERSITY ISSUES...	...THROUGH THE FOLLOWING POLICIES, STRATEGIES AND WORK PROGRAMMES	THIS IS HOW WE WILL MONITOR OUR PROGRESS AND COMMUNICATE THIS
CUSTOMER FIRST				
Putting the customer at the heart of all we do	Excellent customer service and customer / community access to services	<p>Ensuring that all people can access our services</p> <p>Ensuring our staff understand the different cultures and service needs of local community groups and individuals including potential physical, language and geographical barriers that may exist</p> <p>Ensuring we communicate and engage with people, particularly regarding corrective action being taken to improve services</p>	<ul style="list-style-type: none"> • Customer Access Strategy • People Strategy • IT strategy • Consultation and Engagement Strategy • Communication Strategy 	<p>We will monitor customer and service user feedback and analyse results against recognised equalities criteria and report on actions taken and communicate this on at least an annual basis.</p> <p><u>National performance indicators</u></p> <p>NI 140: Fair Treatment by Local services</p> <p><u>Local performance indicators</u></p> <p>SK 132: (biennial) percentage of customers who are satisfied with each aspect of the service they have received</p> <p>SK 133: (biennial) Percentage of customers that are satisfied that their enquiry was dealt with on first contact</p> <p>SK162/08: Percentage of customers that feel informed by the council about the services we provide</p>

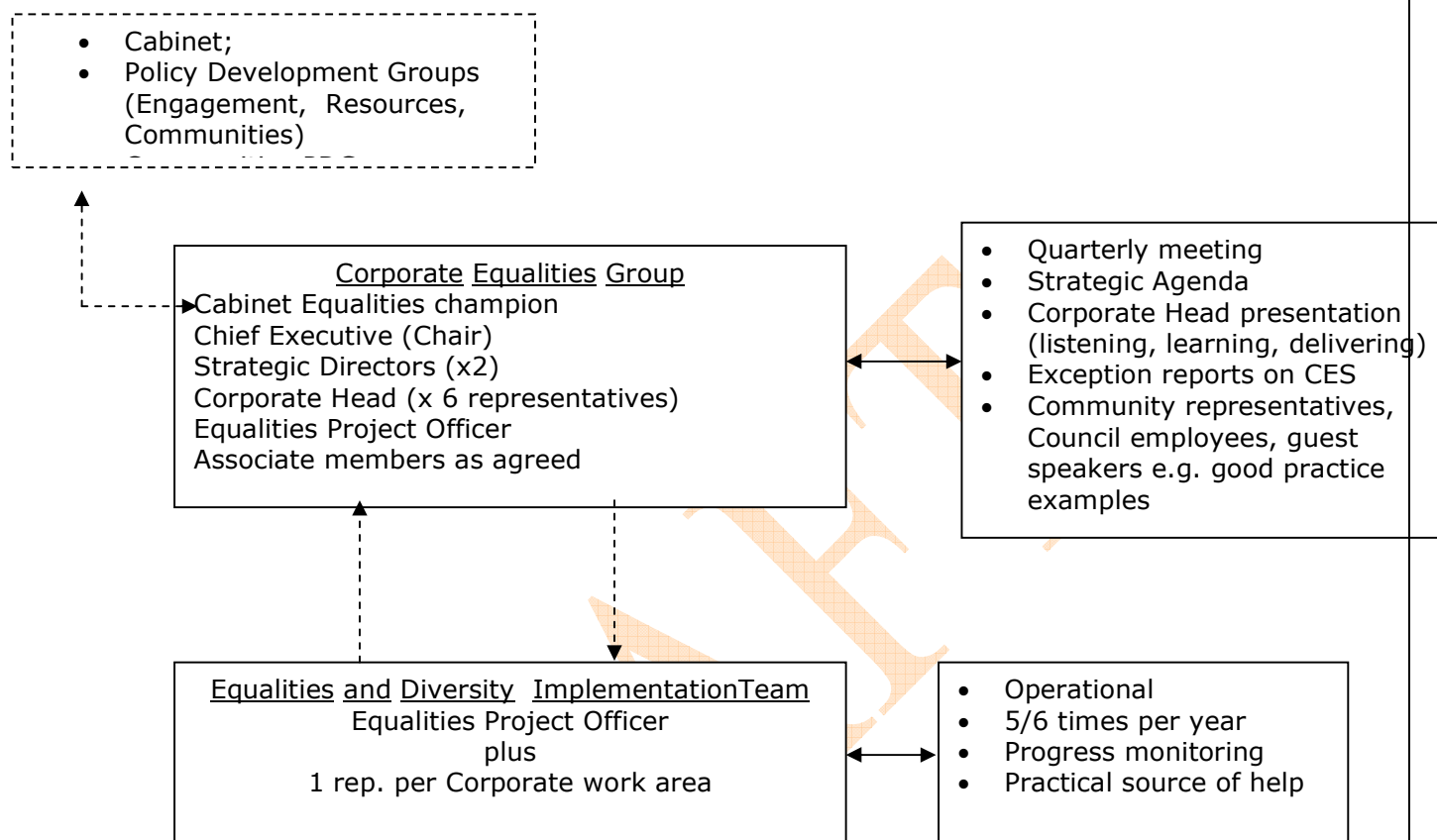
				SK163/08: (biennial) Percentage of customers that think the council offers value for money
QUALITY LIVING				
Protection and Improvement of our environment.	A clean and safe environment in our towns and villages.	Working with the Police and other partners to better understand and respond to differential patterns of crime and anti-social behaviour affecting young people, migrant communities and elderly and vulnerable.	<ul style="list-style-type: none"> Place Survey and crime and fear of crime surveys. 	Data will be analysed to identify particular groups to better inform actions and reported at least annually.
Improvement of health and well being.	Improved health and well being.	Ensuring that all group and individual reports of crime and anti-social behaviour are treated sensitively and sympathetically and monitored against recognised equalities criteria.	<ul style="list-style-type: none"> Place Survey and crime and fear of crime surveys. We will do more to celebrate community events and support particular groups and encourage fair reporting of crime and anti-social behaviour. 	As above We will promote local events and report at least annually on what people have told us and actions we have taken in response
Working with our partners to create communities where people are safe and feel safe.	Vibrant cohesive communities.	Ensuring consistent standards of street cleanliness in all parts of the district Understanding Fuel Poverty and the impact on the health of the elderly and taking action to address negative impact.	<ul style="list-style-type: none"> Residents Survey 	Data will be analysed to identify any inconsistencies and reported at least annually. Data will analysed and actions taken and communicated at least annually As above

		<p>Working with partners, including the Health Authority, to address recognised health inequalities within the district.</p> <p>Engaging hard to reach groups in local democracy and community based services and activities</p> <p>Ensure appropriate opportunities for young people and low income households in rural communities</p> <p>Ensure access to housing and benefits and promote choices for vulnerable people?</p>	<ul style="list-style-type: none"> • SAP ratings and fuel poverty NI? • Local Area Agreement? • Place Survey • Provision of affordable housing in rural areas • Housing allocations and benefits service, homelessness services 	<p>We will develop our consultation and engagement network and communicate this at least annually</p> <p>We will monitor house price surveys and communicate availability of affordable alternatives</p> <p>We will record and analyse applicants and claimants by social, ethnic and other recognised criteria and report at least annually.</p> <p><u>National Performance Indicators</u> NI 1: (biennial) Percentage of people who believe people from different backgrounds get on well together in their local area NI 2: (biennial) Percentage of people who feel that they belong to their neighbourhood NI 3: (biennial) Civic Participation in the local area NI 4: (biennial) Percentage of people who feel they can influence decisions in their locality NI 8: Adult participation in sport and active recreation NI 17: (biennial) Perceptions of anti-social behaviour NI 21: (biennial) Dealing with local concerns about anti-social behaviour and crime issues by the local council and police NI 23: (biennial) Perceptions that people in the area treat one another with respect and</p>
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				<p>consideration</p> <p>NI 37: (biennial) Awareness of civil protection arrangements in the local area</p> <p>NI 119: (biennial) Self-reported measure of people's overall health and wellbeing</p> <p>NI 138: (biennial) Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI 139: (biennial) The extent to which older people receive the support they need to live independently at home</p> <p>NI 156: Number of households living in temporary accommodation</p> <p>NI 187: Tackling fuel poverty – Percentage of people receiving income based benefits living in homes with low energy efficiency rating</p>
OPEN FOR BUSINESS				
Develop strong, vibrant and inclusive communities with a strong economy.	Revitalised local economy and communities	<p>Trends in financial exclusion and economic divergence (i.e. rich getting richer and poor getting poorer)</p> <p>Understanding diversity (across all equalities strands) issues in relation to business and employees</p>	<ul style="list-style-type: none"> • Economic Development Strategy • Grantham Growth Point • Corporate Equalities Strategy • Healthy Communities Strategy • Employers 	<p>We will monitor and report at least annually on; NNDR VAT registrations, Business Losses, Inward Investments and new skills and new businesses</p> <p>We will also conduct regular surveys and other forms of information gathering with local businesses and partners e.g. Lincolnshire County Council, Business Link.</p> <p>We will direct help and support</p>

		Supporting everyone to acquire skills to improve employability or encourage entrepreneurship	<ul style="list-style-type: none"> Survey Residents Survey Place Survey Economic Development Strategy Local Area Agreement (skills and education and young people strand) 	based on information derived from above and work with local businesses and partners to deliver this and communicate at least annually on achievements
QUALITY ORGANISATION				
A Council delivering brilliant services – further improve performance and satisfaction levels. Transforming the business and gaining value for money	<p>An organisation that is customer - focussed, which values its staff, and which delivers brilliant services.</p> <p>To increase efficiency through the use of technology and working with others.</p> <p>To keep staff and members developed and motivated. To listen, consult and communicate well.</p>	<p>Valuing all our staff , their diversity of skills and experience and the contribution they can make to the Council's objectives</p> <p>Ensure we gain staff input to our service improvements</p> <p>Ensure we train and communicate well with the workforce and elected members on this Equalities and Diversity Strategy</p>	<ul style="list-style-type: none"> Annual staff survey and workforce profile analysis People Strategy Corporate Equalities Scheme People Strategy 	<p>We will measure job satisfaction and commitment and analyse differences between groups in the workforce e.g. age, gender, ethnicity, pay grade. We will take necessary actions and report at least annually.</p> <p>The Equalities and Diversity Implementation team will report at least annually to the Corporate Equality Group on recommended changes to Council policies, practices and procedures necessary to achieve these priorities and outcomes</p> <p><u>Local performance indicators</u> SK151: Percentage of job applications received by age, gender, ethnicity, disabled.</p>

Equalities and Diversity Management arrangements



Notes:

1. Cabinet Equalities champion represents Cabinet and is accountable for reporting progress to Cabinet and to alert the Chairs of the Engagement, Community and Resources Policy Development Groups of matters and issues that fall within their specific areas of responsibility.
2. Additional service specific arrangements for Equalities and Diversity management also exist e.g. Housing and Tenancy Services

Diagram 1: SKDC Equalities and Diversity management arrangements

PART TWO:

SKDC'S Statutory Equality Schemes;

- **Introduction**
- **Race Equality Scheme**
- **Disability Equality Scheme**
- **Gender Equality Scheme**

Introduction

SKDC has a number of statutory duties and responsibilities to which it must comply. This includes requirements to publish and review statutory schemes that demonstrate how the Council will comply with specific legislation. Details of the legal requirements and the Council's response are set out in the following sections. Specific actions that the Council will take, along with timescales and persons responsible, are set out in an Action Plan that will be monitored and reviewed by the Equalities & Diversity Implementation Team and reported on annually.

Race Equality Scheme

Legal background

The Race Relations (Amendment) Act 2000 places a **general** duty on the council to have due regard to:

- Eliminating unlawful racial discrimination
- Promote equality of opportunity
- Promote good relations between people of different racial groups

In addition to the **general** duty there are also a number of **specific** duties the council is required to do. These are:

- Produce and publish a Race Equality Scheme which demonstrates how the council intends to fulfil **general** and **specific** duties
- Assess and consult on the likely impact of our proposed policies on the promotion of race equality
- Monitor policies for adverse impact on the promotion of race equality
- Publish the results of our assessments and consultation exercises

- Make sure the public have access to information and services the council provides
- Train staff in the duties of the Act

Community Profile - Ethnicity

Ethnicity	Nos.
White	122,836
Asian	581
Black	192
Mixed	652
Chinese/Other	531
TOTAL	124,792

Source: 2001 Census

Since the 2001 census, there has been an overall increase in the community population to 131,000 (2008). This has included an increase in migrants from Eastern Europe. The overall population size is projected to increase to 151,000 by the year 2021, mainly through a net increase in internal inward migration but also through an ongoing projected net increase in international and cross border migration into the district.

How SKDC will respond to legal duties and responsibilities

South Kesteven District Council recognises that people may be discriminated against because of their colour, race, ethnicity or nationality. We are committed to challenging all forms of racial discrimination and we will ensure that our policies and procedures are developed to give people from all ethnic groups fair and equal access to council services and employment.

Where appropriate, we will consult with minority ethnic groups with regard to our provision of services and employment opportunities and take all reasonable steps to overcome any barriers identified.

We will also work with our partner agencies and contractors to provide racial equality across our communities and to ensure that the needs and requirements of our ethnic minority groups are taken into account in developing strategies and policies.

In order to meet the requirements of the Race Relations (Amendment) Act 2000 we will:

- ❖ Monitor our services to establish whether any racial groups are under-represented and where necessary take positive action to improve this imbalance
- ❖ Undertake impact assessments on all existing and proposed policies and practices to establish whether there is a negative or positive impact on affected groups. Where there is any negative impact we will take action to minimise the effect.
- ❖ Continue to provide a translation service for our customers on request and ensure that all our customers are aware of this service, by attaching the appropriate alternative formats document to all council information.
- ❖ Seek to improve the level of engagement and two-way communication with representative groups and individuals who have specific needs or concerns in relation to race equality.
- ❖ Set targets and establish appropriate Human Resources policies and practices that reflect our commitment to being an employer of choice to all sectors of the local community.
- ❖ Tackle discrimination, harassment and bullying, and inform staff on how they can help to make this work in practice.
- ❖ Provide training for staff to equip them with the necessary skills to fulfil these requirements and provide advice and guidance.
- ❖ Promote our hate crime reporting procedures to ensure that people are aware they can report incidents.
- ❖ Deal promptly and systematically with any racial incidents or complaints in accordance with the council's hate crime and incident reporting procedure.

- ❖ Assess levels of new migrants arriving in South Kesteven and support community cohesion projects to develop understanding.
- ❖ Assess the accommodation and other needs of gypsies and travellers and provide appropriate support to meet these needs
- ❖ Produce and publish an annual report containing a summary of the progress made.

Disability Equality Scheme

Legal background

The Disability Discrimination Act 2005 amended the Disability Discrimination Act 1995 which included a duty to make reasonable adjustments to ensure disabled people can access employment, goods and services and premises. The 2005 Act has introduced a statutory duty that requires public authorities to give due regard to:

- Promoting equality of opportunity between people with disabilities and other people
- Eliminating unlawful discrimination
- Eliminating harassment of people with disabilities that is related to their disability
- Promoting positive attitudes towards people with disabilities
- Encouraging participation of people with disabilities, even if this requires more favourable treatment for people with disabilities

In addition to the **general** duties there are also a number of **specific** duties that the council is required to do. These are:

- Produce and publish a Disability Equality Scheme demonstrating how we intend to fulfil our **general** and **specific** duties
- Involve disabled people in the development of the Scheme

The Scheme must include a statement of:

- The way in which the council involves people with disabilities in the development of the Scheme
- How we will undertake disability impact assessments on new and existing policies and practices
- How we propose to meet the general duty
- How we will gather information in relation to employment and service functions
- How we will make use of the information gathered, in particular in reviewing the effectiveness of the Action Plans and in preparing subsequent Disability Equality Schemes.
- How we will train our staff in the duties within the Act.

Each year the council is required to publish an annual report containing a summary of the progress made.

Legal definition of a disability

The Disability Discrimination Act 1995 defines a disabled person as someone who has *"A physical or mental impairment, which has a substantial and long term adverse effect on his/her ability to carry out normal day to day activities"* There have been amendments to the Act, resulting in a broader definition with HIV, multiple sclerosis and cancer coming under protection from the point of diagnosis. The Act also provides protection for people with progressive conditions.

Community Profile – Disability / Limiting long term illness

People without a limiting long term illness	104,997
People with a limiting long term illness	19,795
Total Population	124,792

Source: 2001 Census

Note: 'limiting long term illness' is terminology used by the Office for National Statistics who are responsible for producing census information.

How SKDC will respond to legal duties and responsibilities

The council acknowledges that we have a general duty to ensure we are promoting positive attitudes towards people with disabilities. We recognise that people with disabilities are sometimes put into a position of disadvantage not because of their impairment or medical condition, but more often because of other people's attitudes or environmental barriers. By recognising this, we aim to ensure that in the provision and delivery of services to customers and in our role as an employer we promote a positive image and attitude towards people with disabilities

The council has consulted and involved disabled people and representative groups in the development of this Scheme. A range of methods were used including surveys to provide quantitative information and focus groups to provide qualitative information.

In order to meet the requirements of the Disability Discrimination Act 2005 we will:

- ❖ Consult with disabled people and our employees to ensure, where practical, the council adequately meets the needs of our disabled citizens.
- ❖ Make it easy for everyone to use our services and buildings.
- ❖ Ensure that all information provided is easy to use and understand and is available in alternative formats such as large print, Braille and audio CD.
- ❖ Train our staff to understand the issues faced by disabled people.
- ❖ Undertake impact assessments on existing and proposed policies and practices to establish whether there is a negative or positive impact and take action to minimise any negative effect.
- ❖ Monitor our services to establish whether people with disabilities are under-represented and where necessary take positive action to improve this imbalance.

- ❖ Deal promptly and systematically with any complaints, incidents or harassment.
- ❖ Promote our hate crime reporting procedures to ensure that people are aware they can report incidents.
- ❖ We will continue to carry out accessibility audits and ensure that we assess our premises to remove any barriers which might hinder access to our services and employment.
- ❖ Produce and publish an annual report containing a summary of the progress made.

Gender Equality Scheme

Legal Background

The Gender Equality Duty requires public authorities to take gender equality issues into consideration in a consistent manner. The Duty comes from the Equality Act 2006 which has amended the Sex Discrimination Act 1975. This means that the council has a **general** duty to:

- Provide equality of opportunity between men and women.
- Eliminate unlawful discrimination and harassment (on grounds of sex and of gender reassignment).

In addition to the **general** duty there are also a number of **specific** duties that the council is required to fulfil:

- Draw up and publish a Gender Equality Scheme identifying equality goals and actions the council will take to implement them
- Set out our objectives and plan to address the causes of any gender pay gap

- Gather and use information on how our policies and practices impact on our workforce and the delivery of our services in respect of gender equality
- Consult and take account of information which our stakeholders such as employees, trades unions, customers, or partners have provided to help develop our gender equality objectives.
- Undertake gender equality impact assessments on existing and proposed policies and practices
- Set out an Action Plan to meet the Duty.
- Report on progress each year against the Scheme.

Community Profile – Gender / Sex

Male	61,108
Female	63,684
TOTAL	124,792

SOURCE: 2001 Census

Note: 'Gender ' typically means biological and social differences between men and women. The census figures quoted are based on biological differences as reported on local census returns.

How SKDC will respond to legal duties and responsibilities

South Kesteven District Council acknowledges its duty to prevent discrimination and harassment on the grounds of gender or gender reassignment. It is widely accepted that, despite over 30 years of legislation, men, women and transgender people can experience gender inequality in different ways. The gender equality duty gives us new responsibilities to make sure that we are looking to challenge these inequalities. Achieving gender equality requires us to take a proactive approach which means we need to identify not only the visible but also invisible barriers, discrimination or harassment which might be the result of gender differences. To enable us to achieve our objectives we recognise that we must challenge our current policies, practices and procedures to make sure we are questioning how our services are being delivered. It is equally important to us that under

scrutiny from our stakeholders we can demonstrate that we are promoting gender equality.

In order to meet the requirements of the Equality Act 2006 we will:-

- ❖ Undertake periodic equality reviews of our workforce
- ❖ Carry out annual staff surveys to better understand the experiences of our workforce and take action to address any inequality or discrimination
- ❖ Review the training and development needs of all our staff and Members
- ❖ Ensure that men and women from all groups within the community feel effectively engaged in decision making
- ❖ Establish whether men or women are underrepresented in using our services and where appropriate take positive action to improve this imbalance.
- ❖ Recognise the needs of carers and support appropriate work arrangements to allow them to work effectively
- ❖ Undertake gender impact assessments on existing and proposed policies and practices to establish whether there is a negative or positive impact and take action to minimise any negative effect.
- ❖ Promote our hate crime reporting procedures to ensure that people are aware they can report incidents.
- ❖ Carry out an equal pay audit and address any inequalities found.

PART THREE: SKDC's response to other equalities legislation;

- **Introduction**
- **Age**
- **Sexual Orientation**
- **Religion or belief**

Introduction

Under recent legislation, the Council has a number of legal duties and responsibilities in a range of areas. Details of the legal requirements and the Council's response to both the legal and wider policy and service related issues that arise are set out in the following pages. Specific actions that the Council will take (along with timescales and persons responsible) are set out in an Action Plan that will be monitored and reviewed by the Equalities & Diversity Implementation Team and reported on annually.

Age

The Employment Equality (Age) Regulations(2006) introduced new requirements on the Council regarding it's employment duties and responsibilities (including recruitment and retirement). We acknowledge that young people and older people have different needs of the Council both as an employer and as a service provider and if these are not always recognised and responded to, people can face disadvantage and discrimination. Phrases such as 'ageism' are sometimes used to describe this. We will work hard to ensure that we are sensitive to the needs of all people whatever age they are and that our services are responsive to the age related needs of all local people.

Community Profile - Age

Age	Nos.
16 - 25	12,854
75 +	9,806

Note: Source 2001 census

South Kesteven District Council will specifically try to meet the needs of young people and older people by:

- ❖ Challenging ageism by its employees, contractors, partners, other organisations and users of our services.
- ❖ Carrying out our duties under the law as it develops to stop discrimination and provide equality of opportunity.

- ❖ Undertake impact assessments on existing and proposed policies and practices to establish whether there is a negative or positive impact and take action to minimise any negative effect.
- ❖ Dealing effectively and consistently with any harassment and violence towards young people or older people.
- ❖ Support the formation of groups, networks and services for young people and older people as users of our services within South Kesteven.
- ❖ Carrying out our duties under The Employment Equality (Age) Regulations 2006.

Sexual Orientation

The Equality Act (Sexual Orientation) Regulations 2007 outlaws discrimination on the grounds of sexual orientation in the provision of goods, facilities and services. We acknowledge that gay men, lesbians and bisexual people can face disadvantage or discrimination because of attitudes and actions based on hatred or the belief that heterosexual people are better or have more valid lifestyles. This is called homophobia. Additionally disadvantage and discrimination can be experienced by gay men, lesbians and bisexual people because of heterosexism, which is the assumption that everyone is heterosexual.

Community Profile – Sexual Orientation

Total Population	5%	7%	8%
124,792	6,240	8,735	9,983
Source: 2001 census	Estimated no. of lesbian, gay, bisexual, transgender people (see note below)		

Note: There is no accurate data on the numbers of men and women who are lesbian, gay, bisexual or transgendered (LGBT) in the South Kesteven district reflecting a national problem with accurate statistical analysis. Both Stonewall and HM Treasury concur that between 5 – 7% of the population of the UK are LGBT. Lincolnshire County Council refer to the 'hidden population' of transgender people and suggests that the overall figure for the County may be 8%. SKDC assumes the actual figure is somewhere within the range quoted.

We will meet the specific needs of gay men, lesbians and bisexual people. In particular we will:-

- ❖ Carry out our duties under the Equality Act (Sexual Orientation) Regulations 2007, which outlaw discrimination on grounds of sexual orientation in the provision of goods, facilities and services (The Regulations are made under Part 3 of the Equality Act 2006.)
- ❖ Challenge heterosexism¹ and homophobia² by our employees, other organisations and users of our services.
- ❖ Deal effectively and consistently with any harassment, victimisation, discrimination and violence towards gay men, lesbians and bisexual people.
- ❖ Undertake impact assessments on existing and proposed policies and practices to establish whether there is a negative or positive impact and take action to minimise any negative effect.
- ❖ Promote positive images of gay men, lesbians and bisexual people and challenge attitudes that patronise or discriminate against them.
- ❖ Support the right of gay men, lesbian and bisexual employees and service users to be open about who they are. We will do this by creating an atmosphere and environment where it is safe for them to do so, by acknowledging that relationships between people of the same gender are equally valid to those between women and men, and by not assuming that employees or users of our services are heterosexual.

¹**Heterosexism:** Discrimination against gay men lesbians and bisexual people based on assumptions, stereotypes and beliefs regarding the superiority of heterosexuality.

²**Homophobia:** This is the irrational fear of same-gender sexual relationships and those who practice them, which may result in judgemental, discriminatory or aggressive behaviour.

- ❖ Comply with the Employment Equality (Sexual orientation) Regulations (2003).

Religion or belief

The Equality Act (Religion and Belief) Regulations 2007 outlaws discrimination on grounds of religion or belief in the provision of goods, facilities and services. We acknowledge that people from various religious faiths or with strong religious or other beliefs can face disadvantage and discrimination, including institutional discrimination. We will seek to ensure that people can worship and express their religious and other beliefs freely, without fear of intimidation and that an individual's choice to practice their religion or belief is respected. We will respect the right of every citizen and employee to hold political and other beliefs, or be a member of a Trade Union if they wish.

However, we will not permit our employees to impose on others, their religious, political or other views or philosophies, where these seek to limit the dignity or rights of others, cause offence, or incite racial, religious or other hatred, whilst carrying out their employment.

Community Profile – Religion / Belief

Religion	Nos.
Christian	101,488
Buddhist	189
Hindu	236
Jewish	79
Muslim	307
Sikh	95
Any other religion	259
No religion	14,360
Religion not stated	7,779

Source: 2001 census

In order to support the rights of individuals to worship freely or hold beliefs, we will:-

- ❖ Carry out our duties under the Equality Act (Religion and Belief) Regulations 2007, which outlaw discrimination on grounds of religion or belief in the provision of goods, facilities and services. (The Regulations are made under Part 2 of the Equality Act 2006)
- ❖ Challenge religious and other intolerance by its employees, contractors, partners, other organisations and users of its services.
- ❖ Undertake impact assessments on existing and proposed policies and practices to establish whether there is a negative or positive impact and take action to minimise any negative effect.
- ❖ Deal effectively and consistently with any harassment, victimisation, discrimination and violence towards people practicing their chosen religion or belief.
- ❖ Provide suitable facilities for employees to pray and observe other religious needs.
- ❖ Justify the need for any particular style of dress to allow, where possible, employees to observe their religion.

APPENDICES;

1. Consultation
2. How to contact us

2. Consultation

The following groups, organisations and public authorities were invited to take part in the consultation and to comment on this document.

Afro-Caribbean Club	Integration Lincolnshire
Age Concern Kesteven	Inter Faith Forum
Alzheimer Society South Lincolnshire Branch	Kaleidoscope
Children's Centre Grantham (Formerly known as Sure Start)	Lincolnshire Association of People with Disabilities
Children's Services Team Manager (South Kesteven)	Lincolnshire Community Development Project
Churches Together in All Lincolnshire & Lincolnshire Chaplaincy Service	Lincolnshire Fire & Rescue
Deaf Lincs	Lincolnshire Gypsy Liaison Group
Equality Lincs (Formerly known as Lincolnshire Council for Racial Equality)	Lincolnshire Police: Community Police
Grantham College	Lincolnshire Police: Community Safety
Grantham Mind	Mencap
Grantham Polish Club	Sense East
Grantham Women's Aid	South Lincolnshire Blind Society
Home Start	South Lincs Community and Voluntary Service
Independent Advisory Group	South Kesteven District Council Tenancy Services Housing Consultative Group

2. How to contact us

South Kesteven District Council

**Name of service
Council Offices
St. Peter's Hill
Grantham
Lincolnshire
NG31 6PZ**

**t: 01476 40 60 80
f: 01476 40 60 00**

frontdesk@southkesteven.gov.uk

www.southkesteven.gov.uk

REPORT TO CABINET

REPORT OF: Cllr Frances Cartwright, Portfolio Holder, Economic Development and Planning

REPORT NO: CHSC 0015

DATE: 6TH April 2009

TITLE:	Endorsement of Grantham Transport Strategy	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Councillor Frances Cartwright Economic Development and Planning Portfolio	
CONTACT OFFICER:	Teena Twelves 01476 406063 Email: t.twelves@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out and referred to in paragraph (7) below:	Full impact assessment required: No
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	None Further information regarding the background to the Grantham Transport Strategy can be found at the website: www.lincolnshire.gov.uk/gts	

1. RECOMMENDATIONS

It is recommended that the attached Grantham Transport Strategy is endorsed by the Cabinet.

2. PURPOSE OF THE REPORT/DECISION REQUIRED

The report seeks the endorsement by the Cabinet of the Lincolnshire County Council Grantham Transport Strategy which is attached at Appendix 1.

3. DETAILS OF REPORT (SUMMARY – USE APPENDICES FOR DETAILED INFORMATION)

In 2005, Lincolnshire County Council (LCC) commissioned a transport study for Grantham. The aim of this study was to look at all of the issues that

relate to transport in the town and to make recommendations with regard to how money should best be spent to make improvements to Grantham's transport system. In creating the team for the study LCC included representatives from South Kesteven District Council (SKDC), together with LCC's technical consultants, Jacobs.

The four aims of the study are shown below. The study has included extensive consultations with both the public and key interest groups; traffic surveys and modelling work; and extensive technical investigations and analysis.

The study's findings and recommendations form the Transport Strategy for Grantham, which is contained within this document. This will form a framework to guide future transport improvements in Grantham, both in the short-term (up to 2010), i.e. during the period of the second Local Transport Plan (LTP) and in the longer term (2011 to 2021 and beyond), i.e. during future LTP periods.

The Strategy is made up of a range of proposed transport improvements, together with a 'vision' for the town which sets out what the various improvements are intended to achieve.

Study Aims

- To provide a framework for the better management of movements into and through Grantham in both the short term (up to 2010) and in the longer term (2011-2021 and beyond)
- To address the problems associated with existing and future levels of congestion in Grantham
- To address the environmental impacts of existing and future traffic movements in Grantham, in particular with regard to air quality
- To support the sustainable economic growth of the town and its surrounding area

Following publication of the draft strategy in 2007 South Kesteven District Council made representations for some minor amendments to the strategy around the proposals for bus facilities in the town. The document attached at Appendix 1 has been revised to amend the wording as requested.

It contains proposals which are complementary to this Council's own priorities of Good For Business in that it will help Grantham develop as a vital and vibrant sub-regional centre. It also supports the Grantham Growth Point partnership, in which this Council and the County Council are principal partners.

4. OTHER OPTIONS CONSIDERED

Through a process of negotiation, the Councils have been able to agree a Strategy the terms of which are acceptable to both parties and as a result

there are no alternative options to consider in this instance.

5. RESOURCE IMPLICATIONS

The District Council is identified as a potential partner for funding of schemes where elements of these coincide with the Council's own priorities. Key projects will include those within the Grantham New Growth Point Programme of Development such as Station Approach, Greyfriars, and Wharf Place, where it is anticipated that the District Council will play a complementary role to the County Council for example in providing funding for delivery of economic objectives within our existing and approved capital budgets. The County Council is the main funder of transport infrastructure through this strategy.

Resources for project management will similarly be required where these accord with our own identified priorities, and will be covered within existing budgets.

6. RISK AND MITIGATION (INCLUDING HEALTH AND SAFETY AND DATA QUALITY)

The main risks are associated with potential pitfalls to the delivery of the strategy, including risks associated with financing, with private sector involvement, and with the planning process. Each of these will be managed through the project management process of each of the individual schemes within the Transport Strategy as these proceed to delivery stage.

Schemes which are part of the Grantham New Growth Point Programme of Development will be monitored using the Council's own Project Management system, and also by Lincolnshire County Council in its role as Accountable Body for the Growth Point funding received from the Communities and Local Government department.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

This policy has been widely consulted upon and seeks to meet the needs of the whole community as users of transport services, as car drivers, as pedestrians or users of pathways, and as cyclists.

8. CRIME AND DISORDER IMPLICATIONS

There are no significant crime and disorder implications to the report.

9. COMMENTS OF SECTION 151 OFFICER

The report confirms that any financial implications arising from this strategy will be met from existing budget headings where appropriate. Specific expenditure items not currently within the budget framework will need to be evaluated and approved by Council at the appropriate time.

10. COMMENTS OF MONITORING OFFICER

The Strategy is to be approved by Lincolnshire County Council and will influence the priority for schemes within Grantham. The council has been involved in the production of the strategy and there has been wide consultation. The Cabinet's endorsement is required to show it understands those priorities relating to transport. The forward Plan indicates the Communities PDG has been consulted on the strategy. Cabinet should be informed of the result of that consideration of the strategy by the PDG.

11. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

Grantham Growth Programme Manager:

This Strategy supports and complements the Programme of Development proposed for Grantham under the New Growth Points initiative, and the implementation of the Strategy is to be managed as an integral part of the programme management for Growth Point.

Service Manager, Economic Development and Town Centres:

The proposals within the Strategy will lead to an enhanced town centre which may give rise to economic benefits for town centre traders in the future and increase the vibrancy and vitality of the town. It is also important that in implementing the Strategy improvements to the highways network reflect and address the requirements of major employers and business locations such as commercial developments and business parks

12. APPENDICES:

Document entitled Grantham Transport Strategy

Initial Equality Impact Assessment Template

Section: Sustainable Communities		Officers undertaking assessment: Teena Twelves
Name of policy, procedure etc: Grantham Transport Strategy	Date of Assessment: 24 th March 2009	Is this a new or existing policy? New policy
Policy Aims		
<p>Briefly outline the policy/procedure/service by putting it into context and describe its aims, objectives and purpose</p> <p>The LCC Grantham Transport Strategy is a document which sets out proposals for the management of transport services and transport infrastructure in Grantham in the short, medium and long-term.</p> <p>The purpose of the Grantham Transport Strategy is:</p> <ul style="list-style-type: none"> • To provide a framework for the better management of movements into and through Grantham in both the short term (up to 2010) and in the longer term (2011-2021 and beyond) • To address the problems associated with existing and future levels of congestion in Grantham • To address the environmental impacts of existing and future traffic movements in Grantham, in particular with regard to air quality • To support the sustainable economic growth of the town and its surrounding area 		
<p>Who is intended to benefit from the policy?</p> <p>Residents of Grantham, businesses operating in Grantham and those who work there, visitors to Grantham, and those passing through Grantham en route to other destinations.</p>		
<p>Who implements the policy, and who is responsible for the policy?</p> <p>Lincolnshire County Council will implement the policy, and has responsibility for the policy. In implementing the policy and in recognition of the complementarity of this policy with many of SKDC's own priorities and objectives, the County Council will work closely with SKDC.</p>		

<p>Who are the main stakeholders in relation to the policy?</p> <p>Residents of Grantham Businesses in Grantham Visitors to Grantham Those using transport services in Grantham South Kesteven District Council</p>
<p>Are there any other organisations or partners involved in the delivery of the service? Who is the lead or accountable body?</p> <p>The lead or accountable body is the Lincolnshire County Council. South Kesteven will be involved in the implementation of the strategy and in particular schemes within it.</p>
<p>Does the policy contribute to the achievement of the Council's Equality and Diversity Policy? Can any aspects of the policy contribute to inequality? Please explain your answer.</p> <p>The policy has been drawn up following comprehensive consultation with a range of groups and an extensive public consultation exercise. Some of the measures within the strategy may affect certain groups more than others – for example improvements to bus services will predominantly affect those who regularly use the bus service, and this is likely to include older people and those on low incomes. Full consultation will be carried out by the County Council as each of the individual proposals are implemented.</p>
<p>Evidence</p>
<p>What are the existing sources of evidence and mechanisms for gathering data?</p> <p>The County Council has mechanisms for gathering data regarding transport services and their use and the impact of changes to policy or new developments and these are fed into the County #Council's own decision making process.</p>
<p>What monitoring data is available on the number of people who use the service or are affected by the policy? Who holds this information?</p> <p>The policy is likely to affect everyone in Grantham as outlined above. There is no structured monitoring to address this.</p>
<p>If no monitoring has been undertaken, will this be done in the future? If so, specify what arrangements you intend to make. If you do not intend to do any monitoring, please provide your reason for this decision.</p>

Individual elements within the policy will affect different groups and this will be managed at the project implementation and delivery stage.

What are the key performance indicators and targets attributed to the policy?

From the SKDC perspective, the policy aims to achieve the objectives outlined within the Grantham Growth Point Programme of Development. The County Council as the Highways Authority, will also monitor the implementation of the strategy.

What consultation has been carried out with stakeholders and service users previously about the policy?

In February and March 2007, the public were consulted on the possible options for change being considered and were asked which options they thought would be of the most benefit to Grantham.

Leaflets and questionnaires were distributed to around 5,000 randomly selected addresses in the Grantham area. The leaflet provided information on the study process and the various options for change being considered. Other stakeholders were also sent a leaflet and questionnaire. Staffed public exhibitions were also held in the Isaac Newton Centre on 2nd and 3rd March 2007. This supplemented the leaflet and questionnaire by providing additional information and detail on a series of eight display boards, together with a visual simulation of possible town centre improvements.

This was supported by an article in County News, locally displayed posters and an LCC press release. In total, it is estimated that around 1,400 members of the public viewed the exhibition during the two days. After this, the unstaffed exhibition was transferred to the SKDC Customer Service Centre for a further two weeks.

The study's website also carried a full set of the consultation material, including a webform allowing people to fill in the questionnaire on-line and gain more detailed information about the study. The public exhibition was very well attended and many people took time to read more about the study, watch the visual simulation and ask questions.

In total around 1,800 people made their views known during the consultation period by returning a completed questionnaire, which made it one of the most successful consultation exercises ever carried out in Grantham. The views of the public were analysed in detail and proved to be very useful in helping the study team to understand the public's priorities and receive further input from stakeholders.

Is there any evidence that different groups have different needs, experiences,

issues and priorities in relation to the particular policy or function? Please explain your answer.

It is likely that different groups will be differently affected by the implementation of the different strands of the policy: i.e. those who are bus users are likely to have different needs from those who are car drivers. Similarly the views of those who are regularly pedestrians in Grantham Town Centre will be different to those who mainly drive through Grantham Town Centre en route to another destination.

Is there any informal feedback from managers, staff or voluntary organisations?

There is a significant amount of feedback from the public consultation exercise which has been collated by the County Council and has informed the development of the policy.

Is there a complaints system? If yes, are complaints monitored by race, gender, and disability as a minimum?

Yes. Lincolnshire county Council has a formal complaints process which includes equalities monitoring.

What further evidence is needed to understand the impact upon equality?

Monitoring of the impacts of each individual element of the policy at delivery stage will need to be established to ensure that different groups are not differentially affected by the implementation of the policy.

Impact

Does the data show different impact upon different groups? What existing evidence is there for this?

Race: None that we are aware of

Gender: None that we are aware of.

Age: None that we are aware of

Religion: None that we are aware of

<p>Disability: None that we are aware of</p> <p>Sexual Orientation: None that we are aware of.</p>			
<p>Do these differences amount to an adverse impact?</p> <p>Not in the opinion of those carrying out the assessment</p>			
<p>Are there concerns that the policy <u>could</u> have a differential impact on any other groups of people e.g. those with dependants/caring responsibilities, those with an offending past, those with learning difficulties, transgender or transsexual people. What existing evidence (either presumed or otherwise) do you have for this? Please explain your answer.</p> <p>The needs of different groups will need to be assessed when the various elements of the policy are implemented as depending on the detail of the implementation plan there could be differential impacts, and this will need to be monitored closely.</p>			
<p>Are there any factors that might account for differential impacts or non-achievement of the policies outcomes, such as barriers that prevent people from fully accessing the service? For example, communication difficulties, physical access, information not being accessible, use of language, childcare responsibilities?</p>			
<p>Future Actions</p>			
<p>Should the policy or function proceed to a Full Impact Assessment? (Please explain your reasoning)</p> <p>Yes. Further analysis and monitoring should be undertaken as the proposals within the Strategy proceed to implementation stage as the detail of how it is proposed that the policy should be implemented on the ground may require further consideration of equalities issues.</p>			
<p>ACTION PLAN</p>			
Action	Completion Date	Responsibility	

Ensure that equalities monitoring is developed as part of the Growth Point project involvement	December 09	Simon Wright	
Date Full Impact Assessment should commence: April 2009			
Review Date: December 2009			
Signed: T Twelves		Date: 24.03.09	

The Transport Strategy for Grantham 2007 to 2021 and beyond



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The Transport Strategy for Grantham

Foreword

Grantham is a traditional market town rich in heritage, character and history. It is one of the largest urban areas in Lincolnshire and its economic success is therefore not just important in a local context, but also to the County. It is also unique in its close location to major road and rail links.

In recognition of the importance of the role of transport in supporting the economic growth of Grantham the County Council, supported by South Kesteven District Council, commissioned a Transport Study for Grantham covering all modes of transport.

The key output of the Study has been the development of the Grantham Transport Strategy, which is described in this document. It is proposed that this Strategy will be delivered over a period of time through a variety of initiatives and funding sources.

As the Executive Councillor for Highways responsible for the Grantham area, I fully endorse the recommendations of the Grantham Transport Strategy and look forward to seeing works carried out in Grantham as a result.



Councillor William Webb

Chapter 1: Introduction



In 2005, Lincolnshire County Council (LCC) commissioned a transport study for Grantham. The aim of this study was to look at all of the issues that relate to transport in the town and to make recommendations with regard to how money should best be spent to make improvements to Grantham's transport system. The team carrying out the study included representatives from LCC and South Kesteven District Council (SKDC), together with LCC's technical consultants, Jacobs.

The four aims of the study are shown in Table 1.1, whilst the plan in Figure 1.1 shows the study area. The study has included extensive consultations with both the public and key interest groups; traffic surveys and modelling work; and extensive technical investigations and analysis.

The study's findings and recommendations form the Transport Strategy for Grantham, which is contained within this document. This will form a framework to

guide future transport improvements in Grantham, both in the short-term (up to 2010), i.e. during the period of the second Local Transport Plan (LTP) and in the longer term (2011 to 2021 and beyond), i.e. during future LTP periods.

The Strategy is made up of a range of proposed transport improvements, together with a 'vision' for the town which sets out what the various improvements are intended to achieve.

Study Aims

- To provide a framework for the better management of movements into and through Grantham in both the short term (up to 2010) and in the longer term (2011-2021 and beyond)
- To address the problems associated with existing and future levels of congestion in Grantham
- To address the environmental impacts of existing and future traffic movements in Grantham, in particular with regard to air quality
- To support the sustainable economic growth of the town and its surrounding area

Table 1.1: Study Aims

The study has included extensive consultations with both the public and key interest groups; traffic surveys and modelling work.

The Transport Strategy for Grantham

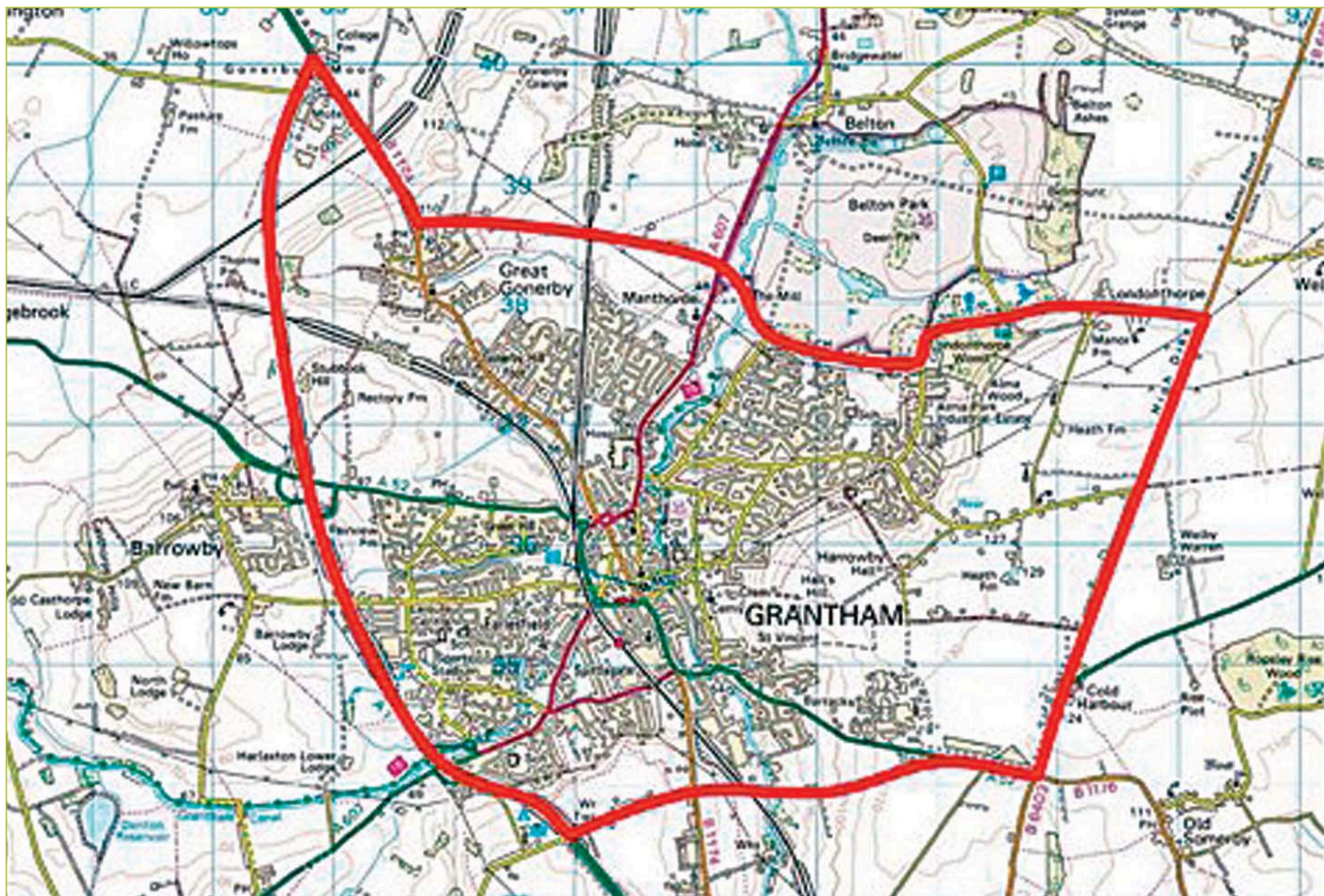



Figure 1.1: Study Area

KEY

 Study area

Lincolnshire County Council
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Chapter 2: The Grantham Transport Study Process

Introduction

The Study was carried out between October 2005 and July 2007 and consisted of a number of different tasks, as shown in Figure 2.1 below. Each stage of the Study is described in more detail within this Chapter.

A total of nine Technical Notes (TNs) were produced throughout the Study, to report the different tasks carried out. The full list of TNs and other documents produced during the Study is shown in Appendix A and all TNs are available for viewing or download from LCC's website (www.lincolnshire.gov.uk/gts).

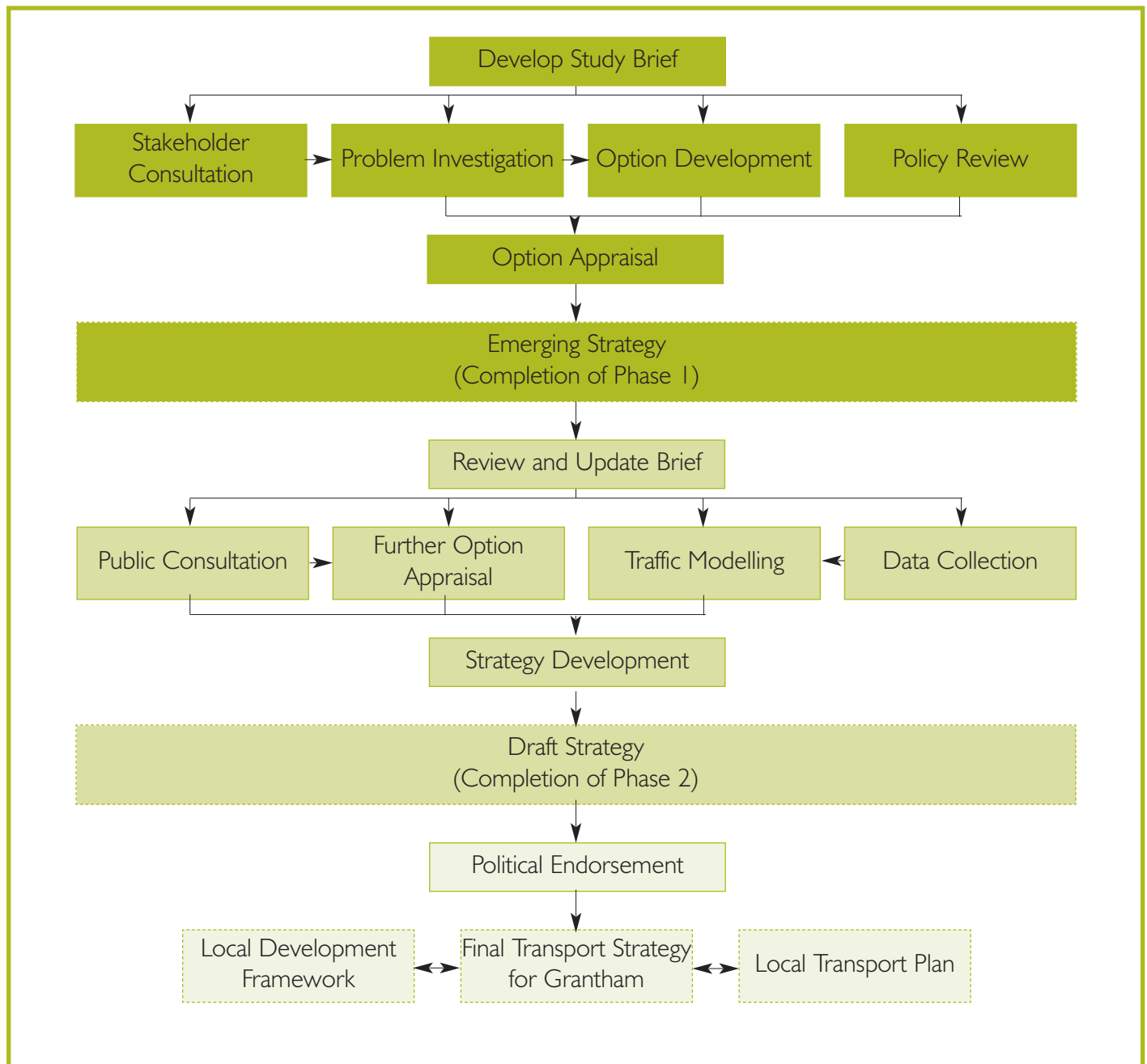


Figure 2.1: Study Process

The Transport Strategy for Grantham

Policy Review

To begin with, the study team reviewed all local, regional and national policy documents that influence transport in Grantham. All of the relevant policies were used to produce a set of eight Policy Objectives, as shown in Table 2.1. These represented all levels of transport policy throughout the study process. This is fully reported in TN1.

Policy Objectives
<ul style="list-style-type: none">• To improve sustainable transport in order to reduce dependence on the private car• To improve traffic management and reduce congestion in Grantham• To improve accessibility for all• To improve safety and security for all transport users• To improve air quality and reduce noise impact• To encourage sustainable inward investment in Grantham• To support the regeneration of Grantham as a Sub-Regional Centre• To protect and enhance the built and natural environment

Table 2.1: Policy Objectives

Problems & Issues

The study team investigated all of the transport problems and issues in the town, including traffic congestion, the safety of pedestrians, the quality of bus services, access to the rail station, parking problems and the low bridges. Seven key areas were identified, which were known as Problem Themes and are shown in Table 2.2, but many other issues were also highlighted.

Problem Themes
<ul style="list-style-type: none">• Safety Issues• Parking• Public Transport Services• Public Transport Interchange• Low bridges• Connectivity within Grantham• Demand for movement

Table 2.2: Problem Themes

The problems and issues investigation process included a Stakeholder Reference Group consultation event in December 2005, which is reported in TN2. This provided the opportunity to discuss transport issues in the town with a wide range of stakeholders, including bus operators, the emergency services, business groups and retailers, transport users and other organisations involved with or responsible for transport in Grantham. A full list of stakeholders invited to this event is included in Appendix B.

Extensive information was gathered, allowing the study team to further understand the various issues that affect all the different journeys people make within Grantham and to see what improvements would be possible. The problems and issues process and findings are fully reported in TN3.

Option Generation & Appraisal

From all of the research that the team carried out to understand the town's transport issues, they were able to develop a 'wish list' of potential opportunities to improve all modes of transport, known as 'options'. Many of these options were things that have been considered before, whilst others were new ideas.

All of these options were then considered in turn to see whether or not they would be technically feasible, and to see whether they would bring sufficient benefits to Grantham to be considered worthwhile. This process is known as option sieving.

As a result of this process, some options were removed from the list, however many of them were taken forward to be considered further and in more detail. This process is fully reported in TN4.

The remaining options became known as the Emerging Strategy, which was finalised in July 2006 and is fully reported in TN5. This formed the end of Phase I of the study process.



Figure 2.2: Visual Representation of Westgate using VISSIM Software

Data Collection and Traffic Modelling

Traffic issues form a large part of the transport problems in Grantham. To ensure that the study team fully understood and appreciated Grantham's traffic situation, an extensive programme of traffic surveys was carried out in the town during September 2006. This included observation counts, automatic counts and journey time surveys. The locations of some of the survey points are shown in Figure 2.4, on the next page.



Figure 2.3: Visual Representation of London Road using VISSIM Software

The collected traffic data was used to update the town's SATURN Model. This is a computer model of the town's roads and traffic which has been developed using specialist computer software. This can accurately represent existing traffic flows within the study area and predict how things will change in the future. A further traffic model of the town centre area was developed using a more detailed modelling package called VISSIM. This provides a visual representation of traffic within the town centre, as shown in Figures 2.2 and 2.3.

The traffic models were used to provide a full picture of how the predicted growth of the town will affect traffic flows. The possible options which have a direct impact on traffic flows were also tested to determine their effect and whether they would produce sufficient benefits to the town to justify the cost of implementing them. This process is fully reported within TN7.

The Transport Strategy for Grantham

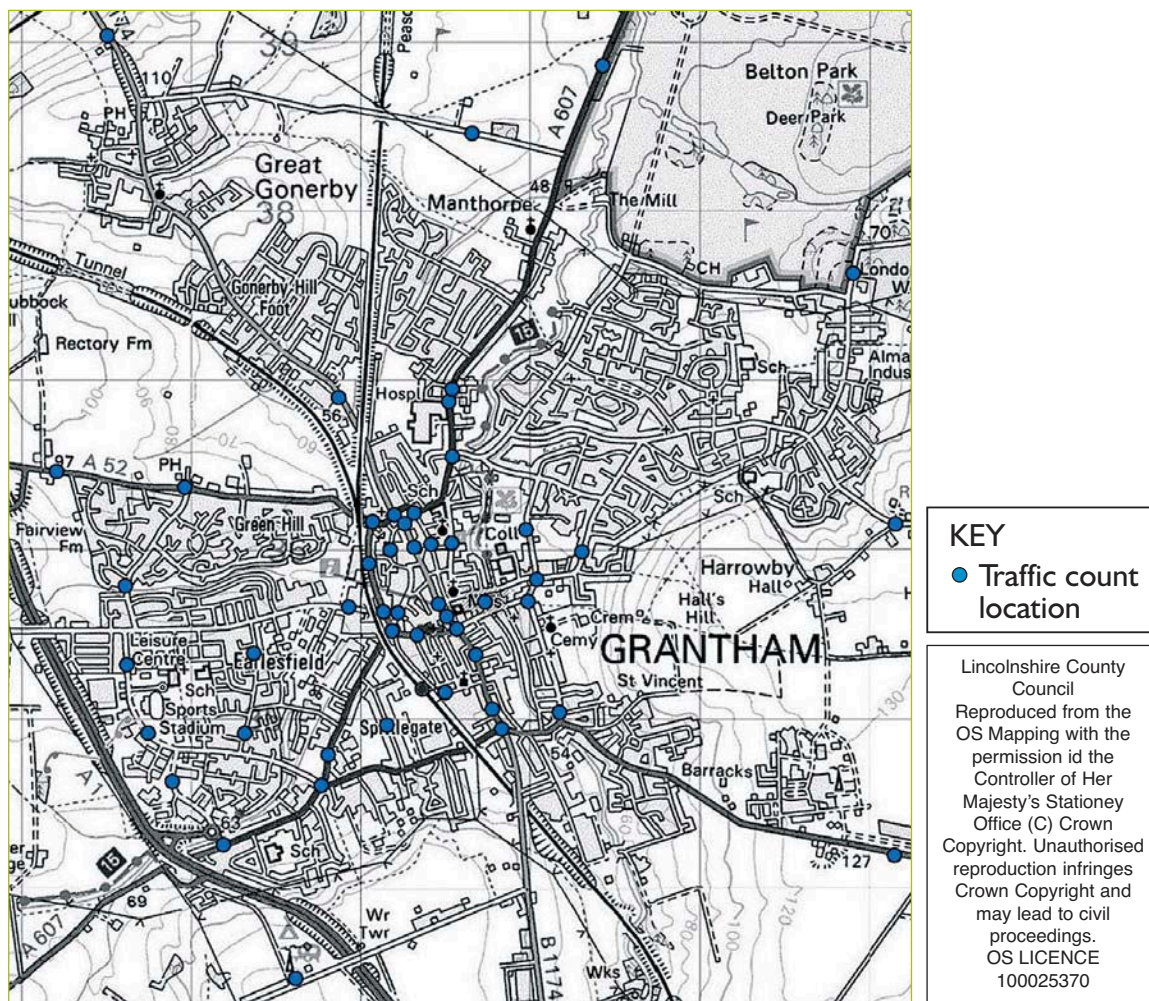


Figure 2.4: Traffic Survey Locations

Public Consultation

In February and March 2007, the public were consulted on the possible options for change being considered and were asked which options they thought would be of the most benefit to Grantham.

Leaflets and questionnaires were distributed to around 5,000 randomly selected addresses in the Grantham area. The leaflet provided information on the study process and the various options for change being considered. Other stakeholders were also sent a leaflet and questionnaire.

Staffed public exhibitions were also held in the Isaac Newton Centre on 2nd and 3rd March 2007. This supplemented the leaflet and questionnaire by providing additional information and detail on a series of eight display boards, together with a visual simulation of possible town centre improvements.

This was supported by an article in County News, locally displayed posters and an LCC press release. In total, it is estimated that around 1,400 members of the public viewed the exhibition during the two days. After this, the unstaffed exhibition was transferred to the SKDC Customer Service Centre for a further two weeks.



Figure 2.5: Public Exhibition

The study's website also carried a full set of the consultation material, including a webform allowing people to fill in the questionnaire on-line and gain more detailed information about the study.

The public exhibition was very well attended and many people took time to read more about the study, watch the visual simulation and ask questions.

In total around 1,800 people made their views known during the consultation period by returning a completed questionnaire, which made it one of the most successful consultation exercises ever carried out in Grantham. The views of the public were analysed in detail and proved to be very useful in helping the study team to understand the public's priorities and receive further input from stakeholders. The public consultation is fully reported within TN9.



Further Option Appraisal

Following the Phase 1 option sieving process, all of the remaining potential options for improving transport in Grantham were considered in more detail from a technical point of view. This included looking at where funding would come from to pay for them, how effective the options would be and when it might be possible to carry them out.

At the end of this process, a decision was made by the study team regarding which of the options should be prioritised for implementation. This included a consideration of the public's views alongside the technical issues. This process is fully reported in TN8.

Strategy Development

As a result of all of the work carried out during the study, the study team was able to recommend a comprehensive range of transport improvements, which is called the Transport Strategy for Grantham. This Strategy presents a consistent approach to tackling the town's transport problems and is in line with the Government's integrated transport policies for the UK.



The views of the public were analysed in detail and proved to be very useful in helping the study team to understand the public's priorities and receive further input from stakeholders.

The Transport Strategy for Grantham

Chapter 3: Introducing the Strategy

During the process of carrying out the study, the study team identified five main areas where action needs to be taken to improve transport in the town. These areas, or 'headlines' as they became known, have been helpful in summarising what the Strategy is all about. They are:

- **Making Grantham a better place in which to live, work and shop** – this is about ensuring that Grantham itself is an attractive urban area with good jobs and an inviting town centre that people are happy to travel to and spend time in.



- **Making alternative ways of travelling more attractive** – this means encouraging people not to automatically use their car for every journey within Grantham, but to consider using other means of travel which are provided and promoted as attractive alternatives.

- **Making the most of the railway station** – this recognises that the railway is a key asset to Grantham and provides it with excellent north-south connections, but that the railway station can feel hidden away outside the town centre and be difficult to get to.



- **Helping people get around town more easily** – this is all about looking at the effects of the various barriers to movement through the town, such as the railway line with low bridges, the river, narrow streets and few alternative routes for most journeys. These affect everyone making a journey in the town, not just vehicles.

- **Catering for new developments** – this recognises that Grantham is a growing town that is predicted to continue growing. It is therefore important to ensure that a transport system is provided which can accommodate that growth.



Although these headlines summarise what the overall Strategy will try to do, the Strategy itself contains much more detail and is divided into two parts:

- **What** it will achieve
- **How** it will achieve it

Contents of the Strategy

The first part describes what the Strategy will try to achieve, which is done through 15 statements known as 'outcomes'. The Strategy proposes that everything which is done in Grantham in the future should be in line with these outcomes. The Strategy's outcomes are listed in Chapter 4.



The second part of the Strategy is much more detailed and describes how the Strategy will try to achieve the outcomes through implementing the various options which are proposed. Some of these can be done in the short term (up to 2011), others will only be possible in the longer term (after 2011), but it is important that preparation for all of them begins now. Chapters 5 to 9 of this document contain all of these options in five different groupings, as shown in Table 3.1.

Option Groupings within the Strategy

- **Introducing specific short-term improvements** (Chapter 5) – these are various different things which we can begin getting on with now and which will allow other things to be more effective in the future
- **Pursuing funding for new roads** (Chapter 6) – building new roads is not the solution to all transport problems, but it does have a part to play, so long as funding for such expensive projects can be found
- **Making the most of re-development opportunities** (Chapter 7) – there are plans to redevelop certain sites within the town centre, which will provide a chance to improve transport
- **Influencing public transport operations** (Chapter 8) – the private companies that run many of the bus and rail services in and to Grantham have a large part to play in improving the town's transport
- **Managing transport and planning processes** (Chapter 9) – existing activities to manage things like parking and the effect of new developments should continue and be improved where possible

Table 3.1: Option Groupings

The Transport Strategy for Grantham

Chapter 4: A Vision to Work Towards

Any Strategy needs to contain a clear description of what it is trying to achieve, as well as proposing how it will be achieved. The Transport Strategy for Grantham contains a 'vision' of how Grantham will look in the future if the Strategy is successful. This vision is intended to guide all investment within the town through the years ahead.



This vision that the Strategy will achieve is described in 15 different statements, which were developed and refined by the study team during the study process. These have been known throughout the study as outcomes, since they are statements which set out the desired results or outcomes of the Strategy if it is fully implemented.

Shared Priorities for Transport

- Tackling Congestion
- Delivering Accessibility
- Safer Roads
- Better Air Quality

Table 4.1: Shared Priorities for Transport

'Shared priorities' are a series of initiatives introduced through agreement between Central Government and the Local Government Association. They balance Central Government's

interest in seeking improvements in key public services at a national level, such as transport, with the importance of local needs and priorities.

The Strategy Outcomes are fully aligned with the government's four shared priorities for transport, which are listed in Table 4.1. The Outcomes are shown in Table 4.2.

The Strategy Outcomes

- Reduced private vehicle levels on streets in the town centre area
- Safer environment with increased pedestrian space and facilities
- Improved management of on and off-street parking
- Sufficient parking provided to aid the economic success of the town centre
- Improved reliability of bus services
- Improved levels of bus services accessible to all users
- Improved connectivity between bus and rail
- Improved waiting environment for public transport users at key locations
- Clear and attractive links between public transport services and the town centre
- Reduced number & severity of bridge hits
- Maximised efficiency of key junctions
- Increased level of walking & cycling trips throughout the town
- Reduced proportion of car trips to all new developments
- Economic growth achieved alongside an increase in sustainable travel
- Improved air quality within the Air Quality Management Area

Table 4.2: Strategy Outcomes

Chapter 5: Introducing Specific Short-Term Improvements

Introduction

During the study process, it became clear that certain things could be done in the short term which would be important for the future of the town in various ways. It is proposed that all of these schemes are carried out by 2011 and that they are funded from money received by LCC through the LTP process. They consist of five key measures, as outlined below.

Improvements to Town Bus Services

This could be achieved by working with local bus operators to provide frequent and reliable services to key points around the town using low floor buses that are accessible to all. Raised kerbs, bus stop flags and timetable boards will complement the routes.



Review and improve all signing

A full review is necessary in order to identify the specific areas in which improvements are required to signing, particularly to car parks and for visitors coming to or through the town. This will ensure that the signing is still appropriate and that all drivers have confidence in the route they are taking and the signs they are following.



Review and improve walking & cycling routes

It is vital to provide people with high quality routes to walk or cycle along if they are to be encouraged to lead healthy active lifestyles and to use their cars less. The areas identified for improvement by the review should be addressed as a priority.

Implement town centre traffic management schemes

This could involve a large number of potential schemes, such as the proposals to remove traffic from Market Place or to introduce delivery restrictions. However, specific schemes are yet to be confirmed and depend on local agreement and approval.

It is vital to provide people with high quality routes to walk or cycle along.

The Transport Strategy for Grantham

Review bridge protection systems

Tall vehicles hitting the low bridges in Grantham causes problems through delays to traffic, delays to rail passengers and potentially expensive repairs to the bridge. Whilst a relief road, if constructed, would create an alternative route around the town for HGVs on certain routes (see Chapter 6), this will not remove all large vehicles from Grantham.



Network Rail have carried out feasibility work on reactive signing for two of the four low bridges, Barrowby Road Rail Bridge and Springfield Road Rail Bridge. Reactive signs give early warning to overheight vehicles that they need to seek an alternative route. If these reactive signing schemes were to be implemented the number of 'bridge hits' at these sites may be reduced and they could be extended to the other two low bridges if successful. If these reactive signing schemes are not installed then a more effective permanent solution could be implemented at Barrowby Road Rail Bridge, by lowering the road so that all vehicles can pass under it safely.

Chapter 6: Pursuing Funding for New Roads

Introduction

A new road, particularly a relief road, can result in greatly reduced traffic congestion in the places it bypasses. However, it can also result in many more journeys being made by car, which can lead to the traffic congestion slowly increasing back to the level it was before the relief road was built. Any new road is also a very complex and expensive project, which means that the whole process of agreeing where it should go, assessing its impact, gaining planning permission, finding sufficient funding, buying necessary land, designing and finally building it can take many years.

Despite all of this, it is considered that a town such as Grantham would benefit from certain new roads. All of these roads are likely to take some time to be built and it is proposed that they would be funded using money obtained from private developers as part of the planning conditions for large new developments around the town. This is necessary due to limited County Council funds and Central Government funding.

East-West Relief Road

In Grantham, the number of large lorries unavoidably passing through the town makes a relief road on the A52 very desirable. The Strategy proposes that an East-West relief road is implemented as soon as possible in order to tackle this problem. This may take a number of years, but the process towards securing a relief road has already begun, with detailed discussions currently underway with developers regarding potential funding. This process should continue forwards.

However, although Grantham will benefit from a relief road, it is clear that the relief road alone will not solve the town's traffic problems. All of the other improvements which the Strategy proposes will need to be carried out if the traffic situation as a whole is to be improved.



Figure 6.1: Possible route of East-West Relief Road

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The Transport Strategy for Grantham

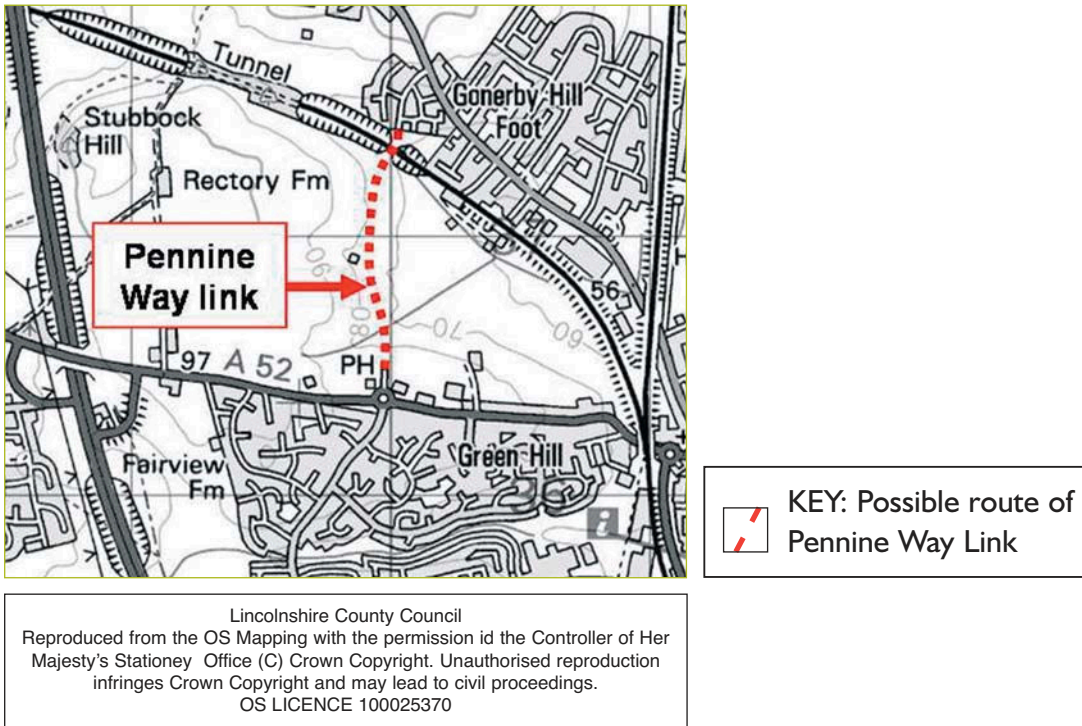


Figure 6.2: Possible route of Pennine Way link

Pennine Way link

This link would connect Barrowby Road with Gonerby Road. It is proposed that it would be built as part of the planned Poplar Farm development. It would mainly act as an access road for the new houses, but would also help to reduce congestion in the town, particularly at the busy Premier Court gyratory.

Other junction improvements

There are certain changes that can be made to junctions to try and reduce the queues at busy times. However, the Strategy recognises that there is a limit to how much work can be done to junctions in the town to improve the flow of traffic. It is still important to make improvements to junctions when the opportunity arises and where it can be shown to be the best use of money in the long term.

It is still important to make improvements to junctions when the opportunity arises.

Chapter 7: Making the Most of Redevelopment Opportunities

Introduction

The Grantham Town Centre Masterplan, which is being developed by SKDC, proposes certain specific areas for redevelopment within or close to the town centre. These are unlikely to be primarily transport schemes, but will still have a potentially large impact on transport in the town. It is anticipated that these schemes will be paid for by the developers who propose them, together with other funding as required, but it is likely to be after 2011 when they are built.

The proposed areas for redevelopment include:

- Castlegate
- Greyfriars
- Greenwoods Row
- Wharf Place
- Station Point
- Market Place
- Westgate
- High Street

The Study was carried out prior to Grantham obtaining “Growth Point” status. This will, subject to funding, enable the town to grow quicker than envisaged, with over 3,000 homes being built by 2016 and the population rising to 48,000. It is believed that this increase does not significantly effect the recommendations contained in the Strategy, but it is likely to offer funding opportunities through developer contributions.

Bus Station

As part of SKDC’s Town Centre Masterplan, the area known as Wharf Place, which includes the present bus station and the post office is being considered for a major new retail development. This Strategy proposes that any new development

in this area should include plans for a new bus interchange facilities within the central area of the town.

Details about what kind of facility this should be, and how big, will be discussed and confirmed as the planning progresses.



Improved rail station access

The area around the rail station and up to Wharf Road does not provide an attractive ‘gateway’ feel to the town for people arriving by train. A new development known as Station Point is proposed in this area as part of the Masterplan which could create a far more welcoming environment. This Strategy proposes that any new development in this area should include consideration of access to the rail station for all modes of transport, the creation of good pedestrian links between the rail station and the town centre, and other measures to counteract the isolation of the rail station from the rest of the town.



The Transport Strategy for Grantham

Chapter 8: Influencing Public Transport Operations

Introduction

Most of the bus and rail services serving Grantham are commercial services which are run by private companies such as CentreBus and Central Trains. LCC has some influence over how those services are run, but as these are commercial operations there is a limit to this influence and to how much funding is available to run additional services that may be required. The Strategy proposes that the public transport companies operating in the town are engaged by LCC and SKDC wherever possible to improve services that the transport companies provide. They should also be encouraged to work with the local authorities to create a more integrated transport network.

These proposals have no specific timescale but they will continue to be pursued so that all opportunities to improve transport through partnership working between the public and private sector can be taken. The following are particular areas where it is considered that this should occur.



Encourage bus operators to serve the rail station

It will not be possible for all bus services in Grantham to serve the rail station, but certain bus routes could be extended so that they stop at the rail station as well as the bus station. This would require some changes to the road layout in front of the rail station and would have to be shown to be commercially viable, but would encourage more people to use public transport for their entire journey.



Support improvements to the Poacher Line Community Rail Partnership

The Nottingham-Grantham-Skegness line, known as the Poacher Line, is in need of investment in order to maintain and improve the services along it. LCC is fully supportive of this line, and the Strategy proposes that this investment is pursued wherever possible.

Chapter 9: Managing Transport and Planning Processes

There are many ongoing activities which relate to the day to day running of transport in Grantham. The Strategy recognises the importance of each of these things and proposes the following:

Introduction of residents' parking schemes

It would be possible to introduce effective schemes if Decriminalised Parking Enforcement (DPE) was introduced in Lincolnshire. This would transfer enforcement powers for on-street parking from the police to local authorities, which would normally be carried out by the parking attendant who currently controls off-street parking. The County Council are working with all seven District Councils to consider the feasibility of introducing DPE. If the authorities in Lincolnshire decide to introduce DPE it would not be in place until at least 2009.



Improvements to town centre parking

The new car park at Welham Street, which opened in August 2007 will provide around 300 spaces for people using the town centre, but the ongoing management of parking with specific improvements as necessary is vital to make Grantham a vibrant and attractive place to visit.



Management of planning process

Any developments which are proposed in Grantham will increase the pressure on the transport network within the town, but the planning process ensures that developers make an appropriate contribution to the improvement of that network. This process needs to be managed effectively so that the improvement which results from new development is the best possible for the long-term future of the town.

Third party contributions may be sought from all development sites to assist in the delivery of the whole programme.

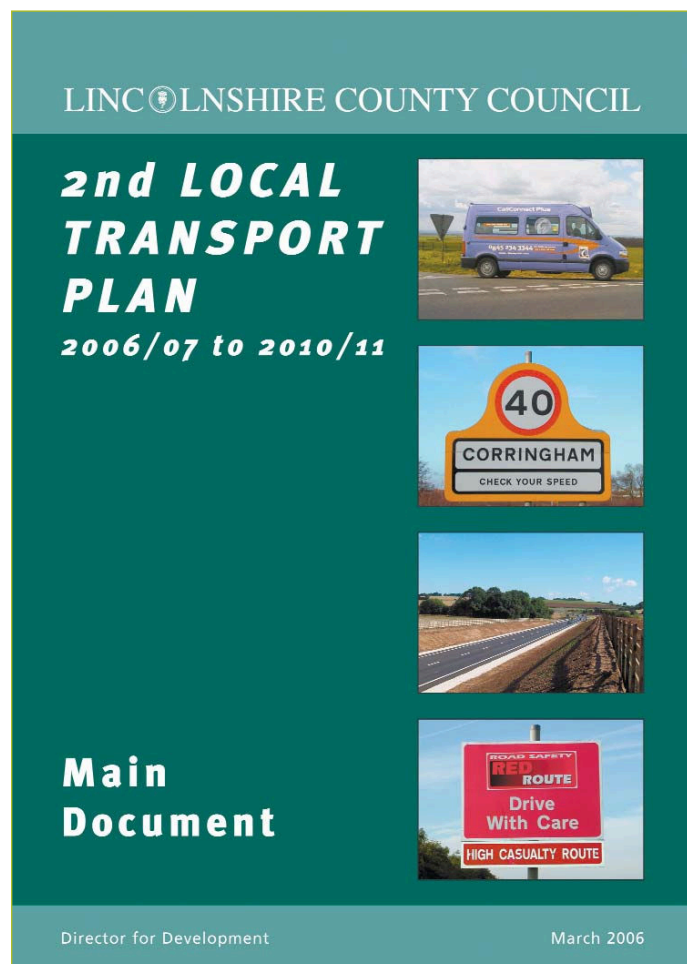


The Transport Strategy for Grantham

Chapter 10: Delivery and The Way Forward

Alignment with Other Processes

The importance of integrating the Strategy with LCC's 2nd LTP and the SKDC Town Centre Masterplan and emerging Local Development Framework, which details the planning and land-use policies and aspirations, has been of paramount importance throughout the process to ensure integration and partnership working between the two Councils.



Funding

There are various forms of funding which are required for different types of transport schemes, but they can be grouped into three areas: capital funding, revenue funding and other funding, as described in Table 10.1.

Funding Sources for Transport Schemes
<ul style="list-style-type: none">• Capital funding – this is used mainly for new transport infrastructure or major improvements. It comes primarily from Central Government via the LTP process, which includes bids for sums over £5 million, but also from the County Council's own capital resources• Revenue funding – this is used for ongoing spending on transport, such as routine maintenance or support for bus services. The majority of this funding comes from Government grants, council tax and business rates• Other funding – this can be used for many different schemes, subject to various conditions. It includes funding obtained from private sector developer contributions secured through the planning process, SKDC funding, European and Regional funding and specific Government grants

Table 10.1: Funding Sources

As part of the LTP process, LCC bids for funding from Central Government for transport improvements across the whole of Lincolnshire. As a consequence, the allocated funding is not just focussed on the Grantham area. The allocated LTP funds are not sufficient to deliver all of the improvements proposed by the Strategy, and so a key issue for the delivery of the proposed improvements is to identify other potential sources of funding and the extent of their availability.

A previous bid for Central Government funding for the East-West Relief Road was unsuccessful due to its relatively low value for money when compared with other projects around the country. As a result, it is proposed that all of the large scale infrastructure proposals within the Strategy will be funded through developer contributions from the private sector.

Delivery

The range of transport improvements proposed within the Transport Strategy for Grantham are shown in Table 10.2. The table shows possible funding sources and an estimated timescale for delivery, whether in the short term (up to 2010), the longer term (2011 to 2021 and beyond) or in an ongoing manner. This provides an effective means of implementing the transport infrastructure required to deliver the Strategy Outcomes identified in Section 4. In addition, it clarifies the investment priorities required to support the regional and local growth aspirations for Grantham.

Scheme or Measure	Proposed Timescale	Proposed Funding Source
Improve local public transport services	Short-term	LTP/Developer
Signing review and improvements	Short-term	LTP
Walking & cycling review and improvements	Short-term	LTP
Town centre traffic management	Short-term	LTP
Streetscene improvements	Short-term	LTP/SKDC
Bridge protection systems	Short-term	LTP
East-West Relief Road	Long-term	Developer
Pennine Way link	Long-term	Developer
Other junction improvements	Long-term	Developer
Bus Interchange Facilities	Long-term	Developer/SKDC
Improved rail station access	Long-term	Developer/SKDC
Bus operators encouraged to serve the rail station	Ongoing	Various
Improvements to the Poacher Line	Ongoing	Various
Consideration of introduction of residents' parking	Ongoing	Various
Improvements to town centre parking	Ongoing	SKDC
Management of planning process	Ongoing	LCC/SKDC

Table 10.2: Summary of Options

The Transport Strategy for Grantham

The Strategy needs to be financially flexible and able to react to a constantly changing political climate in terms of available Government funds for transport and also the level of uncertainty regarding the extent of available developer contributions.

Priorities within the Strategy for the short term (up to 2010) have been identified through consideration of pertinent policy documents, technical analysis and consultation with the general public and other interested parties. Those elements of the Strategy identified as longer term priorities remain fundamental to achieving the Strategy Outcomes to help reduce congestion, encourage public transport and to improve accessibility, the environment, safety, the economy and quality of life within Grantham by 2021 and beyond.

Delivering the proposed improvements and desired outcomes of the Strategy within the identified timeframes will be challenging and some elements will be subject to funding issues outside the direct control of LCC and SKDC. However, both authorities are committed to achieving the outcomes identified within this Strategy document.

Monitoring and Review

The Strategy will be monitored as part of the LTP process. A review will be undertaken every five years, or whenever any major changes occur at a local, regional or national level. These reviews will include monitoring and evaluating the success of the Strategy in tandem with the LTP itself and will identify any need for a change in the Strategy.

Glossary

Abbreviations

DPE	Decriminalised Parking Enforcement
LCC	Lincolnshire County Council
LTP	Local Transport Plan, which sets out the transport strategy and programme for the period 2006/07 to 2010/2011
SATURN	Specialist traffic modelling assignment software
SKDC	South Kesteven District Council
TN	Technical Note
VISSIM	Specialist traffic modelling microsimulation software

Other Terms

Developer	A private sector organisation looking to build any new development, including houses, offices, shops or warehousing. As part of the planning process for any development, LCC can negotiate for the developer to contribute funding towards the provision and maintenance of the surrounding infrastructure, which can be used to pay for transport schemes
Option	A scheme or measure considered as part of the study process
Outcome	A desirable situation which the Strategy is intended to achieve
Stakeholders	Specific people or organisations who have a particular interest in or are responsible for some form of transport in Grantham

Appendix A: Documents Produced During Study Process

The following documents were produced during the Grantham Transport Study and support this document, which forms the final report to the study. All of these documents can be either viewed or downloaded from the study's section of the LCC website (www.lincolnshire.gov.uk/gts).

- Consultant's Brief (October 2005)
- TN1: Policy Review (January 2006, revised July 2007)
- TN2: Stakeholder Reference Group Event Summary (January 2006)
- TN3: Problems & Issues (January 2006)
- TN4: Option Appraisal (July 2006)
- TN5: Emerging Strategy (July 2006)
- TN6: Phase 2 Consultant's Brief (July 2006)
- TN7: Traffic Modelling (July 2007)
- TN8: Further Option Appraisal (August 2007)
- TN9: Public Consultation (July 2007)

Appendix B: Stakeholders Consulted During Study Process

Key Stakeholders

Abacus Coaches
Access Ability Grantham
Barrowby Parish Council
Belton and Manthorpe Parish Council
British Waterways
Central Trains
CentreBus Ltd
Confederation of Passenger Transport
Lincolnshire RoadCar (Stagecoach)
Cycle Lincs
DEFRA
Dept. of Transport (Rail)
Earlesfield Community Forum
East Midlands Development Agency
East Midlands Regional Assembly
English Heritage
English Nature
Environment Agency
Federation of Small Businesses
Freight Transport Association
GNER
Government Office for the East Midlands
Grantham and District Road Users Association
Grantham Business Club
Grantham Civic Society
Grantham College of Further Education
Grantham Residents Action for a Bypass (GRAB)
Grantham Town Centre Management Partnership
Grantham Town Centre Residents Group
Grantham Town Centre Residents Group
Grantham Town Neighbourhood COMPACT
Grantham West & Earlesfield Compact
Great Gonerby Parish Council
Harlaxton Parish Council
Hull Trains

Kymes Coaches
Lincolnshire Ambulance Service
Lincolnshire Chamber of Commerce and Industry
Lincolnshire Constabulary
Economic Regeneration (Lincolnshire
County Council)
Lincolnshire Enterprise
Lincolnshire Fire and Rescue
Little Ponton and Stroxtton Parish Council
Londonthorpe and Harrowby Without
Parish Council
Marshalls
National Farmers Union
Network Rail
Old Somerby Parish Council
Paul James Coaches
Pulfrey Coaches
Road Haulage Association
Sleafordian Coaches
Sustrans
Translinc
Travel Wright
University Square Residents Association
Welby Parish Council
A C Williams
West End Travel
Springfield Park Properties
Freight Transport Association
Prince William of Gloucestershire Barracks
Wm Morrisons
Asda
Sainsburys
G W Padleys Ltd
Wordsworth Holdings plc
Vacu-Lug Traction Tyres Ltd
Recipe Dish Co. Fenland Foods
Downtown Oldrids
Grantham Investments
Buckminster Trust Ltd
Autumn Park Properties

The Transport Strategy for Grantham

Community Rail Partnership

Team Leader Community Rail Development

National Trust

Schools

Ambergate

Belmont Primary School

Belton Lane Primary School

Central Technology School

Cliffedale Primary School

Dudley House School

Earl of Dysart Primary School

Gonerby Hill Foot Primary School

Grantham and Kesteven Girls School

Grantham Church High School

Grantham College

Grantham Preparatory School

Grantham Spitalgate Church of England Primary School

Harrowby Infants School

Huntingtower Primary School

Little Gonerby Infants School

The Phoenix School

Sandon School

St Hugh's

St Mary's Catholic School

St Sebastian Primary School

The Kings School

Walton Girls School

Churches

Baptist Church Grantham

Central Methodist Church

Church of Epiphany

Church of the Ascension

Grantham Buddhist Group

Grantham Christian Fellowship

Harrowy Lane Methodist Church

Salvation Army

Seventh Day Adventist

St John the Baptist, Londonthorpe

St John the Evangelist, Manthorpe

St John the Evangelist, Spitalgate

St Mary's Roman Catholic Church

St Wulframs Church

United Reformed Church

Elected Representatives

Quentin Davies MP

Mr D Clark MEP

Mr C Heaton-Harris MEP

Mr R Kilroy-Silk MEP

Mr R Helmer MEP

Mrs Glenis Willmott MEP

Mr W Newton Dunn MEP

Councillor L Steptoe

Councillor Mrs E R Chapman

Councillor E Chapman

Councillor A Davidson

Councillor C Farrar

Councillor M Hill

Councillor J Hurst

Councillor William Webb

Councillor Wheat

Councillor M G Williams

Councillor Pam Bosworth

Councillor Paul Carpenter

Councillor George Chivers

Councillor Nick Craft

Councillor Dorrien Dexter

Councillor Yvonne Gibbins

Councillor Stephen Hewerdine

Councillor John Hurst

Councillor Fereshteh Hurst

Councillor Mrs Rosemary Kaberry-Brown

Councillor Albert Kerr

Councillor Mano Nadarajah

Councillor Alan Parkin

Councillor Norman Radley
Councillor Robert Shorrock
Councillor Ian Stokes
Councillor Michael Taylor
Councillor Jeffrey Thompson
Councillor Frank Turner
Councillor Graham Wheat
Councillor Mrs Mary Wheat
Councillor Mike Williams
Councillor Avril Williams
Councillor Paul Woods

Taxi Firms

A I Taxi Enterprise
Amber Cabs (Grantham)
Mr Arnold Noel (Taxi Company)
Can Cabs
Clapham Contract Hire
Colin's Cab (Grantham)
Dave's Taxis (Grantham)
Discount Cabs (Grantham)
Mr S Dodwell (Taxi Company)
Foston Cabs
G B Taxis
M G Gilbert (Taxi Company)
Glenside Taxis
Grab-a Cab
Grantham Taxi Co Ltd.
Mr Gwyther (Taxi Company)
J L F Ltd
Mr C Lawrence (Taxi Company)
Lincs Private Hire
Links Taxi (Grantham)
Lloyd's Taxi
P & C Taxis
Mr A Pettit (Taxi Company)
Mr D Phillips (Taxi Company)
QASC (QA) Taxis
Mr M F Rolfe (Taxi Company)

R'S Car
S Taxis
Mrs B P Smart (Taxi Company)
Target Taxis
Telstar Taxis

Other Organisations

Grantham Journal
Advance Housing and Support Ltd
Bickford Ltd
Grantham Mind
Grantham Learning Disability
Lincolnshire Partnership NHS Trust
Muir Group
Nacro Community Enterprises Ltd
Nottingham Community Housing Association
Raglan Housing Association
AccessAbility Grantham
Church Trees Club for the Younger Disabled
Community Care for the Elderly
Earlsfield Youth Centre
Family Centre
Forget-me-not Day Centre
Friendship Club
Grantham Connexions Branch
Grantham Youth Centre
Home Start Grantham
Age Concern
Civil Service Retirement Fellowship
Ladies Probus Club of Grantham
Grantham Mothers Group
Diabetes UK Grantham Branch
Grantham and District Mencap
Grantham and District PHAB Club
Grantham Deaf Club
Grantham Lynx Handicapped
Grantham Mind
Grantham Self Help Blind Group

The Transport Strategy for Grantham

Grantham Social Club for the Blind

Grantham Stroke Club

Kesteven Blind Society

Scope around Grantham

Stroke Association (Dysphasia Support)

ADHD Support Group

Alzheimer's Society Grantham and Rural Areas

Association for Spina Bifida and Hydrocephalus

For further information please contact Lincolnshire County Council's Technical Services Partnership on 01522 782070 or at technicalservices@lincolnshire.gov.uk

Lincolnshire County Council 01522 782070

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مندرجہ بالا ٹیلیفون نمبر پر رابطہ کریں۔

REPORT TO CABINET

REPORT OF: Portfolio Holder, Housing and Organisational Development

REPORT NO: HST25

DATE: April 2009

TITLE:	South Kesteven District Council – Private Sector Financial Assistance Policy 2009-11	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Councillor Paul Carpenter Housing & Organisational Development Portfolio	
CONTACT OFFICER:	Teena Twelves 01476 406063 Email: t.twelves@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required: No
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	HST 12 Private Sector Financial Assistance Policy 2007/09 February 07 HST 17 Empty Homes Policy January 08 HST 21 Property Charges on Disabled Facilities Grants September 08	

1. RECOMMENDATIONS

(a) It is recommended that the attached is adopted as the Council's private sector housing renewal assistance policy for 2009/10 and 2010/11 subject to available funding;

(b) It is recommended that decisions on the application of discretionary policy should be delegated to the Portfolio Holder for Housing.

2. PURPOSE OF THE REPORT/DECISION REQUIRED

The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 empowers local authorities to give financial assistance to improve living conditions in the private sector in order to meet local people's housing needs. The attached policy, being an update of the Council's existing policy for 2007/2009, proposes the continuation of a number of

schemes that fit with a range of both national and local priorities. Changes and updates made to the 2007/09 policy are:

- The introduction of a discretionary element for disabled facilities grant awards in accordance with Section 23 (2) of the Housing & Regeneration Act 1996
- Additional conditions relating to the award of empty property grants covering the need to consider that the property to be available for letting to someone off the Council's Housing Register for a period of up to 3 years
- The inclusion of other conditions as introduced by legislation e.g. mandatory DFG awards increasing to £30k and the imposition of property charges for certain DFG awards as agreed in September 2008 as part of report number HST12.

3. DETAILS OF REPORT (SUMMARY – USE APPENDICES FOR DETAILED INFORMATION)

The Council is required to have a suitable policy in place to regulate its spending under the Act mentioned above. The attached policy targets the financial assistance available from the Council to the areas where priorities are best met. These include affordable housing, homelessness and decent homes. The policy covers mandatory areas such as disabled facilities grants, refers to other national schemes such as Warmfront and outlines a number of discretionary areas for council funding subject to availability. A range of conditions such as eligibility, repayments and charges to properties are detailed within the policy document. All the above accords with the Council's Quality Living priority theme.

The addition of a discretionary grant award element for DFGs is to provide greater flexibility in achieving outcomes for applicants. Recent cases and applications have shown that in cases where the proposed solution is likely to exceed the maximum mandatory amount, this is usually by an amount of less than £10,000.

4. OTHER OPTIONS CONSIDERED

The Council is required to have an appropriate policy in place in accordance with legislation; following the last private sector stock condition survey across the district the Council has had a commitment to improve poor quality housing where and when resources allow. Areas such as mandatory Disabled Facility Grants (DFGs) require by their very nature a financial commitment from the council. Government commitment is to reduce the number of non decent homes occupied by vulnerable households in accordance with PSA 7; similarly there is a drive to bring more empty homes back into use as there is an increased need for housing. Funding

from regional and national government is readily available to support programmes of assistance and the Council has been successful in leveraging in over £750k in the past 2 years.

Whilst there is no specific requirement for the Council to provide financial assistance in certain areas covered by this policy the Council recognises it would be failing in its role as a housing enabler if it were not to use its wide ranging powers for housing renewal to benefit the health and well being of its residents and to improve the district as a whole.

5. RESOURCE IMPLICATIONS

The Council's currently provides £500k per annum within its General Fund capital budget for disabled facilities grants which is underpinned by specific grant funding from Government of £254k in 2009/10. Any awards made as a discretionary DFG are subject to budget availability.

The Council has been awarded £506k by the East Midlands Regional Assembly for 2009/10 as an allocation for private sector renewal. In addition to this the Council has provided £100k from its own capital resources to provide funds for work around empty homes and energy efficiency.

Some of the funding from regional government is able to be used for the staffing resources to deliver the grants.

6. RISK AND MITIGATION (INCLUDING HEALTH AND SAFETY AND DATA QUALITY)

The Council is clear that some of its private sector renewal financial assistance is subject the availability of resources. The main risk is therefore managing the expectations of applicants as regards the availability of grants. This is mitigated by active and on-going management of the resources on a month by month basis and reporting to and consideration by the Council's Capital Asset Management Group.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

This policy addresses the needs of vulnerable households and those with disabilities. Mandatory grants are provided in line with statutory conditions, and in including within the policy the facility to provide discretionary grants, consideration has been given to ensuring that funding is targeted at those most in need of assistance by determining their financial circumstances and only by offering grants where the relevant criteria are met.

8. CRIME AND DISORDER IMPLICATIONS

There are no significant crime and disorder implications

9. COMMENTS OF SECTION 151 OFFICER

The Council has approved a capital budget of £500K for the financial year 2009/10 and has received a grant of £254K from Government in respect of the statutory awards of £30,000 (per case). It is important that any discretionary 'top up' above the statutory amount is clearly demonstrable and follows the local policy. I would recommend that where a discretionary top up is awarded then either this is delegated to the Corporate Head for Sustainable Communities or the relevant Portfolio Holder.

10. COMMENTS OF MONITORING OFFICER

If the council is to introduce a discretionary element for disabled facilities grants, criteria must be established for the use of that discretion. Members should make the recommendation to enable the necessary change to be made to the Constitution via the Constitution Committee for approval of the change in the constitution by Council.

11. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

None.

12. APPENDICES:

Document entitled Private Sector Financial Assistance Policy 2009/11

South Kesteven District Council

Private Sector Housing Financial Assistance Policy 2009/2011

Introduction

The Private Sector Housing Financial Assistance Policy is made in accordance with the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

The purpose of the Policy is to direct the Council's power to give financial assistance to improve living conditions in the private sector in order to meet the housing needs of local people.

The Council's Housing Strategy 2004 - 2009 identified three key priorities for the district –

- Affordable housing
- Homelessness and housing choice
- Decent homes

This Policy provides for a number of schemes in accordance with these priorities through regulating the grant-giving power of the Council in the private housing sector.

The Policy promotes owners' and landlords' responsibility to repair and improve housing conditions by offering loans/ grants and referring people for other available assistance.

Objectives

The Policy aims to give financial assistance to local residents to improve housing conditions to meet the following objectives.

1. Bring 260 non decent homes to decent homes standard every year;
2. Ensure 70 households with people with mobility problems or special needs can continue to live in their own homes;
3. Work to eliminate fuel poverty within vulnerable households;
4. Bring 15 empty homes back into occupation every year.

Grants detail

Mandatory Disabilities Facilities Grant (DFG)

Purpose of assistance	Section 23(1) of the Housing & Regeneration Act 1996 states that the Housing Authority must approve a grant for eligible works. These include facilitating access to and from the dwelling, facilitating access to a room used as or usable as the principal family room; facilitating access to a room used or usable for sleeping, or providing a room for the disabled person; facilitating access to toileting and bathing facilities, or providing such facilities, and facilities for the preparation and cooking of food. This section sets out to provide assistance for those circumstances and to provide specialist adaptations to enable disabled persons to live safely in their own home.
Main objective	2
Eligible persons	Any disabled person, owner occupier or tenant, with a qualifying referral from the Lincolnshire County Council Occupational Therapy service.
Eligible properties	A permanent or legal residence including dwellings, mobile homes, caravans and houseboats which is the primary or sole residence of the applicant.
Eligible works	<p>Eligible work specified according to the referral from the Lincolnshire County Council Occupational Therapy service, subject to the Council's assessment of its reasonableness and practicality.</p> <p>The referral will cover essential work to provide access or facilities for personal care, including bedroom and kitchen facilities, and works to improve safety.</p> <p>The work must be necessary and appropriate to meet the needs of the disabled person as detailed by Occupational Therapy services.</p> <p>The works must be reasonable and practical having regard to the age and condition of the dwelling or building.</p>
Priority system	<ol style="list-style-type: none"> 1. access to the home 2. access to toileting 3. access to bathing facilities 4. kitchen adaptation

	<p>5. access to garden</p> <p>(Consideration will be given to individual cases when applying the priority system)</p>
Maximum grant	£30,000
Means test	All applications are subject to a test of financial resources of eligible persons, apart from applications made on behalf of children under 19 as these are exempt from means testing.
Conditions	<p>Responsible parties must notify the Council if the person who received the grant no longer resides in the property or ceases to use any portable equipment which is provided through grant aid assistance within 10 years of completion of the works funded by grant aid.</p> <p>The Council will carry out an assessment to see if it is practically possible to recycle any portable equipment for another disabled facilities grant application.</p> <p>For the grants with a value greater than or equal to £10,000, and where additional floor space is created within the property, a Local Land Charge will be placed on the property for 10 years from the date the grant-aided work is completed.</p>
Repayment condition	<p>If the property is sold within 10 years of completion, a sum may be repayable upon disposal.</p> <p>The criteria for repayment are set out within paragraph 3 (2) of the Disabled Facilities Grant (Conditions relating to approval or payment of grant) General Conditions 2008. These criteria will be applied to determine whether or not a grant should be repaid on disposal of a property.</p>

Discretionary Disabilities Facilities Grant (DFG)

Purpose of assistance	<p>Section 23(2) of the Housing & Regeneration Act 1996 states that the Housing Authority may approve a grant for 'making the dwelling or building suitable for the accommodation, welfare or employment of the disabled occupant in any other respect'. This section sets out to provide assistance for those circumstances.</p> <p>The areas where the Council may award a discretionary grant include:</p> <p>(a) To provide for small scale adaptations to either fulfil needs not covered by mandatory DFGs or in exceptional circumstances to avoid the procedural complexities associated with mandatory DFGs to deliver a speedy remedy for very urgent adaptations.</p> <p>(b) To provide a top up to a mandatory grant award where:</p> <ul style="list-style-type: none"> (i) the works exceed the mandatory limit, or where for whatever reason the applicant cannot afford their required contribution to a mandatory grant; (ii) works are recommended that are not eligible for a mandatory grant under Section 23(1) of the Housing and Regeneration Act 1996 but which may include areas such works to provide more satisfactory living arrangements for a disabled applicant having regard for other members of the household or possibly providing extra space to provide a complete solution to the needs of the disabled person. <p>(c) To offer payment to assist people to move to more suitable accommodation</p>
Main objective	2
Eligible persons	The eligibility criteria are as for the Mandatory DFG
Eligible properties	The eligibility criteria are as for the Mandatory DFG.
Eligible payment	The cost of adaptation to meet the requirement specified in the OT specification, in accordance with the Council's standard specification and standard costs.
Maximum grant	Awards will normally be limited to a maximum of £10,000 for discretionary grants although the Council

amount	has the discretion to determine a reasonable amount in excess of this in exceptional circumstances.
Conditions	A Local Land Charge will be placed on the property for 10 years from the completion of the property purchase (in the event of relocation) or the completion of the grant aided work.
Repayment condition	<p>The grant must be repaid upon the disposal of the property within 10 years from the completion date of the grant-aided work.</p> <p>The Council reserves the right to determine whether or not it will require any discretionary grant to be repaid.</p>
Other information	<p>Each application is approved on a strict case by case basis.</p> <p>The Council has the discretion to determine the amount of any grant payment taking into account the reasonableness of each case.</p> <p>Discretionary grants are subject to the availability of funding.</p>

Warmfront top up grant

Background	<p>The Warmfront Programme is a national scheme to install grant-aided energy efficiency measures in owner occupied or privately rented homes.</p> <p>The programme has its criteria of eligible persons, and is administrated independently from the Council.</p> <p>Warmfront Grant has a maximum of £2700, or £4000 for oil central heating. The Council funds a Warmfront Top-up Grant, where the Warmfront grant does not cover all the costs of the works.</p>
Main objective	1, 3
Purpose of assistance	<p>To install grant-aided energy efficiency measures to people's homes</p> <p>To improve thermal comfort of vulnerable people.</p>
Eligible persons	Households who have received Warmfront Grant confirmation, which identifies a client contribution to be paid.
Eligible work	Strictly in accordance with the Warmfront Programme, related to and evidenced by the Warmfront grant confirmation letter.
Grant	<p>Strictly in accordance with the client excess amount specified in the Warmfront Grant Confirmation letter, up to £2,000 maximum.</p> <p>For example, the grant is £200 if the client excess is £200; the grant is £2,000 if the client excess is £3,000.</p>
Condition	There are no conditions attached by the Council to the Warmfront top up grant.
Other information	See the Warmfront scheme leaflet.

Better Homes Grants for vulnerable households

Purpose of assistance	<p>To reduce the number of non decent homes</p> <p>To increase the number of vulnerable people living in decent homes</p>
Main objective	1
Eligible persons	<p>Owner occupiers or private tenants, who are in receipt of one or more of the principal income related or disability benefits –</p> <ul style="list-style-type: none"> • Income support (Employment and Support Allowance) • Working tax credit • Housing benefit • Council tax benefit • Child Tax benefit (annual income no more than £15,460, subject to change every April) • Pension credit • Income based job seekers allowance • Attendance allowance • Disability living allowance • Industrial injuries disablement benefit • War disablement pension • Incapacity benefits (including Employment and Support Allowance) <p>People who have not received a previous Better Homes Grant, or Decent Homes Grant, within 3 years prior to application.</p>
Eligible property	<p>Private properties are eligible to receive a Better Homes Survey, if they have not received one within 3 years prior to the survey date, and if they were built before 1990.</p> <p>Properties are eligible if the Better Homes Survey identifies elements failing decent homes standards, and could not be rectified by the Warmfront Grant.</p> <p>Properties are not eligible to receive more than one</p>

	<p>Better Homes Survey within 3 years.</p> <p>A permanent, legal and sole residence of the applicant, including dwellings, mobile homes, caravans and houseboats.</p> <p>The applicant should have lived in the property for more than 3 years.</p>
Eligible work	<p>Essential work to bring properties up to and above decent homes standards. Common examples are -</p> <ul style="list-style-type: none"> • Electrical rewires, • Window replacement, • Door replacement. <p>Eligible work does not include heating improvement or repairs. If the property needs heating improvement or repairs, a referral will be made to Warmfront for grant aided work to be carried out. The Warmfront grant is a separate grant from Council's Better Homes Grants.</p> <p>Reasonable and practical works having regard to the age and condition of the dwelling, mobile homes, caravans and houseboats.</p>
Grant	<p>Up to 100% of eligible cost or £5000 maximum per property. No more than one grant for the same property will be considered within a 3-year period.</p> <p>The Council retains the discretion to apply means testing to determine the maximum amount a household is eligible to apply for.</p>
Condition	<p>The property is the sole residence of the applicant. The applicant has lived in the property for at least 3 years prior to the application.</p> <p>A Local Land Charge will be placed on the property and will last for 5 years. The 5 year repayment condition applies.</p> <p>The landlord's consent is required if the property is privately rented.</p>
Repayment condition	<p>The 5 year repayment condition requires the grant to be repaid upon the disposal of the property within 5 years from the completion date of the grant-aided work. The amount is repaid on a sliding scale.</p>

	<ul style="list-style-type: none"> • If sold within one year of completion, the full amount is repayable; • If sold after one year, but within two years of completion, 80% of the full amount is repayable; • If sold after two years, but within three years of completion, 60% of the full amount is repayable; • If sold after three year, but within four years of completion, 40% of the full amount is repayable; • If sold after four years, but within five years of completion, 20% of the full amount is repayable; • If sold after five years, the condition does not apply.
Other information	The grant is subject to Council's funding availability.

Better Homes Loans

Purpose of assistance	To reduce the number of non decent homes
Main objective	1
Eligible person	Home owners not eligible for the Better Homes Grant.
Eligible properties	Same as the Better Homes Grant.
Amount	Up to £5000 maximum per property, subject to any upper limit placed by the Credit Union.
Condition	<p>Same as the Better Homes Grant.</p> <p>If the applicant is a private tenant –</p> <ul style="list-style-type: none"> • Landlord consent is required if the property is privately rented • The loan is granted provided that the landlord is fulfilling the repair obligation to meet statutory minimum requirement • Landlords and tenants are to decide between themselves as to who are responsible for the repayment of the loan • This must be decided before the loan is granted <p>In all cases, the repayment plan will run no longer than 3 years, in accordance with the Credit Union policy.</p> <p>A Local Land Charge will be placed on the property for 3 years from the completion of the work, and any remaining balance must be repaid upon disposal of the property.</p>
Repayment condition	The loan needs to be fully repaid upon the sale of the property.
Other information	The Loan is operated in partnership with Lincoln Credit Union.

Empty homes fund

Purpose of assistance	To bring empty homes back into occupation
Main objective	4
Eligible persons	Eligible applicants must be owners of the empty property or people representing the owners' interest.
Eligible properties	Properties within South Kesteven District. Properties that have been empty for more than 6 months at the time of application, supported by appropriate evidence.
Eligible costs	Eligible costs the Fund could pay for – Capital repair cost to the property. For example: <ul style="list-style-type: none"> • Material costs • Contractor's labour costs Costs not eligible be paid for by the Fund – Professional fees not related to the labour or materials of the improvement work. For example: <ul style="list-style-type: none"> • Estate agent fees • Insurance costs • Surveyor fees • Architect fees
Amount	Up to £3,000 per property
Conditions	The council will carry out a survey at the property following an application. Commitment to carry out the work must be evidenced at the time of application. The property must be brought back into use within 12 months of the fund payment. The Council will require that the property is available for letting purposes and the tenant placed in the property shall normally be nominated from the Council's Housing Register for a period of 3 years at a rent not exceeding the local housing allowance level for the type of property in the relevant area at the time of the grant award.

	A Local Land Charge will be applied to the property.
Repayment condition	The fund is to be fully repaid if the property is not occupied within 12 months of the fund payment.
Other information	Please refer to the Empty Homes Fund application form for more details.

General Conditions of financial assistance

Legal and financial advice

Applicants should seek their own legal advice regarding the Local Land Charge which will be placed on the property and their own financial advice regarding the loan.

Ineligible work

The following works are not eligible for assistance –

- Where the owners have a statutory to carry out the necessary works and it is reasonable in the circumstances for them to do so.
- Repair to any shed, outbuilding, or appurtenances.
- Where the works have started or have completed at the time of enquiry.
- Works expected to be covered by standard housing insurance.
- Works of land drainage.

The Council retains the discretion to assess the eligibility of certain work in complex cases.

Summary

The Policy gives financial assistance to private landlords, tenants and owner occupiers to improve housing conditions within the district.

The Policy promotes owners' and landlords' responsibility to repair and improve housing conditions by offering loans/ grants and referring people for other available assistance.

SKDC

April 2009

Initial Equality Impact Assessment Template

Section: Housing Solutions		Officers undertaking assessment: Kevin Martin Teena Twelves
Name of policy, procedure etc: Private Sector Financial Assistance Policy 2009/11	Date of Assessment: 24 th March 2009	Is this a new or existing policy? Existing Policy updated with additional discretionary provision for disabled facilities grants
Policy Aims		
<p>Briefly outline the policy/procedure/service by putting it into context and describe its aims, objectives and purpose</p> <p>The policy is published for the Council to be able to exercise its powers to improve housing and living conditions in the private sector using grant assistance under the Regulatory Reform Act (2002)</p>		
<p>Who is intended to benefit from the policy?</p> <p>Residents in the private sector requesting assistance to improve the living conditions in their homes.</p>		
<p>Who implements the policy, and who is responsible for the policy?</p> <p>Kevin Martin, Service Manager for Housing Solutions implements the policy. The Council as a whole is responsible for the policy.</p>		
<p>Who are the main stakeholders in relation to the policy?</p> <p>Residents (excluding those who are tenants of SKDC) Lincolnshire Adult & Childrens Services Warmfront Partnership Voluntary agencies South Kesteven District Council</p>		
<p>Are there any other organisations or partners involved in the delivery of the service?</p> <p>Who is the lead or accountable body?</p> <p>South Kesteven District Council is the lead body; other partners include Lincolnshire Adult & Children's Services, Lincolnshire Home Improvement Agency, private contractors and the Warmfront Partnership</p>		

<p>.</p>
<p>Does the policy contribute to the achievement of the Council's Equality and Diversity Policy? Can any aspects of the policy contribute to inequality? Please explain your answer.</p> <p>The policy is in the main targeted towards private sector residents who are classed as vulnerable within the context of legislation. All the assistance identified within the policy is subject to specific eligibility criteria e.g. disability, financial. Means testing is required by legislation.</p> <p>Some of the assistance is available to U19s, some to 60+, some to all age groups.</p> <p>The policy will be delivered equally to all community groups based on needs assessment and thus any potential differential impact is expected to be minimal.</p>
<p>Evidence</p>
<p>What are the existing sources of evidence and mechanisms for gathering data?</p> <p>Needs assessments for such things are disabled facilities grants, warmfront top-up grants and better homes grants are carried by partners outside of SKDC.</p> <p>This information is collected by SKDC and used to facilitate the award of grant assistance.</p> <p>The metadata from this information enables us to carry out equalities monitoring as regards the communities accessing the services under this policy.</p>
<p>What monitoring data is available on the number of people who use the service or are affected by the policy? Who holds this information?</p> <p>As part of our record keeping the Housing Solutions Team keep the relevant information required and allowed under Data Protection as regards those that use the service.</p> <p>.</p>
<p>If no monitoring has been undertaken, will this be done in the future? If so, specify what arrangements you intend to make. If you do not intend to do any monitoring, please provide your reason for this decision.</p> <p>Not applicable</p>
<p>What are the key performance indicators and targets attributed to the policy?</p>

<p>Ni187 Affordable Warmth & increased numbers of households benefitting from warm homes</p> <p>Increased numbers of households living in decent homes</p> <p>No of empty homes brought back into use</p>
<p>What consultation has been carried out with stakeholders and service users previously about the policy?</p> <p>The policy builds on a similar financial assistance policy which ran from 2007/09. Partners from Lincolnshire Adult & Childrens services have contributed to policies around disabled facilities grants, similarly the Warmfront Partnership have been consulted on the policies towards affordable warmth.</p> <p>As this is a financial assistance policy much of it relates to meeting Government aspirations relating to the private sector. The Government carries out wide ranging consultation before defining its expectations through legislation.</p>
<p>Is there any evidence that different groups have different needs, experiences, issues and priorities in relation to the particular policy or function? Please explain your answer.</p> <p>The policy specifically targets vulnerable households. The Occupational Therapy services provide all referrals for adaptation works for the disabled client groups. The Warmfront partnership provide referrals relating to affordable warmth and decent homes.</p> <p>.</p>
<p>Is there any informal feedback from managers, staff or voluntary organisations?</p> <p>There are regular meetings with the Occupational Therapy service at which specific cases are discussed in relation to the Disabled Facilities Grants element of this policy. Similar quarterly meetings are held with the Warmfront service provider. This information has influenced the development of this policy.</p>
<p>Is there a complaints system? If yes, are complaints monitored by race, gender , and disability as a minimum?</p> <p>Yes. Lincolnshire Home Improvement Agency handle complaints relating to disabled facilities cases that they provide advocacy services for. The Warmfront Partnership also have a formal complaints procedure.</p> <p>South Kesteven District Council have a formal complaints system which is used within the Housing Solutions service.</p>

What further evidence is needed to understand the impact upon equality?

On-going monitoring will be carried out. This policy outlines grant assistance which is both demand led and subject to a number of eligibility criteria.

Details of all grant awards are kept as a matter of course.

More information could be sought from the main partners that are the first point of contact with the majority of customers accessing the financial assistance available

Impact

Does the data show different impact upon different groups? What existing evidence is there for this?

Race: None that we are aware of

Gender: As the average lifespan for women is longer than men it is likely that more females than men are using this service in the long run.

Age: Age is not a specific criteria to assess eligibility to the various grant schemes

Religion: None that we are aware of

Disability: Some of the policy relates specifically to disabled facilities grants. The Council is obliged to award certain types of grants under the Housing Act 1996.

Sexual Orientation: None that we are aware of.

Do these differences amount to an adverse impact?

Not in the opinion of those carrying out the assessment

Are there concerns that the policy could have a differential impact on any other groups of people e.g. those with dependants/caring responsibilities, those with an offending past, those with learning difficulties, transgender or transsexual people.
What existing evidence (either presumed or otherwise) do you have for this? Please explain your answer.

No. The financial assistance policy is aimed at those classed as vulnerable. Other professionals such as OTs and Decent Homes assessors visit these customers in their home to assess need in the first instance.

Are there any factors that might account for differential impacts or non-achievement of the policies outcomes, such as barriers that prevent people from fully accessing the service? For example, communication difficulties, physical access, information not being accessible, use of language, childcare responsibilities?

Where there are potential barriers to accessing the service, for example learning disabilities, the end service user is supported in accessing the service by external agencies, such as the Adult Social Care and Occupational Therapy teams.

Future Actions

Should the policy or function proceed to a Full Impact Assessment? (Please explain your reasoning)

Yes. Whilst the policy is aimed at vulnerable households; further analysis and monitoring could be undertaken to understand whether equality and diversity aspects are being met. This would involve asking partners organisations for more information from the customers they come into contact with on our behalf.

ACTION PLAN

Action	Completion Date	Responsibility	
Analyse details around DFG applicants	December 09	Kevin Martin	
Analyse details around Warmfront Top up applicants	December 09	Kevin Martin	
Analyse details around decent homes applicants	December 09	Kevin Martin	
Date Full Impact Assessment should commence April 2009			
Review Date: December 2009			
Review Date			
Review Date			
Signed: Teena Twelves		Date: 24.03.09	