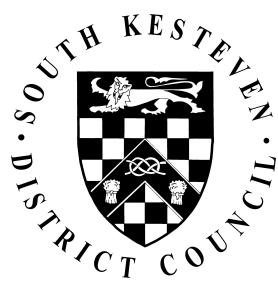


# AGENDA



## CABINET

**MONDAY, 7 DECEMBER 2009**

**11.00 AM**

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

Beverly Agass, 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) and Councillor John Smith (Portfolio: Healthy Environment); Councillor Mike Taylor (Portfolio: Assets and Resources)
Committee Support Officer:	Jenni Gibson 01476 40 61 52 e-mail: <a href="mailto:j.gibson@southkesteven.gov.uk">j.gibson@southkesteven.gov.uk</a>

**Members of the public are entitled to attend the meeting of the Cabinet at which key decisions will be taken on the issues listed on the following pages. Key decisions are marked \*.**

**1. APOLOGIES**

**2. MINUTES**

Minutes of the meeting held on 5 October 2009. **(Enclosure)**

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**3. DECLARATIONS OF INTEREST (IF ANY)**

**4. \*HOUSING ASSET MANAGEMENT PLAN**  
Report Number ASM00122 Portfolio Holder Corporate Governance and Housing.  
**(Enclosure)**

**5. \*COUNCIL TAX BASE 2010/11**  
Report number CHFCS75 by the Corporate Head, Finance and Customer Services.  
**(Enclosure)**

**6. \*FEES AND CHARGES PROPOSALS 2010/11**  
Report Number CHFCS79 by the Corporate Head Finance and Customer Services.  
**(Enclosure)**

**7. USE OF RESOURCES ASSESSMENT 2008/09: FEEDBACK AND SCORES**  
Report number CHFCS073 by the Corporate Head, Finance and Customer Services.  
**(Enclosure)**

**8. FINANCIAL REPORTS FOR 2009/10 - MONITORING INFORMATION AND FORECAST OUTTURN**  
Report number CHFCS074 by the Corporate Head, Finance and Customer Services.  
**(Enclosure)**

**9. PRIORITY ACTIONS AND PERFORMANCE PROGRESS REPORT QUARTER 2**  
Report number POI41 by Portfolio Holder Access and Engagement  
**(Enclosure)**

**10. MATTERS REFERRED TO CABINET BY THE COUNCIL, SCRUTINY COMMITTEE OR THE POLICY DEVELOPMENT GROUPS**

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

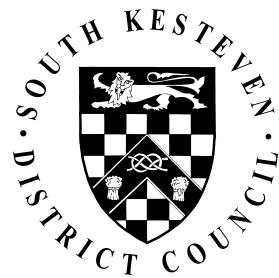
**12. REPRESENTATIONS RECEIVED FROM MEMBERS OF THE PUBLIC ON MATTERS WITHIN THE FORWARD PLAN (IF ANY)**

**13. REPRESENTATIONS RECEIVED FROM NON CABINET MEMBERS**

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

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

# Agenda Item 2



## **MEETING OF THE CABINET** **5 OCTOBER 2009 - 11.00 AM – 11.32 AM**

### **PRESENT:**

**Councillor Ray Auger**  
**Councillor Paul Carpenter**  
**Councillor Mrs Frances Cartwright**  
**Councillor John Smith**  
**Councillor Mike Taylor**

**Councillor Mrs. Linda Neal - Chairman**

**Chief Executive**  
**Cabinet Support Officer**

### **CO39. MINUTES**

The minutes of the meeting held on 7th September were approved as a correct record.

### **CO40. DECLARATIONS OF INTEREST (IF ANY)**

No declarations of interest were made.

### **CO41. \*UPDATE TO CARBON MANAGEMENT PLAN**

#### **DECISION:**

**That delegated authority is given to the Portfolio Holder for Healthy Environment to approve any further changes to the Carbon Management Plan including those amendments made at the meeting.**

Considerations/reasons for decision:

- (1) Report ENV543 by the Healthy Environment Portfolio Holder.  
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- (2) Comments made by the Cabinet at the meeting.
- (3) Comments made by the Communities Policy Development Group at its meeting on 17th September.
- (4) The revised CMP will assist in providing a more accurate measure of the carbon emissions of the Council in the areas identified in report ENV543.

Other options considered and assessed:

The only alternative option open to South Kesteven would be to proceed with the original CMP utilizing the 2005/06 baseline. After a full review of the CMP and its baseline together with consultation across key services within the Council it was decided to proceed with the updating of the CMP baseline. External consultation with fellow district authorities and the Council Council confirmed this course of action to be in line with DEFRA guidance and a joint Lincolnshire approach.

**CO42. \*EAST MIDLANDS REGIONAL PLAN: PARTIAL REVIEW OPTIONS CONSULTATION**

**DECISION:**

**That the response to the East Midlands Regional Plan Options Consultation as set out in report PLA784 be forwarded to the East Midlands Regional Assembly. The response should make clear that with regard to the Spatial Development Options, Option 1 is the preferred Option.**

Considerations/reasons for decision:

- (1) Report PLA784 by the Economic Development Portfolio Holder.
- (2) Comments made by the Cabinet at the meeting.
- (3) Option 1 under the spatial development options would extend the current strategy. Given that the current East Midlands Regional Plan strategy forms the basis for the spatial housing distribution in the Submission Core Strategy, this approach is already supported locally.

Other options considered and assessed:

Do not comment on the Options Consultation – it is considered that this would be inappropriate because it would neglect an opportunity to have an input into policies that will shape the spatial development of the District up to 2031.

**CO43. ADDITION TO THE SOUTH KESTEVEN DISTRICT COUNCIL OFF STREET PARKING PLACES ORDER 2002**

**DECISION:**

- (1) **To approve the proposed South Kesteven District Council Off-Street Parking Places Order 2009 for consultation, as attached to report AFM082 subject to the amendment to include provision for written consent of the Council for specific use of the car park and such consent to be displayed and;**
- (2) **Provided no relevant objections are received, recommends to Council, the making of the Order.**

Considerations/reasons for decision:

- (1) Report AFM082 by the Economic Development Portfolio Holder.
- (2) Comments made by the Cabinet at the meeting.
- (3) At the meeting of the Communities Policy Development Group on 14th May 2009 Members endorsed and recommended to Cabinet the making of the new order.
- (4) To prevent the misuse of the Council's car parks in Grantham, which are not pay and display.
- (5) The Council is unable to vary the existing 2002 order as it is not proposed to use the car parks referred to in the new order as pay and display car parks.

Other options considered and assessed:

- (1) The police verbally communicating with the people misusing the car parks and written communication with the people involved. Despite both the options being carried out, there are still recurrent problems.
- (2) Possession action against the vehicle owners selling their vehicle has also been taken; nevertheless, possession action can only be taken against the registered owner. The registered owner is not the person operating the car sales. Once proceedings have been started the vehicle has been sold or moved from the Council land and different vehicles are put in their place. Possession action in respect of each vehicle will be costly and is not an effective remedy.
- (3) The DVLA have been contacted to pursue un-taxed vehicles. Although the DVLA have recently acquired powers to impound untaxed vehicles found both on and off the highway, they have been unable to take any action in respect of the car parks referred to in report AFM082. In any event some of the vehicles being left on Council car parks are taxed.

**CO44. ANNUAL REPORT 2008/2009**

**DECISION:**

**To approve the 2008/09 annual report subject to any minor amendments being agreed by the Leader and the Corporate Head of Partnerships and Improvements.**

Considerations/reasons for decision:

- (1) Report POI40 by the Leader of the Council.
- (2) The annual report has been produced to communicate information about our priorities, performance and finances in an understandable and accessible way and to complement the other strategic documents produced by the authority.
- (3) The annual report demonstrates to all stakeholders how the Council has used its resources to support the delivery of its services.
- (4) Although there is no specified form for the report, it relates to the Corporate Plan and is recognised as a requirement for good corporate governance.

**DATE DECISIONS ARE EFFECTIVE**

Decisions CO41, CO42 and CO44 as made on 5th October 2009 can be implemented on 14th October 2009 unless subject to call-in by the Scrutiny Committee Chairman or any five members of the Council from any political groups.

Decision CO43 stands referred to Council following the closure of the consultation period.

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

**Contact: Cabinet Support Officer - Tel:**

**e-mail: [@southkesteven.gov.uk](mailto:@southkesteven.gov.uk)**

## REPORT TO CABINET

**REPORT OF:** Cllr Paul Carpenter – Corporate Governance & Housing

**REPORT NO:** AFM00122

**DATE:** 05<sup>th</sup> October 2009

<b>TITLE:</b>	<b>Asset Management Plan – Housing Revenue Account – 2009-2016</b>	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	YES	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	CLLR PAUL CARPENTER – CORPORATE GOVERNANCE AND HOUSING	
<b>CONTACT OFFICER:</b>	L.Banner – Service Manager Asset and Facilities <a href="mailto:l.banner@southkesteven.gov.uk">l.banner@southkesteven.gov.uk</a>	
<b>INITIAL IMPACT ASSESSMENT:</b>	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required:
<b>Equality and Diversity</b>	N/A	N/A
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Local Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>	The Asset Management Plan – 2009-2012	

### 1. RECOMMENDATIONS

*That Cabinet approve the Asset Management Plan – Housing Revenue Account – 2009-2016.*

### 2. PURPOSE OF THE REPORT/DECISION REQUIRED

*The Asset Management Plan for the Housing Revenue Account (HRA) 2009-2016 is based on the objectives and principles of the council's Asset Management Plan 2009-2012.*

*A copy of the Asset Management Plan for the Housing Revenue Account is attached to this report as an appendix.*

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

*The Asset Management Plan for the HRA takes into consideration the priority action plans of the council, in particular the Quality Living Priority Plan, which aims to maintain all council housing at the decent home standard, to improve the energy efficiency of our stock and to deliver value for money and customer satisfaction.*

*The Asset Management Plan aims to complement and inform the business plan and to set out priorities for the improvement of the housing stock.*

*The purpose of the Asset Management Plan is to:*

- *Keep dwellings in good condition in the most cost effective manner;*
- *Bring properties up-to-date and in line with current and projected customer expectations and demand;*
- *Ensure works comply with current and prospective regulations;*
- *Provide a balance between responsive and cyclical repairs and capital investment;*
- *Provide links to lettings, Supporting People, stock improvement and disposals strategies;*
- *Meet the decent homes standard;*
- *Achieve high standards of energy efficiency.*

*The authority has completed a 100% stock condition survey and all information is now held on both the Housing Management System ‘Anite’ and the Asset Management System ‘Apex’. This survey has given accurate information on all properties where access has been available, enabling future planning for both the planned and cyclical schemes. The stock condition survey will also identify the extent of catch up repairs required in the stock. The stock condition information supports the Asset Management Plan and the Business Plan and also enables a financial plan to be developed, which has been completed for both 5 years and 30 years.*

*The Asset Management Plan examines how works are implemented including planned maintenance and capital improvements; responsive maintenance and voids; gas servicing contracts; other service contracts; asbestos works and risk assessments for Legionella.*

*Energy efficiency of the council’s housing stock is a prime objective for the authority and the council’s over-arching Asset Management Plan and the Carbon Management Plan – 2008-2013 underpin these aims. By improving the energy efficiency of the housing stock, a reduction in levels of fuel poverty amongst tenants will result. As part of our stock condition survey SKDC has undertaken an Energy Survey to assess the energy efficiency of our properties against the Standard Assessment Procedure (SAP).*

*Customer liaison and feedback is also a key aspect to the Asset Management Plan. Customer feedback is being sort on priorities for work for the reinvestment programme through consultation and this feedback will be used to ensure that the plan is informed by tenant priorities.*

#### 4. OTHER OPTIONS CONSIDERED

N/A

#### 5. RESOURCE IMPLICATIONS

*The Asset Management Plan includes plans relating to the maintenance of decent homes and other essential over the five year period to which the Plan refers.*

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

##### ***Risk***

*The Asset Management Plan details procedures in place which are reliant upon maintenance of accurate data and upkeep of the system following completion of a 100% Stock Condition Survey in September 2009.*

##### ***Data Quality***

*Every effort is undertaken to ensure rigid data quality checks are carried out.*

#### 7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

*As referred to on page 1 of this report.*

#### 8. CRIME AND DISORDER IMPLICATIONS

*Implications are taken into account of essential works in maintenance of stock.*

#### 9. COMMENTS OF SECTION 151 OFFICER

The proposed Housing Asset Management Strategy will provide the framework to facilitate the formation and delivery of both the revenue planned maintenance and the Housing capital programme. Members are reminded that the financial modelling in respect of the HRA shows financial difficulties in the medium term and the expenditure plans in respect of the housing stock will need to reflect the financial constraints.

#### 10. COMMENTS OF MONITORING OFFICER

The Council already has in place an asset and facilities management plan for the period from 2009 to 2012 for those properties which are funded through the general fund. That plan does not include properties funded through the housing revenue account.

The purpose of the proposed Asset Management Plan is to provide a plan for the housing revenue funded properties for the period from 2009 to 2016. The plan is not proposed as an overriding plan for both general fund and housing revenue account properties.



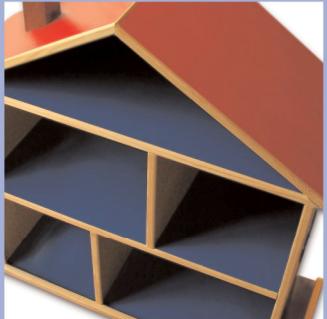


## ASSET MANAGEMENT PLAN

### HOUSING REVENUE ACCOUNT

2009 – 2016

**DRAFT**



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**South Kesteven District Council**  
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## 1 INTRODUCTION

### 1.1 Strategic view

This Housing Revenue Account (HRA) Asset Management Plan is based on the strategic objectives and principles of the council's Asset Management Plan.

This plan also supports the Council's Quality Living and Quality Living Priority Plan, which aims to maintain all council housing to the decent home standard, to improve the energy efficiency of Council stock and to deliver value for money and customer satisfaction.

The Housing Consultative Group and the Resources Policy Development Group were consulted on the contents and structure of this plan.

### 1.2 Purpose of the Asset Management Plan

This Asset Management Plan aims to complement and inform the Council's business plan and to set out priorities for the improvement of the housing stock.

In common with most Local Authorities, South Kesteven District Council has finite resources to spend on asset management, which must be managed efficiently to gain maximum benefit to:

- Keep dwellings in good condition in the most cost effective ways
- Bring properties up-to-date and in line with current and projected customer expectations and demand
- Ensure works comply with current and prospective regulations
- Provide a balance between response and cyclical repairs and capital investment
- Provide links to lettings, Supporting People, stock improvement and disposals strategies
- Meet the decent homes standard
- Achieve high standards of energy efficiency

### 1.3 Objectives

The authority has a number of objectives, which underpin this document. They include:

- To provide good quality affordable homes to people in housing need and those requiring care and support
- Maintaining the stock to a standard comparable with that of other well managed Social Landlords
- Maximising use of existing housing stock
- Ensuring the stock complies with relevant regulatory requirements such as Decent Home Standards (DHS)

## 1.4 Asset Management Components

There are a number of components within this plan to ensure the housing stock meets the needs and standards required now and in the future.

- Refurbishment and remodelling of dwellings to ensure they remain attractive, meet modern requirements and tenant expectations
- A planned maintenance programme, achieving economies by replacing components just before they would otherwise require response repairs, anticipating changes in minimum acceptable standards, and reducing future requirements for cyclical maintenance
- Cyclical maintenance such as external painting, to prevent deterioration in the physical condition of the stock
- A responsive maintenance service, to ensure that tenants remain satisfied with the standard of repairs to their accommodation and to prevent unplanned deterioration in its condition.
- An efficient and effective voids repair service, helping to speed the repairs process and protect the council's revenue.

## 2 ASSET PROFILE

### 2.1 Introduction

South Kesteven District Council is a Local Authority, established in 1974 and currently owns 6,256 permanent rented homes which include 29 supported housing schemes.

### 2.2 Location

South Kesteven District Council has a property portfolio covering a geographical area of 365 square miles. *Appendix 1 displays stock by area.* The authority's reinvestment plan does not apply to shared ownership housing, except where it is in mixed blocks with rented homes; in this case, shared owners are consulted regarding proposals for reinvestment and agree their contribution to the costs.

### 2.3 Property Type

The four most common property types are:

- Bungalows with 1513 units (24.18% of stock)
- Houses with 3447 units (55.10% of stock)
- Bedsits with 56 units (0.90% of stock)
- Flats with 1240 units (19.82% of stock)

See *Appendix 2 for more details.*

### 2.4 Age

The Council has a varied portfolio with regards to stock age, ranging from 1849 to 2004 with a number of listed buildings and properties in conservation areas. *Appendix 3 details stock owned by age band.*

The majority of the stock has undergone improvement works and is generally in good condition. Most have benefited from new kitchens, bathrooms and energy efficient gas central heating systems. There were some tenants that refused the work and these are programmed to be completed when a tenant leaves the property or if they change their viewpoint regarding this matter. The current capital programme can be adjusted in future years to accommodate this.

### 3 DEMAND

#### 3.1 New Schemes

The Council covers areas where there is a high demand for housing for all tenures and the addition of new homes for affordable rent, through joint development with Housing Associations, where the authority has nomination rights, remains a key objective.

#### 3.2 Obsolete Property

The majority of the authority's housing stock is fit for purpose and in good condition, with many meeting the DHS. This is due to a number of years of consistent investment in major repairs and improvements. The remaining homes will be programmed to receive a defined programme of works to ensure they comply with the DHS. There is, however, a need to monitor house types and estates, which may become obsolete or unpopular.

There are a number of reasons why a property may cease to meet the strategic requirements of the Council and become obsolete. These are set out in the table below, together with some proposed factors that will be monitored.

#### Property Obsolescence Review Factors

Reason	Factor to be Monitored
A property may need a considerable amount of work to be done to bring it up to the Decent Homes standard or other relevant standard.	The work arising from the stock condition survey needs to be reviewed as it is carried out to ensure that the authority is investing in housing with a long-term future. In addition, sometimes a home can suffer considerable damage from an outgoing tenant and, in these circumstances; it may be uneconomical to repair it.
A property may, over time, cease to meet the needs for which it was originally constructed. For example, a sheltered housing scheme may suffer a loss of demand. Alternatively, a specific area may suffer from a lack of demand.	The number of people leaving the property, together with the time taken to re-let empty homes and the level of demand.

The way of dealing with potentially obsolete property would be to look at a number of key factors that could give an indication that there may be some difficulty with a particular property. As demand for most of the Council's property is considerable, this approach seems sensible.

It is proposed to monitor a number of key indicators. Where, on review, an indicator shows that there may be an issue; the more comprehensive review will be triggered. The indicators that will be reviewed are:

- All properties where they have been empty for more than 13 weeks and is empty as at the end of the quarter under review;
- All properties where there has been a re-let period of more than 13 weeks and where there have been more than four refusals during this period;
- Any individual housing unit where there is a need to spend a considerable amount on repairs in the next 12 months. *Appendix 4 outlines the process for dealing with obsolete properties.*

The authority are targeting stock condition information on properties where there is most spend on day to day repairs. This will be reviewed over the next year and the property appraisal process will be adapted to review the results of this analysis. Any decision to consider disposing of surplus property will be based on the principles detailed in Section 3 of the Council's Asset Management Plan.

## 4 STANDARDS

Listed below are the different standards which the authority must meet to comply with the law and government initiatives.

### 4.1 Minimum standard

South Kesteven are legally obliged to maintain property up to the standards covered by the following legislation –

- The Landlord and Tenant Act 1985, section 11(1)
- The Environmental Protection Act 1990 section 79 (1)
- The Defective Premises Act 1972, section 4 (1) and (2)
- The Housing Act 2004, part 1.

It is good practice to meet the following standards relating to repair, long term maintenance and improvement of stock by: -.

- Having an effective, efficient and responsive repair service to their residents, with published standards.
- Ensuring residents have access to a 24 hour emergency service and inform residents about this policy and the procedures used to provide this service.
- Meeting the requirements of the Right to Repair regulations.
- Monitoring and, at least annually, reporting performance to residents against service standards.
- Ensuring that the housing is in a reasonable and lettable condition, including having an approved lettable standard.
- Having reasonable methods for knowing the condition of the stock and up-to-date information on the condition, including its energy efficiency.
- Having costed plans for future maintenance and improvement of housing.
- Meeting the Council's obligations under the Home Energy Conservation Act 1995.
- Making adequate financial provision for planned maintenance and improvement works.
- Ensuring value for money and probity in the commissioning and execution of repair, maintenance and improvement works.

## 4.2 Decent Homes

The Decent Homes Standard was introduced by the Government in July 2001. The essence of this standard was to create a minimum standard of housing across all Local Authorities and Registered Social Landlords (RSL's). The target for making sure homes are made decent and are prevented from becoming non-decent is December 2010.

The standard is broken down into four main criterions (A-D). A decent home is defined as one that meets all the following four criteria:

- **Criterion A – Housing Health Safety Rating System (HHSRS)** – A property will fail the decent homes criteria automatically if it does not meet the HHSRS standards. A property should be free from serious health and safety hazards, which are classed as Category 1 failures and include problems such as damp/mould, asbestos, domestic hygiene, structural failures, electrical hazards, fire hazards and hot surface issues. Following completion of the 100% stock condition survey all those failing the standard are addressed as a matter of immediate priority. Continuous monitoring is then undertaken through the various inspection regimes associated with planned and reactive maintenance and in keeping the database up to date.
- **Criterion B – It is a reasonable state of repair** – With regards to this criterion, there are two components – key and other. In order for a key component to fail, one or more component must be old and in a poor condition. Key components include external walls, roof structure, roof covering, windows, doors, chimneys, central heating boilers, gas fires, storage heaters and electrics.

Other components (non-key) will fail if two or more components are older than the following in years and in poor condition:

- Kitchen which is 30 years or older
- Kitchen in a poor condition
- Bathroom which is 40 years or older
- Bathroom in a poor condition

- **Criterion C – It has reasonable modern facilities and services.** For properties to fail this criteria, if three or more of the following are present at a property it will fail:
  - A kitchen which is 20 years old or older;
  - A kitchen with inadequate space and layout;
  - A bathroom which is 30 years old or more;
  - An inappropriately located bathroom and wc;
  - Inadequate insulation against noise;
  - Inadequate size and layout of common entrance areas for blocks and flats
- **Criterion D – Provides a reasonable degree of thermal comfort.** Dwellings failing on this point are those without effective insulation and heating. Following the 100% survey (October 2009), 1,088 properties required loft insulation work up to 300mm and no other work required, in order to bring these properties up to decent homes standard. The majority of this work is being carried out in 2009/2010.

In addition to the housing stock, the authority manages 905 garages and 11 shops and these assets are maintained to a suitable standard. The garages and garage sites are reviewed regularly to determine whether they should remain in that use or be considered for housing development sites.

### 4.3 Programmed Maintenance

In order to ensure that properties are maintained to a high standard, a planned programme of maintenance is in place to ensure a high standard of quality living is continued for tenants. These works are detailed and carried out in consultation with tenants as detailed in item 10, page 16 of this report. The outcomes of the recent Stock Condition Survey will be a key driver for this programme going forward.

## 5 STOCK CONDITION SURVEY

Savill's were commissioned to undertake a 100% stock condition survey during 2009. In order to maintain robust projections for future planning stock condition data will be continuously updated through both responsive repairs and improvements work and by undertaking a programme of 10% new stock condition surveys every five years. The results will be used to update the asset management system and planned and cyclical schemes. The stock condition survey will also identify the extent of catch up repairs required in the stock.

## 6 FINANCIAL PLAN

### 6.1 Overall Conclusions

The financial plan looks at the resources required to meet the expenditure on the Council's properties over the next 30 years. This includes expenditure on:

- Responsive Repairs (including voids)
- Gas servicing
- Cyclical Painting and Repairs
- Reinvestment including meeting and keeping the decent homes standard
- Reinvestment that is outside the decent homes standard.

Based on stock condition information on 100% of the stock currently 66% of the Council's stock complies with the DHS. From the stock condition information, an insulation programme has been determined and from a total cost of £272,000, insulation works can be carried out, which will increase the decency percentage from 66 to 82%. The highest cost components requiring replacements in order to comply with DHS (excluding inflation) over the next five years are:

Components	Current Remedial Costs (incl. VAT & Fees)
Kitchens and Kitchen Improvements	£4,270,100
Central Heating and Boilers	£4,199,150
Electrical Installations	£3,465,200
Roofing Works	£3,144,930
Bathroom and Bathroom Improvements	£2,410,500
Wall Finishes	£795,675
Chimneys	£489,600
Loft Insulation	£272,000
Windows	£145,000
External Doors	£80,200

Noise Improvements	£40,000
Improve Communal Areas	£4,500
<b>Totals</b>	<b>£19,316,855</b>

**The figures above are subject to final ratification.**

## 6.2 Budgets for DHS Works to 2016

Analysis of the stock condition survey data for DHS works needs over the next 5 years indicates an average annual budget requirement for capital works in the order of £3 million per year excluding inflation costs. These figures are based on decent homes requirements only and exclude other works. *Appendix 5 illustrates the capital programme for the authority for works necessary to achieve DHS.*

The chart below identifies the current projected costs of compliance with the DHS standards and other items of repair that the stock condition surveys have identified. **The figures below need final ratification and are subject to modelling.**

Element	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Grand Total
BATHROOM IMPROVEMENTS	153,000							153,000
BATHROOM	1,079,400	485,100	58,800	289,800	109,200	35,700	199,500	2,257,500
CHIMNEY	21,200	172,850		293,150			2,400	489,600
ELECTRICAL INSTALLATION	878,200	985,800	131,400	1,051,900	381,300	28,500	8,100	3,465,200
EXTERNAL DOOR	6,150	10,200	4,850	31,350	13,000	14,650		80,200
HEATING BOILER	511,200	1,458,000	93,600	860,400	158,400	100,800	3,600	3,186,000
HEATING OTHER	250	1,750	500	3,250	549,500	2,250	3,750	561,250
HEATING SYSTEM	375,000	14,400		16,600	11,600	25,600	8,700	451,900
IMPROVE COMMUNAL AREAS	4,500							4,500
KITCHEN	864,800	1,165,600	51,700	893,000	352,500	117,500	94,000	3,539,100
KITCHEN IMPROVEMENTS	731,000							731,000
NOISE IMPROVEMENTS	40,000							40,000
LOFT INSULATION	272,000							272,000
ROOF FINISHES	1,250	2,330		4,850				8,430
ROOF FINISHES IN 60 YEARS	122,500	896,000	10,000	1,682,000	90,000	25,000	5,000	2,830,500
ROOF FINISHES 80 YEARS	25,500	110,500		170,000				306,000
WALL FINISHES	21,690	65,060		587,475	51,290	27,855	42,305	795,675
WINDOW	5,800	60,900		69,600			8,700	145,000
<b>Total</b>	<b>5,113,440</b>	<b>5,428,490</b>	<b>350,850</b>	<b>5,953,375</b>	<b>1,716,790</b>	<b>377,855</b>	<b>376,055</b>	<b>19,316,855</b>

## 6.3 Priority of Works

The estimates for compliance with the Decent Homes Standards only allow for the minimum works to comply with the Standards. Thus, for example if a kitchen is old (over 20 years) and in poor condition, this in itself is not a cause for failure of the DHS. However if there are radiators, or a bathroom in poor condition and over 30 years then this will trigger a failure. The forecasts only allow remedying one of two items of non-key component failure in order to comply with the DHS. This will provide a Decent Home in accordance with the definition but may not satisfy the authority's desire to provide a "desirable" home as many elements will still be old and in poor condition. There are other matters outside the requirements of the DHS, such as lift renewals, or entry phone and door entry installations and upgrades for which renewal programmes will need to be funded.

On the assumption that there is a need to constrain the expenditure to suit available budgets, three options are to be considered during the financial year. These are:

- To maintain expenditure within the current business plan budget;
- To prioritise works;
- To set the budget to accommodate the concept of a “Desirable Home”

#### **6.4 Financial Resources**

The financial plan to 2016/2017 has been updated to include the revised decent homes expenditure of £19,316,855.

#### **6.5 Asset Sales**

The Council’s strategy is to only sell property and HRA land where it is not required; however, option appraisals will be carried out on properties with high levels of past and forecast expenditure. Properties that then cannot be converted or used in other ways at viable costs may be disposed of in accordance with the principles contained in the Asset Management Plan.

Right to Buy (RTB) sales have declined in recent years with only 4 properties being purchased in 2008/09.

#### **6.6 Service Charges**

Leaseholders are notified of future works in several ways. Firstly each Senior Project Officer will write to leaseholders advising them of any work being planned for their block of flats. Leaseholders are also notified as part of the section 20 procedures under the Landlord & Tenant Act. Stage 1, 2, & 3 section 20 notices are also sent to leaseholders notifying them of any works.

Before works can commence on site, the appointed contractors write to the leaseholders letting them have their contact details and notifying them of the work start and completion dates.

Leaseholders pay a service charge where they will be charged for works undertaken to their home/block/common areas.

#### **6.7 Benchmarking**

The Council use the North Nottinghamshire and Derbyshire (NN&D) benchmarking group and Housemark to benchmark cost and performance and to identify and learn from best practice

In 2008/09 our benchmarking through Housemark showed that management costs per property for responsive repairs were in the lowest quartile however costs for major repairs were higher and were in the median-lower quartile. Our overall management costs per property were in the lowest cost quartile”.

## 7 IMPLEMENTATION

### 7.1 Planned Maintenance and Capital Improvements

The reinvestment, planned and cyclical maintenance programmes are presently delivered through tendering, with contractors installing building components and undertaking external painting, maintenance and refurbishment works.

In recent years, investment moved to 'whole house' improvements which included kitchen, bathroom and rewiring works. It is proposed that programmes for future years will undertake elemental programmes of central heating installations, roof, windows and kitchen/bathroom replacement packages. This approach tackles disrepair and lack of amenity across a larger number of homes.

The authority will continue with this elemental approach to reinvestment programmes of works, but will also try to concentrate activity on specific streets, postcodes or locations to bring about better economies of scale and more efficient management of output. Results from the Stock Condition Survey will help with this approach.

Whole Life cycle cost theory has been used to help formulate the costs relating to the condition survey, and to build a picture of potential future expenditure. Following the stock condition survey and as the condition information continues to be fed into the asset management system, a clearer picture will develop. The whole life cycle costing will then evolve to be more specific to properties in accordance with the principles in the Asset Management Plan.

### 7.2 Response Maintenance and Voids

Responsive Repairs maintenance is predominantly carried out in-house, supported by a small number of specialist contractors. A systems thinking review of the repairs service is currently being carried out. The purpose of the service has been agreed as '**Fix my house to an acceptable standard /quality in a reasonable period of time**'.

**Measures to monitor this objective have been agreed as:**

- Reactive repairs- First contact – job completed
- Void repairs - Keys received from lettings – job complete
- Combined - Repair request received – job completed

These measures are monitored by the Works team on a monthly basis to ensure that the redesigned system continues to meet the objective.

The Council is also steadily moving forwards in delivering the objective of a higher percentage of the repairs programme being undertaken on a planned rather than responsive basis as show in the table below:-

	Planned	Responsive
2005-06	53%	47%
2006-07	55%	45%
2007-08	60%	40%
2008-09	70%	30%

The authority has developed a robust void relet standard over the last 2-3 years and this will be continually monitored and developed.

During 2008/2009 the Council completed works to 425 voids (not including major works voids). Electric safety checks are carried out on all voids and a gas safety check is conducted where the gas safety record has expired. Measures are in place to constantly work towards reducing the void period; although ensuring that there is a balance between financial parameters and customer requirements.

### **7.3 Gas Service Contracts**

A new contract for Gas Servicing and repairs was introduced in July 2008.

Comprehensive management systems are in place together with monthly Key Performance Indicator (KPI) reporting relating to compliance on valid Landlord Gas Safety Records (LGSR) and responsive maintenance and repairs. Management systems are also in place to deal with properties where access cannot be gained to complete LGSR's.

The Council has an in-house gas safety compliance officer and make use of external consultants to undertake independent quality inspections (5%) on works completed by the Contractors.

During 2008/2009 an audit was completed by Price Waterhouse Cooper to identify further ways in which the service can be improved.

### **7.4 Service Contracts**

Service contracts are in place to cover both servicing (preventative maintenance) together with responsive repairs. Contracts are in place for:

- Lifts
- Commercial boiler plant and water hygiene
- Fire safety equipment
- Call Alarms
- Door entry and CCTV
- Gas servicing
- Electric testing
- Solid fuel servicing

### **7.5 Asbestos**

As part of the 100% stock condition survey, a type2 asbestos survey for each property was carried out. This data will be used to ensure asbestos is fully recorded and management plans are in place to deal with the presence of asbestos

The Council's approach to managing asbestos is in accordance with the principles of the Council's Asbestos Policy, which has currently been revised by a working group led by the Corporate Head for Resources and Organisational Development, in conjunction with the Health and Safety Officer and associated professional officers. This is available to all Council officers.

## 7.6 Risk Assessment for Legionella

The Council have statutory obligations under the requirements of the Health and Safety at Work Act, and this extends to non-employees, such as residents, independent contractors and members of the public. Guidance to fulfil these obligations is set out in the HSE Approved Code of Practice, commonly referred to as "L8". The authority has implemented the requirements of L8 for all sheltered schemes. This includes completion of risk assessments, water hygiene regimes and undertaking of necessary upgrade works.

## 8 ENERGY EFFICIENCY

The plans that are in place to improve the energy efficiency of stock support the Council's aim to reduce levels of fuel poverty amongst tenants. The Council's over-arching Asset Management Plan and Carbon Management Plan (2008-2013) underpin this objective.

As part of the stock condition survey SKDC has undertaken an Energy Survey to assess the energy efficiency of its properties against the Standard Assessment Procedure (SAP).

### 8.1 Standard Assessment Procedure (SAP)

SAP's are the Government's preferred energy rating for homes and assess if they conform to the requirements of the building regulations.

A home scoring 0 is very inefficient (very expensive to run), whilst a home scoring 100 is very efficient (cheap to run).

The average SAP for the housing stock is 61 which is higher than the national average of 46 for all stock and 56 for Social Housing (Figures obtained from NHER).

Whilst investment in the Council's stock has meant that a large number of homes are above average in terms of energy efficiency, the authority will continue to carry out works to improve this further.

In accordance with the Council's Priority Plans, the authority will concentrate on those with low values first and introduce energy efficiency measures to increase the energy efficiency of the home. Subject to budget constraints the programme of works will include:

- Increasing loft insulation to 300mm
- Providing more energy efficiency boilers as part of the Council's replacement programme
- Installation of double-glazed windows
- Cavity wall insulation to external walls

### 8.2 Energy Efficiency Targets

As can be seen from the above, the ratings within the Council's stock are relatively high when compared to the national average, but are below the average for social housing.

The authority's Priority Plans confirm its commitment to increase the energy efficiency of its housing stock.

### **8.3 Green Materials**

The maintenance of housing (materials, transport and waste) contributes significantly to the carbon emissions of the council's operations. The use of locally derived and sustainably produced products and materials will significantly reduce this negative impact on the environment. Full detail to our response to carbon measures is included in the over-arching Asset Management Plan 2009-2012.

### **8.4 Energy Efficiency Grants**

The Council aim to continually monitor grants that may be available and apply for those which are applicable.

The authority are currently piloting ground source and air source heat pumps to determine the suitability of alternative heating systems in rural areas which do not have gas supplies. The capital cost of these schemes is £226,628 with £97,641 being obtained from grants.

Grants are also claimed for all insulation works carried out, and in 2008/09 a total of £2,442 was claimed.

## **9 ADAPTATIONS TO HOMES FOR PEOPLE WITH DISABILITIES**

The Council are committed to addressing the needs of all customers and undertake measures such as aids and adaptations in order to enable residents to stay in their homes. In addition, the authority works closely with Occupational Therapists and the local Social Services Departments to identify and address disability issues.

The Council has a significant capital and revenue budgets to provide minor and major adaptations. In 2008/09 its capital programme expenditure of £125,500 provided 18 major adaptations and revenue expenditure of £711,000 provided 649 adaptations.

The authority is also currently undertaking a programme of improvements to the communal areas in the sheltered housing schemes to help residents stay in their homes and maintain their independence for longer.

The adaptations and lettings teams work closely to match suitable tenants to fully adapted properties in order to make best use of the stock and offer customers more choice.

## **10 CUSTOMER INVOLVEMENT**

### **10.1 Customer Consultation**

In line with the delivery of Decent Homes and a renewed reinvestment focus, the authority has commenced a fresh round of consultation with residents to seek their views on how the Council can best deliver maintenance and reinvestment services. This consultation and resident involvement will help the authority further develop its asset management plan and refine its work programmes.

The Council has a key objective of maintaining its properties to the decent homes standard. The authority has consulted its tenants on their priorities for improvements over and above this standard. In no particular order the tenants identified the following priorities:

- A new bathroom
- A new kitchen
- More insulation
- Showers over bath
- Blocking rat-run pathways
- Additional electrical sockets
- Improved security lighting
- A handyman service
- An external water tap

A Repairs and Improvements Working Group has been set up which meets monthly and volunteers from the group have put themselves forward for Workshops to develop proposals for improvements to the services. Residents are now becoming more involved with the selection of contractors and for the development of the targets and performance monitoring and consequent service improvement.

## 10.2 Customer Feedback

The Council has various means to contact customers after they have had a responsive repair carried out to check that they are satisfied, and where they are not, appropriate action is taken. The satisfaction rate for completed repairs was 91.5% as of January 2008. Where a particular contractor or in-house team gets satisfaction ratings below their target, the results of the survey is fed back to the contractor/in-house team and work is then carried out with them in order to achieve improvements. In response to customer feedback, the Council's approach with its contractors/in-house teams has been to focus on the quality of the work, getting it right first time and setting and meeting appointments that suit the customer. The Council has set new performance measures to help ensure that these areas for improvement can be measured.

Customer feedback is being sought on priorities for work for the investment programme through consultation and this feedback will be used to ensure that the plan is informed by tenant priorities.

Surveys on the authority's cyclical maintenance and capital programmes are sent out in tranches throughout the programme. This is to ensure that defects and complaints are picked up and actioned as soon as possible after the works are completed. The questionnaire measures consultation prior to the start of works (notification, individual requests and responses from Contractor, consultants and SKDC) and Contractors performance (notification, how the works were carried out and defects).

## 11 ACTION PLAN

This report includes a range of targets that have been set for improving the management of the Council's assets and directing investment in the most cost-effective manner. The Capital Assets Management Group and the Repairs and Improvements Working Group will monitor the delivery of the improvement projects detailed in Appendix 5.

The Asset Management Plan is designed to cover a five-year period. It will be refreshed annually and will be subject to a comprehensive review at the end of the five year period.

## **12 CONCLUSION**

This Asset Management Plan sets out the authority's commitment to provide decent homes to residents through effective investment and planning. It provides the necessary strategic and measured approach to the delivery of key objectives, ensuring high performance and continued re-evaluation of asset management, whilst providing best value.

## APPENDIX 1

TABLE 1 – STOCK BY AREA

Town/Village	Total	% by Location
Aisby	2	0.03
Allington	19	0.30
Ancaster	99	1.58
Aslackby	12	0.19
Barholm	2	0.03
Barkston	45	0.72
Barrowby	67	1.07
Baston	40	0.64
Billingborough	63	1.01
Bitchfield	9	0.14
Boothby Pagnell	1	0.02
Bourne	479	7.66
Brandon	8	0.13
Burton Coggles	2	0.03
Carlby	19	0.30
Carlton Scroop	11	0.18
Castle Bytham	43	0.69
Caythorpe	52	0.83
Claypole	34	0.54
Colsterworth	99	1.58
Corby Glen	27	0.43
Creeton	10	0.16
Deeping St James	139	2.22
Denton	25	0.40
Dowsby	18	0.29
Dry Doddington	11	0.18
Dyke	16	0.26
Folkingham	37	0.59
Foston	10	0.16
Fulbeck	27	0.43
Gelston	2	0.03
Grantham	2461	39.34
Great Gonerby	174	2.78
Great Ponton	39	0.62
Greatford	7	0.11
Gunby	2	0.03
Haconby	15	0.24
Harlaxton	1	0.02
Honington	5	0.08
Horbling	37	0.59
Hough	10	0.16
Ingolsby	14	0.22
Kirkby Underwood	6	0.10
Lenton	6	0.10
Little Bytham	20	0.32
Long Bennington	48	0.77

Market Deeping	163	2.61
Marston	8	0.13
Morton	86	1.38
Normanton	6	0.10
North Witham	10	0.16
Old Somerby	9	0.14
Pickworth	5	0.08
Pointon	32	0.51
Rippingale	49	0.78
Ropsley	46	0.74
Skillington	17	0.27
South Witham	42	0.67
Stainby	7	0.11
Stamford	1262	20.17
Stubton	7	0.11
Sudbrook	12	0.19
Swinstead	33	0.53
Tallington	15	0.24
Thurlby	58	0.93
Twenty	6	0.10
Uffington	13	0.21
Welby	4	0.06
Witham on the Hill	9	0.14
Woolsthorpe	84	1.34
<b>TOTAL</b>	<b>6256</b>	<b>100</b>

**APPENDIX 2****TABLE 2: PROPERTY TYPE**

<b>Property Type</b>	<b>Total</b>
Bungalow	1513
Houses	3447
Bedsits	56
Flats	1240
Shops	11
<b>Total</b>	<b>6267</b>

## APPENDIX 3

TABLE 3: STOCK OWNED BY AGE BAND

Town/Village	Construction Age Bands			
	1849 - 1920	1920-1970	Post 1970	Total
Aisby	0	2	0	<b>2</b>
Allington	0	19	0	<b>19</b>
Ancaster	0	48	9	<b>57</b>
Aslackby	0	12	0	<b>12</b>
Barholm	0	2	0	<b>2</b>
Barkston	0	45	0	<b>45</b>
Barrowby	0	67	0	<b>67</b>
Baston	8	32	0	<b>40</b>
Billingborough	2	63	3	<b>68</b>
Bitchfield	0	9	0	<b>9</b>
Boothby Pagnell	0	1	0	<b>1</b>
Bourne	85	279	173	<b>537</b>
Brandon	0	8	0	<b>8</b>
Burton Coggles	0	2	0	<b>2</b>
Carlby	1	18	0	<b>19</b>
Carlton Scroop	1	11	0	<b>12</b>
Castle Bytham	4	39	0	<b>43</b>
Caythorpe	0	52	0	<b>52</b>
Claypole	0	32	0	<b>32</b>
Colsterworth	0	75	0	<b>75</b>
Corby Glen	2	25	0	<b>27</b>
Creeton	4	6	0	<b>10</b>
Deeping St James	5	114	20	<b>139</b>
Denton	0	11	14	<b>25</b>
Dowsby	9	9	0	<b>18</b>
Dry Doddington	0	11	0	<b>11</b>
Dyke	0	14	0	<b>14</b>
Folkingham	3	34	0	<b>37</b>
Foston	0	10	0	<b>10</b>
Fulbeck	0	27	0	<b>27</b>
Gelston	2	0	0	<b>2</b>
Grantham	46	1741	800	<b>2587</b>
Great Gonerby	3	89	85	<b>177</b>
Great Ponton	0	39	0	<b>39</b>
Greatford	0	7	0	<b>7</b>
Gunby	0	2	0	<b>2</b>
Haconby	0	4	6	<b>10</b>
Harlaxton	0	1	0	<b>1</b>
Honington	0	5	0	<b>5</b>
Horbling	3	34	0	<b>37</b>
Hough	0	10	0	<b>10</b>
Ingolsby	0	14	0	<b>14</b>
Kirkby Underwood	0	6	0	<b>6</b>
Lenton	0	6	1	<b>7</b>

Little Bytham	10	10	0	<b>20</b>
Long Bennington	0	31	17	<b>48</b>
Market Deeping	1	105	57	<b>163</b>
Marston	0	8	0	<b>8</b>
Morton	0	78	8	<b>86</b>
Normanton	0	6	0	<b>6</b>
North Witham	1	10	0	<b>11</b>
Old Somerby	0	9	0	<b>9</b>
Pickworth	0	5	0	<b>5</b>
Pointon	2	30	0	<b>32</b>
Rippingale	6	38	5	<b>49</b>
Ropsley	0	42	4	<b>46</b>
Skillington	0	17	0	<b>17</b>
South Witham	1	31	11	<b>43</b>
Stainby	0	7	0	<b>7</b>
Stamford	17	798	358	<b>1173</b>
Stubton	0	7	0	<b>7</b>
Sudbrook	0	12	0	<b>12</b>
Swinstead	0	8	21	<b>29</b>
Tallington	0	15	0	<b>15</b>
Thurlby	4	27	27	<b>58</b>
Twenty	0	6	0	<b>6</b>
Uffington	0	8	8	<b>16</b>
Welby	0	4	0	<b>4</b>
Witham on the Hill	0	2	7	<b>9</b>
Woolsthorpe	8	45	0	<b>53</b>
<b>Total</b>	<b>228</b>	<b>4394</b>	<b>1634</b>	<b>6256</b>

## APPENDIX 4

### **OBSOLETE PROPERTY PROCESS**

South Kesteven will:

- Ensure that its properties meet the needs of customers and are likely to continue to do so for the foreseeable future
- Review its existing stock using key indicators to ensure that needs continue to be met
- Ensure that its housing stock meets the decent homes standard by 2010

When considering the Council's stock any proposals to dispose of properties will be made in accordance with the principles set out in the Asset Management Plan.

### **THE REVIEW PROCESS**

Properties will be reviewed by senior managers against the following criteria:

- All properties where there has been a vacancy lasting more than 13 weeks and is empty as at the end of the quarter under review
- All properties where there has been a relet period of more than 13 weeks and where there have been more than four refusals
- All estates or blocks where the rent losses due to voids have been more than 8% in the last year
- Any individual housing unit where there is a need to spend more than the following on repairs in the next 12 months (flats will be considered as a block). The properties with the highest projected spend will be identified through the stock condition database.

**Table 1**

<b>Property Type</b>	<b>Expenditure Limit (including VAT &amp; fees)</b>
Property with 2 or more bedrooms	£30,000
Property with 1 bedroom or a studio/bedsit	£15,000

- Schemes where we have a full set of financial information and it shows that the scheme concerned has significant difficulties in meeting standards and improvements

Once a scheme has been reviewed, there are a number of possible outcomes:

- Do nothing
- Maintain a watching brief as, whilst there are concerns, the position is not yet clear
- Carry out improvements or repairs
- Reconfigure the scheme
- Dispose
- Demolish

## APPENDIX 5

**TABLE 4: CAPITAL PROGRAMME FOR WORKS NECESSARY TO ACHIEVE DHS**

Capital Programme following stock condition survey results. **The figures below need final ratification and are subject to modelling.**

Element	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	275,000
UPGRADING SHELTERED HOUSING SCHEMES	75,000			100,000		100,000		275,000
STRUCTURAL REPAIRS	105,000	105,000	105,000	105,000	105,000	105,000	105,000	735,000
PASSENGER LIFTS - SUPPORTED HOUSING	55,000				100,000			155,000
CENTRAL HEATING AND VENTILATION	886,450	1,474,150	94,100	880,250	719,500	128,650	16,050	4,199,150
BOILER REPLACEMENTS	315,000	315,000	315,000	215,000	215,000	215,000	215,000	1,805,000
GROUND SOURCE HEATING PUMPS	315,000							315,000
PROPERTY REFURBISHMENTS	105,000	105,000	105,000	105,000	105,000	105,000	105,000	735,000
RE-ROOFING	149,250	1,008,830	10,000	1,856,850	90,000	25,000	5,000	3,144,930
ELECTRICAL INSTALLATION	878,200	985,800	131,400	1,051,900	381,300	28,500	8,100	3,465,200
KITCHEN AND BATHROOMS	2,828,200	1,650,700	110,500	1,182,800	461,700	153,200	293,500	6,680,600
EXTERNAL DOORS	6,150	10,200	4,850	31,350	13,000	14,650		80,200
CHIMNEYS	21,200	172,850		293,150			2,400	489,600
WALL FINISHES	21,690	65,060		587,475	51,290	27,855	42,305	795,675
WINDOWS	5,800	60,900		69,600			8,700	145,000
NOISE IMPROVEMENTS	40,000							40,000
DDA COMPLIANCE/FIRE RISK ASSESSMENT	620,000			50,000	50,000	50,000	50,000	820,000
DISABLED ADAPTATIONS	55,000	55,000	55,000	55,000	55,000	55,000	55,000	385,000
<b>Total</b>	<b>6,481,940</b>	<b>6,008,490</b>	<b>930,850</b>	<b>6,583,375</b>	<b>2,346,790</b>	<b>1,007,855</b>	<b>906,055</b>	<b>24,265,355</b>

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# Agenda Item 5

## REPORT TO CABINET

**REPORT OF:** Corporate Head, Finance and Customer Services

**REPORT NO:** CHFCS75

**DATE:** 7<sup>TH</sup> December 2009

<b>TITLE:</b>	<b>COUNCIL TAX BASE 2010/11</b>	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Key Decision	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Councillor Mike Taylor Resources and Assets Portfolio Holder	
<b>CONTACT OFFICER:</b>	Richard Wyles Corporate Head of Finance and Customer Services 01476 406210 <a href="mailto:r.wyles@southkesteven.gov.uk">r.wyles@southkesteven.gov.uk</a>	
<b>INITIAL IMPACT ASSESSMENT:</b>  <b>Equality and Diversity</b>	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required: N/A
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Local Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>		

### 1. RECOMMENDATION

Cabinet is recommended to approve the recording of the amounts shown below as the council tax bases for 2010/11, in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended).

<b>PARISH</b>	<b>Band D Equivalents</b>
	No.
Grantham	10972.8
Stamford	6983.2
Bourne	4877.7
Allington	359.8
Ancaster	583.3
Aslackby & Laughton	113.1
Barholm & Stow	35.2
Barkston & Syston	259.7
Barrowby	730.1

Baston	540
Belton & Manthorpe	207.2
Billingborough	482.7
Bitchfield & Bassingthorpe	59.4
Boothby Pagnell	63.4
Braceborough & Wilsthorpe	138.3
Ropsley, Humby, Braceby & Sapperton	342.4
Burton Coggles	38
Careby, Aunby & Holywell	68.6
Carlby	213.2
Carlton Scroop & Normanton	127.4
Castle Bytham	304.2
Caythorpe	541.6
Claypole	499.1
Colsterworth, Gunby & Stainby & N. Witham	680.3
Corby Glen	406.3
Counthorpe & Creeton	34.1
Deeping St James	2394.7
Denton	121.2
Dowsby	61.2
Dunsby	46.4
Stoke Rochford & Easton	87.6
Edenham	112.7
Fenton	48.4
Folkingham	296.8
Foston	213
Fulbeck	225.8
Greatford	123.6
Great Gonerby	779
Great Ponton	133.4
Haconby	191.4
Harlaxton	332.6
Heydour	154.6
Honington	67.7
Horbling	164.9
Hougham	78.7
Hough on the Hill	164.3
Ingoldsby	120.5
Irnham	105.6
Kirkby Underwood	80.9
Langtoft	754.9
Lenton, Keisby & Osgodby	65.8
Little Bytham	113.3
Little Ponton & Stroxtton	68.5
Londonthorpe & Harrowby Without	1720
Long Bennington	877.6

Market Deeping	2043.4
Marston	151.9
Morton	817.8
Old Somerby	92.8
Pickworth	76.8
Pointon & Sempringham	201
Rippingale	345.2
Sedgebrook	141.8
Skillington	133
South Witham	489.2
Stubton	74
Swayfield	146.6
Swinstead	93.7
Tallington	196.3
Thurlby	809.9
Toft, Lound & Manthorpe	137.1
Uffington	310.7
Welby	79.8
Westborough & Dry Doddington	152.5
West Deeping	124.5
Witham on the Hill	99.8
Woolsthorpe	148.2
Wyville cum Hungerton	19.3

## **2. PURPOSE OF THE REPORT/DECISION REQUIRED**

The requirements of the Local Government Finance Act 1992 amended by s84 of the Local Government Act 2003 allow each local authority to make its own arrangements for adopting the Council Tax base. The total dwellings on the Valuation List (58,690), after allowance for discounts and exemptions, convert by the formula to 46,251.5 Band D equivalents for 2010/11. This is an increase of 1.01% compared to 2009/10 and is broadly in line with the assumption of growth as identified in the Medium Term Financial Plan.

## **3. DETAILS OF REPORT**

The council tax base is used to calculate how much each property will be charged to cover the net costs of the district council and the precepting authorities. The total net expenditure is divided by the council tax base to give the amount paid by individual households. The council tax base is calculated in line with Government regulations.

Council tax requires that all domestic properties are placed in one of eight valuation bands (Bands A-H). The Government has determined the council tax level for each property is assessed as a proportion of tax rate for a band D property.

**4. OTHER OPTIONS CONSIDERED**

None Applicable

**5. RESOURCE IMPLICATIONS**

None Applicable

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

None Applicable

**7. COMMENTS OF SECTION 151 OFFICER**

My comments are included in the report.

**8. COMMENTS OF MONITORING OFFICER**

The Cabinet's approval of the council tax base detailed in this report is required in accordance with the legislation referred to.

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

None Applicable

# Agenda Item 6

## REPORT TO CABINET

REPORT OF: RESOURCES AND ASSETS PORTFOLIO HOLDER  
REPORT NO.: CHFCS79

DATE: 7 December 2009

<b>TITLE:</b>	FEES AND CHARGES PROPOSALS 2010/11	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Key Decision	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Councillor Mike Taylor Resources and Assets Portfolio Holder	
<b>CONTACT OFFICER:</b>	Richard Wyles Corporate Head of Finance and Customer Services 01476 406210 <a href="mailto:r.wyles@southkesteven.gov.uk">r.wyles@southkesteven.gov.uk</a>	
<b>INITIAL IMPACT ASSESSMENT:</b>  <b>Equality and Diversity</b>	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required: (Undertaken as part of each specific fee consultation)
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Local Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>		

### 1. RECOMMENDATIONS

i) Cabinet is asked to approve the following in respect of the 2010/11 fees and charges proposals for the appropriate consultation:

- Market charges – page 1 of the appendix
- Fair charges – page 2 of the appendix
- Bus station departure charges – page 3 of the appendix
- Cycle Centre charges – page 4 of the appendix
- Travellers Rest site charges – page 5 of the appendix
- Outdoor Recreation – page 6 of the appendix
- Grantham Cemetery – page 7 of the appendix

- Arts centres and Corn Exchange – pages 8-9 of the appendix and the formation of a fees and charges policy to be agreed with the Healthy Environment Portfolio Holder

Street Scene – page 10 of the appendix:

- increase of the green waste joining fee to £40. This fee includes the first year collection charge (£26 if no annual collection charge is introduced)
- Replacement costs in respect of damaged wheelie bins (where damaged by the user)
- the introduction of an annual green waste collection charge of £20
- Introduction of MOT testing for all hackney carriage and private hire vehicles at the Council MOT testing station
- Healthy Communities – page 11 of the appendix
- Environmental Protection – pages 12-14 of the appendix
- Helpline service – page 15 of the appendix

ii) Cabinet is asked to approve the proposed car parking charges for consultation (pages 16-17 of the appendix) subject to the recommendation from the Communities PDG being considered by the Resources and Assets Portfolio Holder and the Economic Development Portfolio Holder.

iii) Cabinet is asked to approve the following:

- Review of the classifications of car parks in Grantham and Stamford to ensure the optimum mix of short and long stay parking arrangements
- Introduction of Sunday charging at Council car parks

## **2. PURPOSE OF THE REPORT**

The fees and charges proposals for 2010/11 have been compiled in accordance with the Council's Fees and Charges strategy and are appended to this report. These will also be taken into consideration as part of the budget compilation for 2010/11.

## **3. DETAILS OF THE REPORT**

The Resources PDG has established a working group to fully consider the fees and charge proposals for the forthcoming year. Two focussed meetings have been held and the Group's attention has been to fundamentally review the current fees and charges and to consider new charging proposals. This year's review has been undertaken within the context of a particularly difficult financial climate and the Resources PDG has been mindful of the need to balance any proposed increases with both the increasing likelihood of significant financial pressures the Council will be facing in the medium term and the impact of the customer. The meeting consisted of officers for the relevant areas presenting their proposals to members and being asked to clarify the policy and basis for the proposals. The outcome of these discussions is summarised below and the

details of the proposals are appended to this report. The attached appendix also details the previous years charge, the effective date of the new charge and the VAT treatment. The proposals are:

Building Control – the service has been under a constant review during the financial year as the housing market is having a detrimental effect on the building control income being received. The chargeable activity element of the service has a requirement to achieve a breakeven financial position over a rolling three year period. As this is not being achieved, a number of measures have been implemented during this year in order to reduce the expenditure level and align the resources to the work now been undertaken. In respect of the fees and charges for 2010/11 at the present time there is no proposal to increase them beyond the current fee level given the competitive environment in which it operates.

Development Control – these are statutory charges set by central government and the Authority will be notified of any increase in due course.

Local Land Charges – The principle behind the level of fees to be set are based on service cost recovery. Any increases in existing charges are currently being considered by the Corporate Head of Sustainable Communities. However Cabinet should be made aware there is currently a national review of the type of fees that can be imposed in respect of the service. If this review concludes certain elements of the service are non-chargeable this will result in income levels being reduced which in turn will necessitate the need to review the current levels of expenditure.

Market Charges – The Working Group considered two charging options for 2010/11 in respect of the market charges. The first option was based on the current practice of the Council collecting and removing all trade waste. The second option considered an alternative proposal whereby the traders themselves would remove their own trade waste. The second option did not include a fee increase to reflect the reduction in Council costs. The Group considered both options and felt that the current operational arrangements should remain in place and proposed option 1 (including a modest increase). The Group also proposed the introduction of a new charge of £5 (per week) for those stall holders (fruit and vegetable sellers) that generate a high volume of trade waste.

Fairs – based on cost recovery and in line with the associated costs.

Bus stations – in line with existing Council policy the proposed increases for 2010/11 aim to ensure the service reaches a cost recovery position by 2011/12. The Group proposed that the charges at all three bus stations should be set at the same level.

Grantham Cycle Centre – an above inflation increase is proposed as the charges had not been increased for a number of years.

Travellers Rest Grantham – the fees are set at a level that ensure full cost recovery in respect of the electricity and water charges. The site rent charges are set by Lincolnshire County Council as the site owner. South Kesteven District Council undertakes the administration of the site under an Agency Agreement.

Outdoor recreation – increase in line with the associated costs of providing the service.

Grantham Cemetery charges – an increase is proposed based on a cost recovery basis. Cabinet are reminded that the Grantham Cemetery is within the Grantham Special Expense Area and all associated costs and income are charged accordingly. The Group therefore supported the continuation of the 50% surcharge for non-parishioners.

Arts Centres and Corn Exchange – the published fees and charges have been reviewed by the service manager and are now shown under specific headings. The Group supported the proposal to allow flexibility to be incorporated into the charges levied based on an assessment of the user type, frequency and usage time. However a policy needs to be established that clearly sets out the criteria for the application of the charges. The policy will need to be consulted on before it can be introduced. The service is also requested to remove any existing charging arrangements that do not align with the published charges and ensure that all charges are applied consistently with the new policy.

Street Scene Services – a number of proposals were considered;

- The joining fee in respect of the green waste service should be increased to £26. The fee would ensure the Council recovers the associated costs of procurement, storage costs, administration and delivery of the bin to the customer.
- Green waste collection – The Working Group considered the introduction of charging an annual amount for the collection of green waste. In the context of the financial climate the Council is facing the Group considered it was necessary to review all service areas (particularly discretionary services) and consider charges where there is a specific user base. Furthermore the costs associated with this service had increased and the budgeted costs for 2010/11 is approximately £500K. Based on the current and projected number of service users a charge of £20 per annum would ensure the service can achieve a breakeven position. To incentivise users to pay by direct debit a reduced charge of £18 per annum is proposed. Communities PDG is also considering this proposal as part of a review of the current policies in place and in the context of local and national waste management strategies. A separate recommendation will be made by Communities PDG to Cabinet following their review.
- MOT testing – the proposal is to introduce a requirement for all taxi MOT's to be undertaken by the Council MOT testing station at Alexandra

Road Grantham. This additional work can be contained within existing staffing levels based on projected volumes of vehicles.

Healthy Communities – the Group proposed increases to the premise regulation fees to ensure officer time associated with the inspection is fully recovered. Based on the same cost recovery criteria a new charge in respect of additional individual registration fees and a star rating re-inspection is also proposed.

Environmental Protection – no increases in respect of hackney carriage licences are proposed as the increase for the 2009/10 fees were set at a level higher than inflation. However the Group recommended that the budgets in respect of the service should be set to ensure full cost recovery and a breakeven position. The current proposals achieve this aim. Other service related increases are in line with service costs.

Helpline charges – The Group proposed an inflationary increase in line with expenditure.

Leisure centre charges – this will be increased in line with the contract provision. However any charge increases will be determined by Leisure Connection Ltd as the leisure contract provider.

#### **4. OTHER OPTIONS CONSIDERED**

The Group consider a number of options as part of the fees and charges review. The specific proposals are included in the report.

#### **5. RESOURCE IMPLICATIONS - FINANCIAL**

The review has been undertaken in accordance with the Fees and Charges strategy and the Medium Term Financial Plan and having regard to the financial position of the Council in the medium term. The proposals reflect a balance to assist the Council in achieving a sound financial position and the need to ensure service delivery and quality is maintained.

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

These will be incorporated into the consultation process in respect of each fees and charges proposal.

#### **7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT**

These will be incorporated into the consultation process in respect of each fees and charges proposal.

#### **8. CRIME AND DISORDER IMPLICATIONS**

None applicable

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

My comments are included in the report. I would like to thank the members of the Resources PDG for their hard work in this review.

## **10. COMMENTS OF MONITORING OFFICER**

The purpose of this report is to obtain the approval of Cabinet to the proposed fees and charges for the purposes of consultation. The appropriate and relevant comments received from consultation will be taken into account and reported to Cabinet for recommendation to full Council as part of the budget setting process.

Members must satisfy themselves that affected stakeholders will be appropriately consulted and feedback on the consultation process taken into account before the fees and charges are finally approved by full Council as part of the budget process.

The car parking charges legislation requires statutory consultation for a specified period. That consultation process must start now to ensure the consultation process is carried out in accordance with the legislation. The change of car park status from long stay to short stay and vice versa requires longer consultation than the change of charge. Any proposed change of status of car park cannot be introduced within the time frame required for the budget setting process for the year 2010/11.

The current provision of MOT testing for hackney carriage and private hire vehicles is carried out by approved providers throughout the district. I am not aware of any decision by the Licensing Committee or otherwise to discontinue this practice. I know of no reason why the in-house provision cannot be an approved provider of MOT testing, subject to satisfaction of the approval criteria, together with all other current approved providers and the appropriate charges for such a service set accordingly.

## **11. APPENDIX:**

The fees and charges proposals are appended to the report.

# Agenda Item 7

## REPORT TO CABINET

REPORT OF: Corporate Head, Finance and Customer Services

REPORT NO: CHFCS73

DATE: 7<sup>th</sup> December 2009

<b>TITLE:</b>	Use of Resources Assessment 2008/09 - Feedback and Scores	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	N/A	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Councillor Mike Taylor Resources and Assets Portfolio Holder	
<b>CONTACT OFFICER:</b>	Richard Wyles – Corporate Head of Finance and Customer Services 01476 406210 Email: <a href="mailto:r.wyles@southkesteven.gov.uk">r.wyles@southkesteven.gov.uk</a>	
<b>INITIAL IMPACT ASSESSMENT:</b>	Carried out and Referred to in paragraph (7) below:  N/A	Full impact assessment Required: N/A
<b>Equality and Diversity</b>		
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Local Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>		

### 1. RECOMMENDATION

Members are asked to note the comments and scores contained within this report and approve the production of an action plan in order for the Authority to improve the scoring in respect of 2009/10 assessment.

## **2. PURPOSE OF THE REPORT**

'Use of Resources' is an assessment framework undertaken by the external auditors on an annual basis. For the 2008/09 assessment there has been a complete review by the Audit Commission in its approach which has resulted in a more demanding review than the previous assessment. It is now broader in scope and embraces wider resource issues such as people and workforce planning, asset utilisation and the use of natural resources. It also places greater emphasis on considering outcomes for local people rather than merely processes and procedures. It is particularly important to recognise that the KLOE's (Key Lines of Enquiry) are more strategic and focus more explicitly on value for money achievements and improvements.

From 2008/09 the new Use of Resources assessment also forms part of the Comprehensive Area Assessment (CAA).

Auditors are required to reach a rounded professional judgement against each of the KLOE, assessing not only whether arrangements are in place but also the impact of the arrangements in practice as demonstrated by evidence of outcomes.

The three areas focused upon for the 2008/09 assessment were:

- Managing Finances
- Governing the Business
- Managing Resources

Within managing resources there are 3 distinct areas which are assessed on a rolling programme and for 2008/09 the focus area was people and workforce planning.

Judgements are made for each KLOE using the 4 point scale of performance:

- Level 1: Does not meet minimum requirements – performs poorly
- Level 2: Meets only minimum requirements – performs adequately
- Level 3: Exceeds minimum requirements – performs well
- Level 4: Significantly exceeds minimum requirements – performs excellently

### **3. DETAILS OF REPORT**

For the 2008/09 financial year, the Audit Commission has undertaken an assessment of how the Council is managing its resources to deliver value for money and better and sustainable outcomes for local people.

After reviewing all the evidence submitted by the Council under each of the KLOE themes the Audit Commission's judgement on the Council's performance is a level 2 – performing adequately. Against each of the three main judgement areas the weighted scores were:

<b>KLOE Themes</b>	<b>Score</b>
Managing Finances	Level 3
Governing the business	Level 2
Managing Resources	Level 2
<b>Overall</b>	<b>Level 2</b>

#### Managing Finances

There are three sub-themes to the Managing Finances theme which are all scored in order to establish the overall KLOE theme score.

<b>Use of resources KLOE theme and sub-theme</b>	<b>Score</b>
Managing finances - How effectively does the organisation manage its finances to deliver value for money?	Level 3
Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?	3
Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?	2
Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?	3

The commission's view under this theme was that the Council performs well in relation to planning its finances effectively in order to deliver its strategic priorities along with timely financial reporting which is reliable and meets the needs of users. However, going

forward the Council needs to focus on gaining a sound understanding of its costs and performance to achieve efficiencies.

### Governing the Business

There are four sub-themes to the Governing the Business theme which are all scored in order to establish the overall KLOE theme score.

<b>Use of resources KLOE theme and sub-theme</b>	<b>Score</b>
Governing the business - How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?	Level 2
Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?	2
Does the organisation produce relevant and reliable data and information to support decision making and manage performance?	2
Does the organisation promote and demonstrate the principles and values of good governance?	2
Does the organisation manage its risks and maintain a sound system of internal control?	2

Current arrangements perform adequately with the Council needing to develop arrangements for commissioning and procuring quality services, generating reliable data to inform decision making, promote principles and values for good governance and enhancing the systems of internal control.

### Managing Resources

As outlined previously the Managing Resources theme is assessed annually but the sub-theme changes on a 3 year rolling programme. For 2008/09 the sub-theme focus was people resources and in particular work-force planning.

<b>Use of resources KLOE theme and sub-theme</b>	<b>Score</b>
Managing resources - How well does the organisation manage its natural resources, physical assets and people to meet current and future needs and deliver value for money?	Level 2
Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?	2

The Council is performing adequately to developing organisational plans, and organising and developing its workforce to support the achievement of its strategic priorities.

### 2009/10 Assessment

The criteria for the 2009/10 assessment will remain largely unchanged, although the managing human resources KLOE is replaced by one which assesses whether the Council is making effective use of natural resources. The areas of focus for this KLOE theme are whether the organisation:

- understands and can quantify its use of natural resources and can identify the main influencing factors;
- manages performance to reduce its impact on the environment; and
- manages the environmental risks it faces, working effectively with partners.

The audit commission expect to begin undertaking this assessment in January and February 2010.

## **4. OTHER OPTIONS CONSIDERED**

None applicable

## **5. RESOURCE IMPLICATIONS**

None applicable

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

None applicable

## **7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT**

None applicable

**8. CRIME AND DISORDER IMPLICATIONS**

None applicable

**9. COMMENTS OF SECTION 151 OFFICER**

My comments are included in the report.

**10. COMMENTS OF MONITORING OFFICER**

This report is for members to note the results and comments of the Audit Commission relating to the Council's use of resources for the period 2008/2009 and the criteria for scoring for the period 2009/2010. As scores will contribute to the Comprehensive Area Assessment scores, the Council will work closely with the County Council and other districts within the County to improve the scores for use of resources.

**11. APPENDIX:**

None

# Use of Resources 2009 - Auditor Feedback

South Kesteven District Council

Audit 2009/10

Date **October 2009**

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## Status of our reports

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
- any third party.

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# Summary

**This report summarises our key findings from our assessment of how South Kesteven District Council is managing and using its resources to deliver value for money and better and sustainable outcomes for local people.**

- 1 This report sets out my conclusions on how well South Kesteven District Council is managing and using its resources to deliver value for money and better and sustainable outcomes for local people.

## **Overall Findings**

- 2 The overall score is a Level 2 - Meets only minimum requirements – performs adequately.

## **Managing Finances**

- 3 The Council performs well in relation to planning its finances effectively to deliver its strategic priorities along with timely financial reporting which is reliable and meets the needs of users. The Council needs to focus on gaining a sound understanding of its costs and performance to achieve efficiencies.

## **Governing the Business**

- 4 Current arrangement perform adequately with the Council needing to develop arrangements for commissioning and procuring quality services, generating reliable data to inform decision making, promote principles and values for good governance and enhancing the systems of internal control.

## **Managing Resources**

- 5 The Council is performing adequately to developing organisational plans, and organising and developing its workforce to support the achievement of its strategic priorities

# Introduction

- 6 This report sets out my conclusions on how well South Kesteven District Council is managing and using its resources to deliver value for money and better and sustainable outcomes for local people.
- 7 In forming my scored theme judgements, I have followed the methodology set out in the Audit Commission's [use of resources framework: overall approach and key lines of enquiry \(KLOE\) document](#) and the use of resources [auditor guidance](#).

## Use of resources framework

- 8 From 2008/09, the new use of resources assessment forms part of the [Comprehensive Area Assessment \(CAA\)](#) and comprises three themes that focus on:
  - sound and strategic financial management;
  - strategic commissioning and good governance; and
  - the management of natural resources, assets and people.
- 9 The scores for each theme are based on the scores reached on the underlying KLOE. The KLOE are generic and applicable equally to all organisations subject to use of resources judgements under CAA. This promotes consistency, demonstrating all organisations within a CAA area are treated to the same standards.
- 10 The Commission specifies in its [annual work programme and fees document](#), which KLOE are assessed over the coming year. Judgements have been made for each KLOE using the Commission's current four point scale from 1 to 4 (Table 1).

**Table 1** **Levels of performance**

<b>Level 1</b>	Does not meet minimum requirements – performs poorly
<b>Level 2</b>	Meets only minimum requirements – performs adequately
<b>Level 3</b>	Exceeds minimum requirements – performs well
<b>Level 4</b>	Significantly exceeds minimum requirements – performs excellently

Source: [use of resources framework: overall approach and KLOE document](#)

# Use of resources judgements

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## Scored judgements

**11** The Council's use of resources theme and supporting sub-theme scores are shown in Table 2. These scores have been confirmed by the Commission's national quality control process. The Commission will notify you of the Council's overall score in October 2009. These scores equate to an overall score of 2.

**Table 2      Use of resources theme scores**

Use of resources KLOE theme and sub-theme	Score
<b>Managing finances - How effectively does the organisation manage its finances to deliver value for money?</b>	<b>Level 3</b>
Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?	3
Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?	2
Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?	3
<b>Governing the business - How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?</b>	<b>Level 2</b>
Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?	2
Does the organisation produce relevant and reliable data and information to support decision making and manage performance?	2
Does the organisation promote and demonstrate the principles and values of good governance?	2
Does the organisation manage its risks and maintain a sound system of internal control?	2

Use of resources KLOE theme and sub-theme	Score
<b>Managing resources - How well does the organisation manage its natural resources, physical assets and people to meet current and future needs and deliver value for money?</b>	<b>Level 2</b>
Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?	2

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**12** The remainder of this summary report sets out our conclusions in relation to each of the KLOE sub-theme.

# Managing finances

## **KLOE 1.1 Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?**

### **KLOE 1.1 score = 3**

#### **Findings and Conclusions**

Integrated Financial Planning – An effective budget is completed and approved within timescales with clear linkages to service and corporate planning. The Council has a stable financial position in which service planning can be undertaken and delivered. The Council has effective arrangements to monitor the financial position and respond to changing priorities and finances and has demonstrated this with the recent economic downturn. Charges for services and the capital programme are linked to priorities and improvement areas. A review of financial plans has resulted in funds being redirected through investment and disinvestment within service budgets including housing, health awareness, leisure and play facilities.

Financial Planning – The MTFP reflects strategic objectives and contains modelling of key balances along with the consideration of sensitivity analysis and scenario planning. The MTFP models balances in relation to income and expenditure and considers how partnerships and shared services can be used to deliver such priorities. The MTFP is owned by key officers and members but this ownership could be improved across the whole council. The use of benchmarking is undertaken in specific service areas but could be developed consistently across the whole council. Modelling has been used to maintain the long term stability of the HRA and minimum balance and funding requirements

Engaged with Stakeholders – A variety of stakeholders are engaged in the financial planning process with input through forums and consultation exercises. The Council has consulted and engaged with the local communities in setting priorities and on spending decisions. The Council has held consultations within the communities and varied these to enable a variety of opinions to be considered. The council continues to identify ways in which this can be developed and enhanced. The consultation has resulted in the consideration of the council tax levels and choices for the communities within budget needs.

Managing Spending – The council has a good track record of operating within budget whilst maintaining the service levels. Monthly budget monitoring reviews areas of concerns and takes corrective action against significant variances to ensure spending remains on track. The council has targets for collection of income and

**KLOE 1.1 score = 3**

debt and takes action to address variances. The council has specifically reviewed income and expenditure in light of the current economic conditions. Forecasting has been used to identify overspends in year within the HRA and enable management choice and change to ensure corrective actions minimising the impact on balances.

Financial Governance – The Council has a good understanding of financial matters and roles within the financial environment. The members and officers have financial skills and this is promoted with training at each grade. The Council has an effective risk averse Treasury Management Strategy. The leadership provides routine challenge to financial assumptions and performance to generate an open culture. Service Managers and Senior Officers provide routine challenge to financial plans and performance. Senior Management promote best practice in financial matters within all staff. The audit committee considers audit reports and areas of concern reported to cabinet. The council uses Pit Stop reviews to challenge service managers on budget and spending with senior officer and member involvement which has resulted in changes to priorities, budget and spending.

### KLOE 1.2 Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?

#### **KLOE 1.2 score = 2**

##### **Findings and Conclusions**

The Council has a good understanding of costs over time in most areas. Comparing transaction and unit costs with others gives them a good understanding of the factors influencing them. This needs to be extended across the whole Council. Whole life costing has been in place for a number of years and the Council has taken the environmental impact into account when decision making, for example, it accepted a tender for recycling based on the carbon footprint of vehicles rather than just lowest cost. Costs and performance information is used in the planning process as evidenced through the annual prioritisation banding process.

The Council has very low costs in any comparison. Higher cost areas are quickly scrutinised to ensure they are understood and in line with performance and satisfaction expectations. Business process re-engineering techniques are used to achieve better outcomes with recent successes evidenced in Revenues and Benefits where earlier decisions are being made. Performance is also better than the average of the family group and other districts.

South Kesteven works in partnership with others to both reduce costs and improve outcomes for its people and has a good track record in delivering efficiency savings which has continued against the demanding NI 179 definitions.

**KLOE 1.3 Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?****KLOE 1.3 score = 3****Findings and Conclusions**

Financial Monitoring – Financial monitoring is routinely undertaken during the year and is relevant and understandable. There is a clear link between budget and the forecast positions to ensure effective monitoring. Reports are subject to risk and sensitivity analysis and to gauge the impact on outturns. Budgetary control arrangements ensure that effective control is maintained and corrective action taken as appropriate. Budgets are flexible to enable movement in resources against priorities and develop links with the performance and VFM outcomes. Forecasting and sensitivity analysis has been specifically used to address financial issues within car parking, land charges & planning income along HRA spending and Salary/FTE reviews to enable effective management action.

Financial Reporting – The financial information system is accessible and provides access to members, senior officers and budget holders to monitor and review financial information. The financial information system uses analytical packages to enable specialist reports to be generated. Budget holders are provided with profiled budgets routinely generated after the period end. Members receive routine understandable reports containing financial and non financial information to aid their understanding. Following Pit Stop reviews and feedback from users financial reporting has been tailored to service manager requirements along with changes in corporate presentations for members and senior officers to respond to needs.

Preparation of Accounts – The council continues to generate good draft accounts. The accounts contained non-trivial errors but no other governance issues or concerns within the AGR were identified. There is a good commitment to generating quality draft accounts which meet the closure requirements which has been demonstrated over a number of years. The closedown plan is robust and has enabled the deadlines for generation to be achieved. The council effectively monitors changes to statutory requirements and has arrangements to address IFRS. The council provides a robust challenge to the financial reports through scrutiny.

Publishing Reports – External Reporting is timely, objective and understandable and reflects the achievements and performance of the council. The reporting considers the needs of the users. The reporting provides social information along with a review of the council's environmental arrangements and carbon footprint. The reports are based on reasonable data and have been developed through consultation with stakeholders and the community. The reports are compiled using Plain English and written in a non technical way with effective use of diagrams and charts. The reports address diversity

## Managing finances

### **KLOE 1.3 score = 3**

issues and demonstrate where money is received and spent. The latest annual report has been tailored to feedback and contains information to meet a diverse range of non technical users needs following consultation.

# Governing the business

**KLoE 2.1 Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?**

## **KLOE 2.1 score = 2**

### **Findings and Conclusions**

The council has an understanding of the inequalities and diversity of its local communities. Customer profiling is an important part of Service planning to ensure service can be properly focused. Needs assessments have been carried out in conjunction with partners in areas of housing, social care, health and for vulnerable groups such as the homeless, gypsies and travellers. Many other initiatives are being taken through projects promoted by the county wide partnership aimed at 'supporting people' with South Kesteven being the sponsor of a joint commissioning project. However users are not yet fully involved in each stage of the commissioning cycle.

Services are being redesigned using the LEAN methodology with improvements evident in Customer Services, Benefits and the Repairs and Improvement areas. This approach needs to be rolled out over other service areas.

The Council is part of the Lincolnshire shared procurement service which serves all councils in the county. Through this initiative a sound body of expertise has been created with a good understanding of the market place and how to work with suppliers to forge effective relationships while maximising choice and flexibility. In addition, the councils have a joint sustainability strategy which sets out the role of procurement in meeting its aims. Agreements and funding are in place with the third sector. The Council uses local suppliers where possible and has a target to pay local suppliers within one week of invoice receipt. Spending is analysed to identify areas where efficiencies can be introduced. All procurement options are considered, for example, joint audit service and management of leisure facilities.

A formal market testing exercise is carried out as required and benchmarking used to identify service and VfM improvements. They address environmental issues through a carbon management group and a member of staff is dedicated to related issues.

### KLoE 2.2 Does the organisation produce relevant and reliable data and information to support decision making and manage performance?

#### KLOE 2.2 score = 2

##### Findings and Conclusions

The Council endeavours to secure good quality data that is accurate, valid, reliable, timely, relevant and complete. It monitors this through the performance management system. It also recognises that good quality data is necessary for the work of the Council in general and not just in decision making areas from our data quality testing. Data sharing protocols are in place with partners and their data flows and risks understood. Performance management, data quality and risk are brought together and staff understand the reasons for collecting data and the use to which it is put. It uses the principle of COUNT as evidenced in the arrangements to disseminate change of circumstances information across the council so that unnecessary customer contact is minimised.

With the introduction in April 2008 of a new performance management system, information used for decision making was reviewed and improved. Presentation takes account of user preferences and is summarised as required, for example, over time, geographically, portfolio etc. Effective use is made of ICT to link data from corporate systems to minimise data flows. Further developments are planned following a review of the current provision.

The corporate ICT security policy is reviewed annually and both business continuity plans and disaster recovery plans have been tested. Information risks are managed effectively. However pro-active testing of security and monitoring of incidents could be improved.

There is robust monitoring of performance against priorities through Service Plans held within the performance management system. A selection of reports showing both financial and non-financial indicators, are used by officers and members to monitor progress with under performance being investigated when required.

### KLoE 2.3 Does the organisation promote and demonstrate the principles and values of good governance?

#### KLOE 2.3 score = 2

##### Findings and Conclusions

Governance – The council has a clear identification of roles and responsibilities and training is given to members and officers but the council has yet to review such learning obtained from the plans and demonstrate

**KLOE 2.3 score = 2**

improved outcomes. It has also yet to review roles and responsibilities of members to ensure that they are able to demonstrate improvements for the council.

Purpose – The council has a clear vision of what it wants to achieve for the community and has consulted with a wide range of them regarding this but it is yet to demonstrate how this has made an effective change for the communities involved. The Council has translated the vision into plans and linked resources to deliver such plans but is yet to see the outcomes.

Ethical – The council promote and demonstrate the principles and values of good governance. The council has the codes of conduct in place and reviews breaches but it is yet to demonstrate how standards have been improved through this work. The standards committee is in place and operates effectively but work is still needed to feedback information to the community on such work to demonstrate how this has been effective in generating improved outcomes. The Council has undertaken ethical training and has promoted this within the council and community but is yet to monitor how this has been effective in raising standards

Partnerships – The Councils key partnerships are governed by appropriate arrangements and there are constructive working relationships with the partners involved but how confident this sits with the community has yet to be reviewed and established. The council routinely reviews the performance of partnerships to ensure they are achieving the aims and objective but further work is required to ensure they are providing value for money and remain fit for purpose.

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**KLoE 2.4 Does the organisation manage its risks and maintain a sound system of internal control?****KLOE 2.4 score = 2****Findings and Conclusions**

Risk - The council continues to maintain policies and procedures which effectively capture and monitor risks but it is unable to demonstrate what learning outcomes have been obtained from such training. The risk register does not identify current joint risks with partners. The council can not show how partnerships have improved the risk culture of the organisation.

Fraud - The council has procedures and practices in place to address fraud but these do not extend to demonstrate how the aims and objectives of the strategy have been achieved. The council can not show how a zero tolerance approach is being maintained. Learning outcomes from the work are yet to be considered. There are limited working protocols with Police and others.

Internal Control - The council has effective internal audit committee but is yet

### **KLOE 2.4 score = 2**

to assess how this work impacts on other committees. The council plan to consider how the audit committee can give assurance in the future. The business continuity plan does not currently consider risk from partner organisations.

# Managing resources

## KLoE 3.3 Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

### KLOE 3.3 score = 2

#### Findings and Conclusions

The Council maintains a productive and skilled workforce through a combination of targeted training and recruitment. Skills gaps are identified and a range of recruitment channels are used. In some key areas trainee placements have been recruited and given suitable training. The Council invests in communicating with staff, and their well being, through an employee assistance programme, lunchtime exercise classes and access to occupational health. Effective systems are in place for monitoring sickness levels with support being given following periods of sickness while disciplinary action is taken where necessary. Staff are active participants in service redesign, and workshops discuss the result of customer and staff surveys with participants asked to highlight where they have improved outcomes for the community.

By contrast workforce planning is less well developed. Workforce planning is integrated with Service planning but currently only looks a year ahead. This is due to the Council forward commitment to the sharing of services across the county to improve VfM. There is reliable workforce data available and agency costs are both transparent and well managed.

The organisation has changed on a few occasions over the past five years and this coupled with the approach to business transformation, has resulted in sound practices being in place to support staff through periods of change. The Council fully involves staff in the initial stages, for example, through surveys, road shows, surgeries and focus groups while then empowering them to deliver agreed changes. Training and coaching is provided to people taking up new roles with time being given for staff to adapt.

Staff attend diversity awareness programmes and are trained to ensure compliance with equalities legislation. Flexible working arrangements are in place and staff satisfaction is high. However the Council is aware that its workforce is not quite representative in ethnic terms.

# Use of resources 2009/10

**13** The key lines of enquiry specified for the assessment are set out in the Audit Commission's work programme and scales of fees 2009/10. The criteria remain largely unchanged, although the managing human resources KLOE is replaced by one which assesses whether the Council is making effective use of natural resources. The areas of focus for the KLOE are whether the organisation:

- understands and can quantify its use of natural resources and can identify the main influencing factors;
- manages performance to reduce its impact on the environment; and
- manages the environmental risks it faces, working effectively with partners.

**14** We expect to undertake the assessment in January and February 2010.



# Agenda Item 8

## REPORT TO CABINET

REPORT OF: Corporate Head, Finance and Customer Services

REPORT NO: CHFCS74

DATE: 7 December 2009

<b>TITLE:</b>	Financial reports for 2009/10 – Monitoring Information and forecast Outturn	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	N/A	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Councillor Mike Taylor Resources and Assets Portfolio Holder	
<b>CONTACT OFFICER:</b>	Richard Wyles – Corporate Head of Finance and Customer Services 01476 406210 Email: <a href="mailto:r.wyles@southkesteven.gov.uk">r.wyles@southkesteven.gov.uk</a>	
<b>INITIAL IMPACT ASSESSMENT:</b>	Carried out and Referred to in paragraph (7) below:  N/A	Full impact assessment Required:
<b>Equality and Diversity</b>		
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Local Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>	CHFCS49, CHFCS61	

### 1. RECOMMENDATION

Members are asked to note the comments and figures contained in this report.

## 2. PURPOSE OF THE REPORT

In order to ensure good budget management it is important that the members are updated with budget monitoring information. This serves the purpose of ensuring members are kept informed of actual spend compared to budget and the forecast outturn position. The report provides a summary position of the anticipated outturn position against original budget covering the following areas:

- General Fund Revenue Budget
- Housing Revenue Account Revenue Budget
- Capital Programme
  - General Fund
  - HRA

## 3. DETAILS OF REPORT

### General Fund Revenue Budgets

The forecast for the year end as at 30 September 2009 projects an underspend of £303k which is summarised in the table below

Corporate Area	Budget	Actual's To Date	Forecast	Variance
	£'000k	£'000k	£'000k	£'000k
Finance & Customer Services	2,418	1,222	2,344	(74)
Healthy Environment	5,302	1,338	5,188	(114)
Partnership & Improvement	3,551	795	3,128	(423)
Resources & Org Development	2,643	106	3,054	411
Special Expenses Area	643	125	626	(17)
Sustainable Communities	3,543	1,226	3,457	(86)
<b>Total</b>	<b>18,100</b>	<b>4,812</b>	<b>17,797</b>	<b>(303)</b>

A summary of the key issues in respect of the forecast position in respect of the General Fund is provided below:

#### **Finance and Customer Services**

- Salary related underspends have occurred in Customer Services during the course of the year following a review of aligning customer needs with appropriate resources.

## **Healthy Environment**

- Building Control staff are temporarily undertaking work within Environmental Protection service to cover vacancies and this initiative is utilising in-house skills and resources.

## **Partnerships and Organisational Improvement**

- There is currently a forecast underspend in respect of budgets on the 'Invest to save budget' and Community Fund budget.
- Salary related underspend in Business Transformation service is expected due to delays in recruitment.
- Communications Services is forecasting an underspend on salaries and consultancy costs as SKToday is now being prepared in house.

## **Resources and Organisational Development**

- A full year impact of Business Rates and leisure management fee costs have been factored into the forecast outturn as the anticipated savings on leisure services are not going to be achieved. Council has approved an in-year supplementary estimate to the budget framework (report CHFCS.61) in order to meet these unanticipated costs. The financing decisions in respect of the outturn position will be taken as part of the closure of the accounts.
- The market service is forecasting an overspend due additional salary costs on wages, overtime and casual workers. This is currently being reviewed by the service area in order to reduce costs. There is also an expected shortfall in income in respect of the Grantham market.

## **Sustainable Communities**

- Building control service is currently forecasting a shortfall on income of £74k.
- Additional expenditure is now expected in respect of planning appeal costs totalling approximately £100k. This will be funded from the insurance reserve as part of the closure of accounts process.
- There is an anticipated underspend on Economic Development due to a vacant Economic Development officer post and additional funding received in respect of Economic Development initiatives.
- Delays with the commencement of the Choice Based Lettings initiative due to on-going discussions with other partners. This is expected to result in an underspend within the Housing Solutions Service.
- Planning policy has a forecast underspend mainly relating to the Local Development Framework.

## Housing Revenue Account Budgets

The original budgeted deficit on the HRA for 2009-10 is £1.823m and the current forecast outturn position is a reduction of £0.305m in the deficit to £1.518m.

There are a number of key variances in the service budgets within the Housing Revenue Account which are contributing to the reduction in the forecast deficit which are detailed in the table below:

<b>Variance</b>	<b>£k</b>
Resident Involvement	(18)
Housing Rents	(134)
Negative Housing Subsidy	81
Repairs Admin	(15)
Improvements	(144)
Sheltered Housing	(25)
Other movements	(50)
<b>Net reduction in Deficit</b>	<b>(305)</b>

A summary of the key issues on the HRA is provided below:

- There is a forecast increase in the Housing Rent income expected due to the void rate currently being lower than budgeted for.
- An increase in the negative housing subsidy payment is required following the completion of the interim mid-year review.
- Due to a Service manager vacancy and supplies and service savings, an underspend is forecasted in the repairs administration team service area.
- In the improvements service there is a underspend within specified works on Insulation and asbestos works.
- There is currently a scheme manager vacancy within the Sheltered Housing team.

## Capital Budgets

A revised capital programme for 2009/10 was approved by Council in June 2009 and the current outturn position against budget is:

	<b>Budget</b>	<b>Projected Outturn</b>	<b>Variance</b>
<b>General Fund</b>	<b>£4.589m</b>	<b>£3.816m</b>	<b>(£0.773m)</b>
<b>HRA</b>	<b>£4.631m</b>	<b>£4.491m</b>	<b>(£0.085m)</b>

### General Fund

The following key variances should be noted for the General Fund:

- A budget for an additional waste freighter has been identified as a contingency requirement that may not be required (£114k).
- Slippage on Warm front top up grants due to reduction in demand. (£100K).
- Forecast underspend in respect of the Grantham Innovation and Enterprise Centre project contribution which is not now expected to occur this financial year (£200k).
- There is an ongoing review of the area office upgrade requirements and this project may now slip into the next financial year (£240k).

### HRA

The following key variances should be noted for the HRA:

- There is further work being undertaken in respect of the preferred method to deliver Choice based letting service and any capital related expenditure is therefore on hold pending the outcome - £50k.

## **4. OTHER OPTIONS CONSIDERED**

None applicable

## **5. RESOURCE IMPLICATIONS**

None applicable

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

None applicable

**7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT**

None applicable

**8. CRIME AND DISORDER IMPLICATIONS**

None applicable

**9. COMMENTS OF SECTION 151 OFFICER**

My comments are included in the report.

**10. COMMENTS OF MONITORING OFFICER**

As part of good governance it is important members are kept updated in respect of the financial position of the Council expenditure during the course of the year.

**11. APPENDIX:**

None

# Agenda Item 9

## REPORT TO CABINET

### REPORT OF: Corporate Head of Partnerships & Improvement

**REPORT NO: POI 41**

**DATE: Monday 7 December 2009**

<b>TITLE:</b>	<b>Priority Actions &amp; Performance Progress Report – to end of Quarter 2 (to end of September 2009)</b>	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	N/A	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Cllr Ray Auger: Access and Engagement	
<b>CONTACT OFFICER:</b>	Sam Selby, Performance Management Officer, Performance Management & Engagement	
<b>INITIAL IMPACT ASSESSMENT:</b> Equality and Diversity	Not required	Full impact assessment Required: No
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Local Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>		

### 1. RECOMMENDATIONS

- That Cabinet notes the progress made on delivering the council's key priority actions, the performance highlights and exceptions, and the steps being taken to address below target performance following the second quarter of 2009/10.
- That Cabinet considers the recommendation from the Scrutiny Committees on examining the feasibility of the council collecting commercial waste and recyclables.

### 2. PURPOSE OF THE REPORT

As part of our performance management arrangements the Cabinet has agreed a number of performance measures and key actions to help assess and monitor our progress against each of the priority themes (Customer First, Good for Business, Quality Organisation and Quality Living).

This report shows the progress on actions and performance measures contributing towards the Quality Living priority for this year up to the end of September. The report was considered by the Scrutiny Committee at its meeting on 10 November where members focused their discussion on recycling of both domestic and commercial waste, climate change, affordable housing planning policy, one star food businesses and crime figures.

Appendix 1 shows the key actions for the Priorities with appendix 2 showing the key performance measures by priority.

### **3. DETAILS OF REPORT**

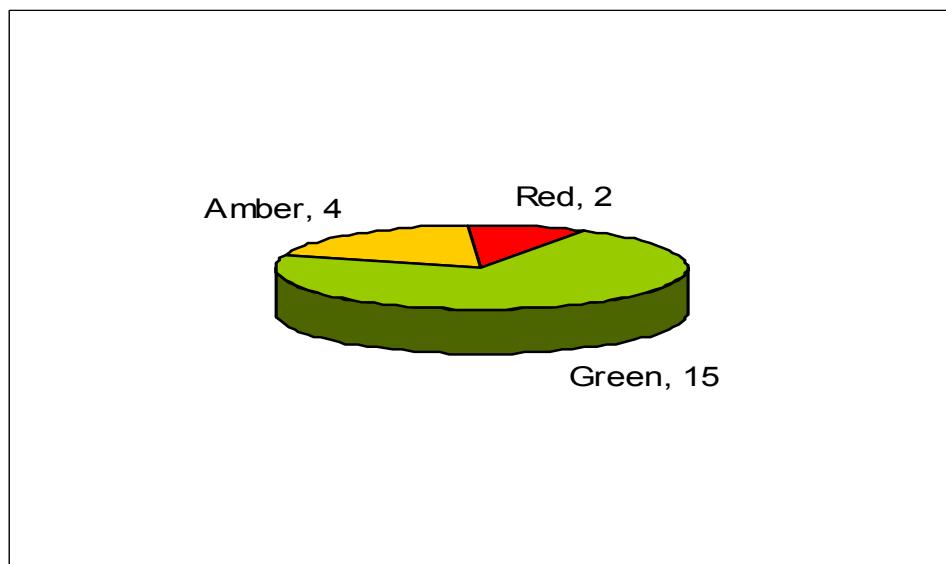
#### **Quality Living**

The aim of Quality Living is to create an attractive and sustainable environment for the community to enjoy, within an environment which is green, clean, safe and well maintained.

Detailed below are the 21 key projects/actions which are currently being delivered to contribute towards this.

As shown, 15 of these are on track achieve the expected outcome, 4 require a measure of intervention and 2 are not on track due to factors beyond our control. The detailed progress of these actions can be seen in appendix 1.

#### **Key actions summary**



**Key:**

�� On track to meet target 黄 Should meet target with corrective action 红 Not on track

## Project/Actions to deliver Quality Living Priority

Status	Action	Title
绿	QL 1.1	Aim to achieve 58% recycling/composting of household waste by March 2010 and 60% March 2012
黄	QL 1.2	Deliver ongoing education campaigns to raise residents awareness of waste minimisation and the opportunities to re-use and recycle waste
绿	QL 1.3	Support the delivery of objectives detailed in the Joint Municipal Waste Management Strategy for Lincolnshire
红	QL 2.1	Work with our local area agreement partners to develop a Climate Change Strategy for Lincolnshire
黄	QL 2.2	Encourage our communities to reduce carbon emissions by raising awareness of energy and water saving measures
绿	QL 3.1	Work with local authorities, primary care trusts, emergency services & other partners to identify key risks presented by flood & heat wave events
绿	QL 3.2	Identification and protection of existing habitats and the development of new ones to improve bio-diversity
绿	QL 4.1	Ensure that 90% of our streets and public spaces and public spaces meet or exceed acceptable standards in terms of litter
绿	QL 4.2	Work with the Police and other agencies to reduce the % of residents who feel that anti-social behaviour is a problem at night in town centres
绿	QL 4.3	Deliver multi agency advice & assistance on targeted geographical hot-spots at increased risk or crime & safety incidents through a "hot streets" project
绿	QL 4.4	Work with partners to provide a series of events showcasing cultural traditions and providing opportunities for people from diverse groups to learn more about each other
绿	QL 4.6	Help to facilitate diversionary activity and education for children and young people
黄	QL 5.1	Engage with developers and registered social landlords to assist in continual improvement to the delivery of affordable homes in the district
红	QL 5.2	Adopt a policy to support negotiation of an appropriate level of intermediate & affordable housing on proposed new housing developments at planning application
绿	QL 5.3	Review how we can assist householders on improving energy efficiency of their homes
黄	QL 5.4	Provide advice and where appropriate grant assistance to improve the condition or fuel efficiency of at least 260 privately owned homes each year
绿	QL 5.5	Deliver a programme of improvement work to SKDC's own housing stock to improve energy efficiency
绿	QL 5.6	Pilot renewable energy technology initiatives in Council owned housing stock during 2009/10 to inform our future investment programmes
绿	QL 6.1	Utilise funding provided via the Primary Care Trust to enable provision of advice on health and obesity
绿	QL 6.2	Deliver targeted advice to food business with 1 star or less to ensure all businesses meet at least minimum standards
绿	QL 6.3	Work with Lincolnshire partners to develop and deliver a county wide Cultural Strategy



## ◀ **Highlighted achievements:**

- **Street Cleaning and Litter (QL 4.1)**

Changes have been made to the balance between planned and reactive sweeping and cleaning work patterns. Two fly-tipping hotspots in the Grantham area have been identified and we are making more frequent visits to these areas to remove tipped waste. Where possible evidence is being gathered to support subsequent advisory and enforcement action. Staff are equipped with graffiti removal kits and paint to deal with problems when spotted. This has been reflected in the positive performance shown in the performance tables.

- **Provision of activities and education for children and young people (QL 4.6)**

Fair play Football (FPF) was delivered during April in Grantham the police recorded a reduction of incidents of anti-social behaviour during this time. The next FPF projects begins in both Grantham and Deepings in September. A successful summer programme was delivered including circus skills, hip hop dance sessions, FPF, drama workshops across the district working together with our partners.

- **Provisional advice on health and obesity (QL 6.1)**

In total, 11,314 over 60's and 34,832 under 16's free swimming sessions were delivered during the first half of the year as a result of this government funded scheme. Two healthy cooking courses for 20 people have been led by SKDC. A district wide "exercise on referral scheme" was introduced mid August 09 with 14 GP surgeries signed up and 24 referrals so far. All referrals are to Leisure Connection and staff have been trained to carry out the referral process for adults. Work is in hand to introduce a Fit Kids (exercise on referral) scheme.

- **Recycling & Composting of Household Waste (QL 1.1)**

This year we have increased the number of green bins provided to customers resulting in over 25,500 customers having their compostable garden waste collected fortnightly.

We have recently incorporated 19 schools into the recycling service and are looking at the feasibility of extending this further.

Twin bins which have both recycling and refuse compartments have been ordered for on street recycling.

Currently we are recycling/composting 56.6% of all waste, the remaining 43.4% being sent to landfill, demonstrating a continuous improvement in this service. In 2008/09 we were in the top 10% of recycling authorities in the country.

However, despite the above and probably due to factors outside our control we are not on track to achieve the target of 58% of refuse this year.

- **Identification of the key risks presented by flood and heat wave events together with local authorities, primary care trusts, emergency services and other partners (QL 3.1)**

The baseline assessment of weather events across the county has been completed. This information will be used to assess the likely impact on individual services of these risks.

This will be tied into regional, more detailed impact assessments on the likely effects on services due to weather, which will be used to inform service delivery planning and strategies.

- **Educating residents on waste minimisation, recycling and re-using (QL1.2)**

Community events are planned for November and December to inform residents on ways they can recycle, reuse and minimize waste. These will be held at community Christmas events in Grantham and Stamford. This is an ideal opportunity as there is naturally a higher volume of packaging, cards, trees etc. over the festive period.

Recycling will also be featured in the December issue of SkToday and the new website.

- **Encourage our communities to reduce carbon emissions by raising awareness of energy and water saving measures (QL 2.2)**

The new website has been updated with 100 ways to save energy and reduce carbon emission in your home.

Further advice will be incorporated in SkToday.

- **Exceptions not on track:**

- **Affordable housing on proposed new housing developments (QL 5.2)**

Work is underway to define new policy on affordable housing. There has been some delay due to a revision in the Inspector's timetable for the examination in public of the Core Strategy development plan document.

- **Develop a Climate Change Strategy for Lincolnshire with partners (QL 2.1)**

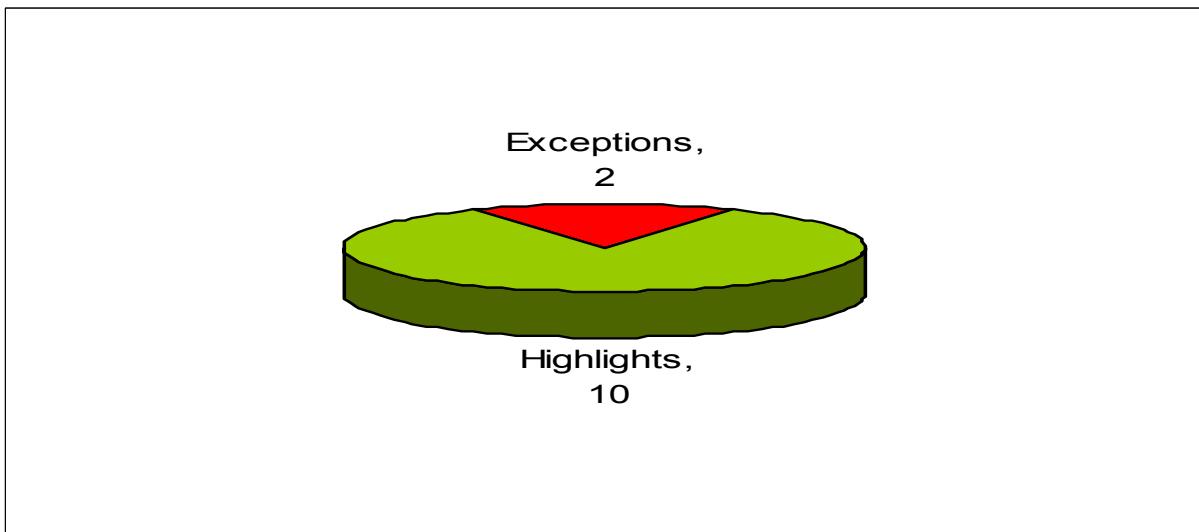
We are working in partnership as part of the LAA theme to develop a Climate Change Strategy for Lincolnshire. Progress on this has been slow.

However we will be developing a local climate change action plan for our district which will support the emerging overarching Climate Change Strategy.

### **Performance Measures Summary**

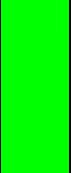
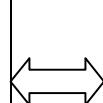
Detailed below are 12 key performance measures which contributing towards Quality Living.

As shown 10 of these are on target to achieve the expected result, 2 are currently not on track to meet expected result. All key performance measures and progress against targets can be seen at appendix 2.



## **Progress on key performance measures for April to September 2009**

### **Key:**

	Performance indicator is above target and performing better than previous years		Performance indicator below target or performing worse than previous years		Improved performance against previous quarter and/or previous years results		Performance is below previous quarter and/or previous years results		No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		2009/10 Annual Target	LAA Target 2009/2010	2008/2009 Annual Results	2008/2009 Annual Target
		Results	Target	Results	Target				
	NI 154 Net additional homes provided	106	170	231	340	680		653	400
	NI 20 Assault with injury crime rate	1.35	1.17	2.79	2.32	4.64	--	4.97	--
	SK323 % Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	89.32%	86.22%	94.54%	89.96%	98.08%	--	97.91%	98.90%
	SK322 Actual rent collected against rent debtor	£4,673,334	£4,606,000	£10,198,423	£9,918,000	£19,630,000	--	--	--
	NI 191 Residual household waste per household	104	106	204	213	426	--	418	426
	NI 195a Local street and environmental cleanliness: litter	Not measured until July		1%	2%	2%	--	2%	5%
	NI195b Local street and environmental cleanliness: detritus	Not measured until July		3%	3%	2%	--	3%	8%
	NI195c Local street and environmental cleanliness: graffiti	Not measured until July		0%	1%	1%	--	0%	0%
	NI195d Local street and environmental cleanliness: fly-posting	Not measured until July		0%	1%	1%	--	0%	0%
	NI 155 Number of affordable homes delivered (gross)	34	26	66	54	150	160	289	150
	NI 156 Number of households living in temporary accommodation	31	47	25	40	25	8	54	75
	NI 159 Supply of ready to develop housing sites	153%	100%	153%	100%	100%	--	153%	90%

## **Highlighted achievements**

- **Rent collected (SK322 & SK323)**

Collection rates have continued to improve over the year at the end of September we had collected 94.54% of the rent due against the target 89.96%.

This continues a trend of continuous improvement

- Sept 07/08 (91.77%)
- Sept 08/09 (91.63%)
- Sept 09/10 (94.54%)

In real terms this means we have collected £10,198,423 which is £280k more than the target of £9,918,000.

- **Residual Household waste per household (NI191)** – quarter 2 results show that 204 kgs of waste per head has been sent to landfill. This is less than our expected target of 209 kgs which is favourable.

- **Number of affordable homes delivered (gross) (NI 155)-**

This year we have a target of delivering 150 affordable homes. To date we have achieved 66 units. This has been helped by additional 'off the shelf' properties being acquired by housing associations.

- **Number of households living in temporary accommodation (NI 156)**

There has been a continued reduction in the numbers of households in temporary accommodation. Work is ongoing to convert our non-secure tenancies to full security of tenure with the Tenancy and Housing teams.

- **Supply of ready to deliver housing sites (NI 159)**

This measure equates 100% to 5 years housing land supply. Currently we have 153% or 7.5 years housing land supply.

## **Exceptions:**

- **Net additional homes provided (NI 154)**

The number of new dwellings completed during the second quarter - 231 units was 99 units less than the same period in the previous year. There is, however, evidence that some house builders are back on site and at least 180 affordable housing units are expected to be completed by the end of March 2010. In addition there are two schemes (delivering 66 units) which were submitted for Homes and Communities Agency Kickstart funding, to be completed by March 2010, have been shortlisted for the detailed assessment stage.

- **Violent crime - Assaults with injury (NI 20)**

There has been an increase in the number of 'assaults with injury' (45 offences) compared to first six months of the previous year. However, the Police report a reduction in the number of offences (11) in the second quarter. The community safety team is working together with the Police and other partners in order to deal with this. A plan has been developed and a number of town centre initiatives are planned for the national 'Not in my Neighbourhood' Week (2-6 Nov). The Street Pastor service has completed survey to assess whether they could successfully introduce their voluntary service in our area. They provide support and information on the street, to those who may require it due to an excess of alcohol etc. in order to prevent or reduce the need for Police intervention.

## **RESOURCE IMPLICATIONS**

There are no resource implications to this report. Any actions detailed to address performance will be met within existing resources.

## **RISK AND MITIGATION (INCLUDING HEALTH AND SAFETY AND DATA QUALITY)**

Data Quality is a factor in Corporate Area Assessment (CAA), and impacts on how we handle our data across the council at all levels and not just within performance management.

As part of our current Data Quality procedures within performance management all service managers are required to complete a year-end sign-off document for all measures. Within this document service managers must stipulate what Data Quality checks have been carried out for the measures within their service area and provide evidence to support this process. Once this has been completed the data inputter, service manager and corporate head are asked to formally sign off the document, which is then forwarded to the Performance Management team.

## **6. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT**

None to report.

## **7. CRIME AND DISORDER IMPLICATIONS**

There are no crime and disorder implications directly arising from this report.

**8. COMMENTS OF SECTION 151 OFFICER**

I have no specific financial comments to make in respect of this report. From a governance perspective I welcome the production of the report and members are invited to scrutinise performance where appropriate.

**9. COMMENTS OF MONITORING OFFICER**

This report is made to Cabinet to inform it of the progress being made on the performance measures relating to priority action plans. This is a new format for reporting performance. It was considered by the Scrutiny Committee on 10<sup>th</sup> November who made a recommendation for consideration on recycling commercial waste.

## Appendices 1 – Detailed Tables of Key Priority Actions

# Customer First

Key:  On track to meet target

 Should meet target with corrective action

 Not on track

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	CF 2.1	Develop an improved compliment/complaints/comments process to enable customers share their experience of our services	<p><b>Progress:</b> The new compliment/complaints/comments process has been agreed. Officer training has been carried out and the new customer guide will be launched on 1st November.</p> <p><b>Outcome of achievements/actions being taken to address below target performance:</b> The new process will deliver a single corporate system for managing, responding to and monitoring customer feedback and facilitate improved learning from feedback. It will also enable reporting as part of the corporate management process.</p>	02 Nov 2009	Clare Boswell; Sharon Yates
	CF 2.2	Improve consultation process (in accordance with consultation toolkit) with customers.	<p><b>Progress:</b> The District-wide residents' survey has been produced in draft form, in line with the new consultation toolkit with an emphasis on consulting on Bourne Core Area, Grantham Growth, street cleaning and parks.</p> <p><b>Outcome of achievements/actions being taken to address below target performance:</b> The findings of all consultation will be carefully considered and used to assist with the formulation of policy and future service delivery</p>	31 Mar 2010	Sharon Yates
	CF 2.3	Identify customer needs in order that they can access a range of Council and other public sector services in one place	<p><b>Progress:</b> Results from 2008 Place Survey, Housing Budget survey, and internal surveys e.g. vehicle design, website survey have been reported to the relevant service managers. A revised service plan template has been agreed which captures customer intelligence and feedback.</p> <p><b>Outcome of achievements/actions being taken to address below target performance:</b> Customer intelligence and feedback is informing service design and decisions as part of the 2010/11 service planning process which is currently underway.</p>	31 Mar 2011	Sharon Yates

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	CF 3.1	Utilise 'lean' systems thinking to drive service improvements across the Council	<p><b>Progress:</b> Redesigned services in Revenues and Benefits and Housing Repairs are now operational. A "whole council" approach to lean systems thinking has now been agreed and an initial development workshop has been held.</p> <p><b>Outcome of achievements/actions being taken to address below target performance:</b> Service improvements in Revenues and Benefits resulting in an improvement of end to end time of benefit claims from 44 days to 32 days (average).</p>	31 Mar 2010	Clare Boswell; Andy Nix
	CF 3.2	Develop a programme to capture and measure 'avoidable contact' across all services	<p><b>Progress:</b> A reporting mechanism has been developed for roll out council-wide from the beginning of October. A monitoring system has been implemented in Customer Services.</p> <p><b>Outcome of achievements/actions being taken to address below target performance:</b> Services will be provided with regular information regarding the amount of avoidable contacts to assist with the improvement of future service delivery</p>		
	CF 4.1	Develop 'fit for purpose' joint customer access arrangements with partners (including the County Council) in Bourne and Stamford	<p><b>Progress:</b> Bourne Customer Access Point project: proposed options have been developed in consultation with LCC for consideration in November. A draft customer strategy has been developed.</p> <p><b>Outcome of achievements/actions being taken to address below target performance:</b> The development of multi use facilities requires all relevant partners to agree the optimum utilization to ensure the customer experience is of a high standard. Detailed discussions are currently at an advanced stage.</p>	26 Feb 2010	Clare Boswell
	CF 4.2	Introduce a quality customer experience at all customer services centres	<p><b>Progress:</b> Dependent upon the outcome of achievements/actions being taken to address below target performances identified within consultation and strategic planning decisions from CF 4.1</p>	31 Mar 2011	Clare Boswell

# Good for Business

Key:  On track to meet target

 Should meet target with corrective action

 Not on track

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	G4B 1.1	Undertake land assimilation for a mixed retail/housing development in Bourne	<p><b>Progress</b> The Bourne Land acquisition strategy has now been approved by Cabinet.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> Key sites have already been purchased with the aid of Welland SSP funding in the strategic area. Additional sites have now been identified within the land acquisition strategy.</p>	31 Dec 2009	Liz Banner
	G4B 1.2	Undertake land assimilation of key strategic sites in Grantham	<p><b>Progress</b> Over arching land acquisition strategy and detailed methodology for Canal Basin approved by Growth Point Board. Market valuations for key sites at Station Approach complete and initial negotiation for acquisition of key sites underway. Draft relocation strategy covering all Growth Point projects in draft form.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> Initial negotiations for acquisition of key sites underway.</p>	31 Mar 2011	Simon Wright; Karen Sinclair
	G4B 1.3	Facilitate the opening of new quality retail development within Grantham	<p><b>Progress</b> Funding for development briefs for key sites at Greyfriars and Wharf Place has been approved.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> Work on development briefs now underway</p>	31 Mar 2013	Simon Wright; Karen Sinclair
	G4B 1.4	Agree a development brief for sites adjacent to Grantham rail station	<p><b>Progress</b> The draft Station Approach Development Brief has been approved for public consultation. The consultation is running until the 20th November with a further report for adoption being taken to Cabinet in early 2010.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b></p>	31 Mar 2010	Simon Wright; Karen Sinclair

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
✓	G4B 1.5	Agree a development brief for town centre retail sites	<p><b>Progress</b> Funding for development briefs for key sites at Greyfriars and Wharf Place has been approved.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> Work on development briefs now underway</p>	31 Mar 2011	Simon Wright; Karen Sinclair
✓	G4B 1.6	Work with the private sector to bring forward major new housing developments, with associated highways, community & leisure facilities for Grantham	<p><b>Progress</b> Planning applications have been approved for residential development in the North West Quadrant, and also for employment development and the associated first phase of the East-West relief road. Discussions to take forward the master planning of both Grantham Urban Extensions are being progressed with the landowners and key stakeholders.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> Principle of development established and work now underway to progress applications through to detailed stage, concurrent with master planning work.</p>	31 Mar 2015	Simon Wright; Karen Sinclair
⚠	G4B 2.3	Publish Grantham Area Action Plan Preferred Options	<p><b>Progress</b> Focus groups and public consultation work has been delayed as a result of a staff vacancy.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> The timing of the proposed consultation programme is under review but the delay will not impact on the overall timetable for the Grantham Area Action Plan preparation. Recruitment to the vacancy is currently underway</p>	31 May 2010	Simon Wright; Karen Sinclair
✓	G4B 2.4	Determine planning application for new road route for new housing development	<p><b>Progress</b> The planning application for employment development and the associated first phase of the East-West relief road was determined in September. Design work for the relief road route is underway in consultation with partners and stakeholders. Master planning work for the Southern Quadrant is being scoped and a brief for specialist support has been prepared</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> Initial preparatory work towards development of a full planning application is ongoing</p>	31 Aug 2009	Simon Wright; Stuart Vickers

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	G4B 2.5	Plan for integrated approach to infrastructure and service development needs aligned to project growth to 2026	<p><b>Progress</b> It has been agreed to progress work on this area within District boundaries, rather than through a County wide approach, because of the need to meet the requirements of the Core Strategy examination in public. Preparatory work including the collection of data covering South Kesteven that would inform an Infrastructure Delivery Plan has therefore now commenced, supported by LCC's Infrastructure Policy Officer.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> This work is being accelerated in line with requirements for the Core Strategy examination in public and whilst behind schedule at the moment it is expected that work will be substantially complete by the deadline.</p>	30 Nov 2009	Karen Sinclair
	G4B 3.1	Develop and begin to implement an inward investment action plan focused on innovation and enterprise	<p><b>Progress</b> A poster campaign marketing Grantham in stations in London was carried out during July/August. Work is now underway to evaluate the impact of the campaign. Work is underway with other councils in South Lincolnshire and LCC to develop options for joint inward investment marketing.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> Outcome of achievements/actions being taken to address below target performances of the marketing campaign will be known by the end of the year. An inward investment plan will be developed based on a partnership approach across councils in South Lincolnshire by the end of the year.</p>	31 Dec 2009	Karen Sinclair

# Quality Living

Key:  On track to meet target  Should meet target with corrective action  Not on track

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 1.1	Aim to achieve 58% recycling/composting of household waste by March 2010 and 60% March 2012	<p><b>Progress</b></p> <p>This year we have increased the number of green bins provided to customers resulting in over 25,500 customers having their compostable garden waste collected fortnightly.</p> <p>We have recently incorporated 19 schools into the recycling service and are looking at the feasibility of extending this further.</p> <p>Twin bins which have both recycling and refuse compartments have been ordered for on street recycling.</p> <p>However we are currently not on track to recycle 58% of refuse this year. Currently we are recycling/composting 56.6% of all waste, the remaining 43.4% being sent to landfill, which is continuously improving. However we are still in the top 10% of recycling authorities in the country.</p>	<b>31 January 2010</b>	<b>Pat Swinton</b>
	QL 1.2	Deliver ongoing education campaigns to raise residents awareness of waste minimisation and the opportunities to reuse and recycle waste	<p><b>Progress</b></p> <p>The development and delivery of a communications plan aimed to increase the rate of recycling has been delayed due to unexpected staff resource issues within the Street Scene service. However articles have been published in SK Today and the content for the Council's new web site has been prepared.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b></p> <p>A review of staff resources in the service has recently been completed and the need for a post dedicated to promoting recycling has been identified and will be advertised shortly.</p>	31 Mar 2011	Pat Swinton

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
✓	QL 1.3	Support the delivery of objectives detailed in the Joint Municipal Waste Management Strategy for Lincolnshire	<p><b>Progress</b></p> <p>The Council is fully signed up to the Joint Municipal Waste Strategy. Work on the evaluation of the efficiency of collection rounds, and the optimum location of waste transfer stations has not yet commenced, although it is imminent. Data has been submitted to LCC to enable the evaluation process to commence. A report is now being prepared for the Communities Policy Development Group working group to consider proposed changes to the Council's current policies on aspects of the waste collection service.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b></p> <p>The Council is working with other Lincolnshire authorities to achieve the Joint Municipal Waste Strategy objectives and targets</p>	30 Nov 2009	Pat Swinton
●	QL 2.1	Work with our local area agreement partners to develop a Climate Change Strategy for Lincolnshire	<p><b>Progress</b></p> <p>We are working in partnership as part of the LAA theme to develop a Climate Change Strategy for Lincolnshire. Progress on this has been slow. However we will be developing a local climate change action plan for our district which will support the emerging overarching Climate Change Strategy.</p>		
⚠	QL 2.2	Encourage our communities to reduce carbon emissions by raising awareness of energy and water saving measures	<p><b>Progress</b></p> <p>The new website has been updated with 100 ways to save energy and reduce carbon emission in your home. Further advice will be incorporated in SkToday.</p>	31 March 2010	Mike Brown
✓	QL 3.1	Work with local authorities, primary care trusts, emergency services & other partners to identify key risks presented by flood & heat wave events	<p><b>Progress</b></p> <p>The baseline assessment of weather events across the county has been completed. This information will be used to assess the likely impact on individual services of these risks.</p> <p>This will be tied into regional, more detailed impact assessments on the likely effects on services due to weather, which will be used to inform service delivery planning and strategies.</p>	31 March 2010	Mike Brown
✓	QL 3.2	Identification and protection of existing habitats and the development of new ones to improve bio-diversity		31 March 2011	Karen Sinclair

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
✓	QL 4.1	Ensure that 90% of our streets and public spaces and public spaces meet or exceed acceptable standards in terms of litter	<p><b>Progress</b> Changes have been made to the balance between planned and reactive sweeping and cleansing work patterns</p> <p>The Street Scene service has identified two fly-tipping hotspots in the Grantham area and has responded by making more frequent visits to these areas to remove tipped waste. Where possible evidence is being gathered to support subsequent advisory and enforcement action.</p> <p>Staff are equipped with graffiti removal kits and paint to deal with problems when spotted.</p>	31/10/09	Pat Swinton
			<p><b>Outcome of achievements/actions being taken to address below target performance</b> Activity to date has resulted in improvements to the performance indicators measuring levels of litter and detritus. During the first half of the year xxx incidents of graffiti have been attended to.</p>		
✓	QL 4.2	Work with the Police and other agencies to reduce the % of residents who feel that anti-social behaviour is a problem at night in town centres	<p><b>Progress</b> The Safer Zone project was delivered in Grantham Town Centre during August 2009 and there is a programme for the winter months.</p>	31/03/10	Mark Jones
			<p><b>Outcome of achievements/actions being taken to address below target performance</b> The project created reassurance for people in Grantham in the evenings in the summer and also signposted individuals to appropriate services.</p>		
✓	QL 4.3	Deliver multi agency advice & assistance on targeted geographical hot-spots at increased risk or crime & safety incidents through a "hot streets" project	<p><b>Progress</b> Evaluation carried out of a possible area within Grantham to trial approach following initial scoping exercise.</p>	31/03/10	Mark Jones
			<p><b>Outcome of achievements/actions being taken to address below target performance</b> Multi-agency working group formed and plans in place to roll out "hot streets" in District over coming months.</p>		
✓	QL 4.4	Work with partners to provide a series of events showcasing cultural traditions and providing opportunities for people from diverse groups to learn more about each other	<p><b>Progress</b> Planning work has begun to deliver a programme of events across the district in 2010 in parallel with local carnivals.</p>	30/06/10	Mark Jones; Carol Drury; David Popple
			<p><b>Outcome of achievements/actions being taken to address below target performance</b></p>		

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL4.6	Help to facilitate diversionary activity and education for children and young people	<p><b>Progress</b> The last fair play football (FPF) project finished in Grantham on the 16th April and the next FPF projects begin in both Grantham and Deepings in September. Worked with partners through the Local Children Partnership on a successful summer programme including circus skills, hip hop dance sessions, FPF, drama workshops etc. delivered across the district.</p>	31/03/10	David Price; Mark Jones
	QL 5.1	Engage with developers and registered social landlords to assist in continual improvement to the delivery of affordable homes in the district	<p><b>Outcome of achievements/actions being taken to address below target performance</b> Police recorded a reduction of incidents of anti-social behaviour during April Fairplay Football project. The majority of summer projects were over subscribed.</p> <p><b>Progress</b> Initial discussions held with RSLs on refining partnership document.</p>		
	QL 5.1	Engage with developers and registered social landlords to assist in continual improvement to the delivery of affordable homes in the district	<p><b>Outcome of achievements/actions being taken to address below target performance</b> Further approach will be developed in line with findings from Housing Strategy and review of strategic housing role and will therefore be tied into timetable for approval of housing strategy.</p>	31 Dec 2009	Karen Sinclair
	QL 5.2	Adopt a policy to support negotiation of an appropriate level of intermediate & affordable housing on proposed new housing developments at planning application	<p><b>Progress</b> Work underway to define new policy on affordable housing. Some delay as result of Inspector's revised timetable for the examination in public of Core Strategy development plan document.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> Work is ongoing, but delayed due to factors beyond our control (Inspector's timetable)</p>	31 Mar 2010	Karen Sinclair
	QL 5.3	Review how we can assist householders on improving energy efficiency of their homes	<p><b>Progress</b> A district wide private sector stock condition survey has recently been completed.</p> <p><b>Outcome of achievements/actions being taken to address below target performance</b> The results of the survey will inform service planning and help to develop options for improving this service</p>	31 Mar 2010	Kev Martin

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 5.4	Provide advice and where appropriate grant assistance to improve the condition or fuel efficiency of at least 260 privately owned homes each year	<p><b>Progress</b> At the end of September 2009 46 properties had been improved through the Decent Homes programme. A further 27 properties had received Warmfront top up grants also.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> The decent homes programme is currently behind schedule because of changes to survey contract early in the year. SKDC Building Control officers are now doing surveys and it is anticipated that this revised approach will achieve a high level of the programme by the end of the financial year. Government has also significantly changed the grant levels for Warmfront resulting in lower levels of take up. In the light of this change the target figure for Warmfront grants will be changed for next year.</p>	31 Dec 2009	Kev Martin
	QL 5.5	Deliver a programme of improvement work to SKDC's own housing stock to improve energy efficiency	<p><b>Progress</b> The condition survey of 100% of the council's housing stock has been completed and the results are now being analysed.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> The information from the stock condition survey will be used to inform the investment options for the Housing Asset Management Strategy, the Housing Revenue Account Business Plan and the Housing Strategy.</p>	31 Dec 2009	Liz Banner
	QL 5.6	Pilot renewable energy technology initiatives in Council owned housing stock during 2009/10 to inform our future investment programmes	<p><b>Progress</b> Preparatory work has been completed to replace outdated heating systems with ground source heat pump systems.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> When installed, these renewable energy technologies will reduce running costs for tenants and also lower the levels of carbon emissions from their homes.</p>	31 Mar 2010	Liz Banner
	QL 6.1	Utilise funding provided via the Primary Care Trust to enable provision of advice on health and obesity	<p><b>Progress</b> In total, 11,314 over 60's and 34,832 under 16's free swimming sessions were delivered during the first half of the year as a result of this government funded scheme.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> Two healthy cooking courses for 20 people have been led by SKDC. A district wide "exercise on referral scheme" was introduced mid August 09 with 14 GP surgeries signed up and 24 referrals so far. All referrals are to Leisure Connection and staff have been trained to carry out the referral process for adults. Work is in hand to introduce a Fit Kids (exercise on referral) scheme. New walking routes and development of walk leaders has been delayed due to absence of the walks officer.</p>	31 Mar 2010	Liz Banner; David Price

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
✓	QL 6.2	Deliver targeted advice to food business with 1 star or less to ensure all businesses meet at least minimum standards	<p><b>Progress</b>            Resources have been targeted towards premises identified as not broadly compliant through a review of the existing rating scheme and revisits to poorer premises to provide or take action where required.            Preliminary work underway regarding a partnership approach with economic development and community development to provide a holistic approach</p> <p><b>Outcome of achievements/action being taken to address below target performance</b>            Review of existing rating scheme completed and premises assessments up to date.</p>	31 Mar 2010	David Price
✓			<p><b>Progress</b>            Countywide consultation undertaken by Lincolnshire County Council.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b></p>		
✓	QL 6.3	Work with Lincolnshire partners to develop and deliver a county wide Cultural Strategy	<p><b>Progress</b>            Countywide consultation undertaken by Lincolnshire County Council.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b></p>	31 Mar 2010	David Popple

# Quality Organisation

Key:  On track to meet target  Should meet target with corrective action  Not on track

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 1.1	Review and refresh the Council's external communications strategy and action plan	<p><b>Progress</b> A draft of the revised communications strategy/plan has been produced following a review.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> The final document will incorporate details of key corporate messages/campaigns and will provide guidance to staff on how these are to be delivered internally and externally.</p>	30 Apr 2010	Sharon Yates
	QO 1.2	Refresh and improve SK Today and other key publications	<p><b>Progress</b> SKToday publications have focused on the delivery of the council's priorities, including features on work to improve roundabouts in Grantham, new council website, climate change, Grantham Growth, the Deepings Innovation centre, and Bourne market. The council's Annual Report has been approved. The Tenant handbook has been developed and is in final draft form.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> Quality information has been provided to the public giving details of what work the council is doing to meet its priorities.</p>	13 Mar 2010	Sharon Yates
	QO 1.3	Deliver two information campaigns on how we are doing on delivering on our priority themes	<p><b>Progress</b> New signage on refuse lorries has been ordered using 3 messages - recycling thank you, street cleaning, and parks.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> The public are being informed of the council's key messages around recycling and street cleaning.</p>	31 Mar 2010	Sharon Yates

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
✓	QO 1.4	Redesign and improve the Council website	<p><b>Progress</b> A new website design has been developed and service pages are under construction. Forms and "do it online" options have been reviewed. The SOCITM web survey has been introduced to capture feedback from customers on the existing web site and this will be transferred to new website on go live.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> The website will offer a much improved customer experience, and also increase the number of ways that customers are able to do business with the council.</p>	31 Oct 2009	Andy Nix; Sharon Yates
✓	QO 1.5	Review our letters to ensure they are written in Plain English & increase the % of residents who find our letters 'clear & easy' to understand	<p><b>Progress</b> A programme of "plain English" checks for all standard letters in Tenancy Services has now been completed and a timetable for other services is being developed.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> Customers are now provided with information in an easy to understand format.</p>	31 Mar 2010	Sharon Yates
✓	QO 1.6	Review Local Area Forums and ensure the Council can engage and empower effectively with local communities.	<p><b>Progress</b> The subject of the future of Local Area Forums was considered at the Engagement PDG on 10<sup>th</sup> September 2009. Further consultation with parish councils is now being planned to be undertaken by the end of the year. Initial scoping meeting held to define the programme of support from IDeA in a review of community engagement.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> This will lead to more opportunities for people to be able to influence decisions and shape services.</p>	31 Mar 2010	Sharon Yates/ Lena Shuttlewood

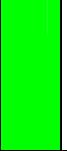
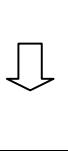
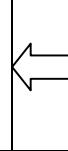
Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
Green	QO 1.7	Deliver an annual calendar of consultation campaigns using the Council's new toolkit.	<p><b>Progress</b> Consultation toolkit and calendar now in use. Programme of consultation now agreed including residents' survey, community roadshows and budget consultation</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> This will provide customer feedback on our key services and help shape future priorities.</p>	31 Mar 2011	Sharon Yates
Green	QO 2.4	Introduce on-line recruitment and 'neutral vend' contract for securing any temporary staff to ensure efficient use of resources	<p><b>Progress</b> Online recruitment fully operational. Neutral vend contract training arranged during October for go live date 2nd November 2009</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> Widen our potential pool of employees and achieve efficiencies in the procurement of any temporary employees.</p>		
Yellow	QO 3.4	Implement Use of Resources Action Plan	<p><b>Progress</b> Working group established and met. Now drafting an internal action plan to deliver against identified gaps. A common gap analysis has been agreed across Lincolnshire and the County Wide group is coordinating the actions with the designated sub working groups.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> A well run and highly performing council with a level 3 from the Use of Resources Assessment.</p>	31 Mar 2011	David Scott
Green	QO 4.4	Implement the Housing Improvement Plan and review costs to ensure the HRA is balanced	<p><b>Progress</b> The plan has been closely monitored by the BEST Board. The majority of the actions in the programme have been implemented and the outstanding actions will be implemented by the time of the re-inspection of the housing service.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> An improved and sustainable housing service for current and future tenants.</p>		
Yellow	QO 4.5	Carry out benchmarking on cost and quality in all service areas	<p><b>Progress</b> Benchmarking exercises underway or completed in Housing (Housemark), Electoral (Electoral Commission Self Assessment for Electoral registration and elections), IT (Lincolnshire IT Strategy and national VFM standards), Finance and HR (CIPFA).</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> A well run and highly performing council that learns from others to improve the quality of service delivery.</p>	31 Mar 2010	Robert Moreland

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 4.6	Realise cash efficiency savings of at least 3% each year and publish an annual efficiency plan	<p><b>Progress</b> Work is still ongoing to identify further efficiency savings for 2009/10 in light of the anticipated leisure trust savings no longer being realised. Efficiency training has been carried out with Service Managers in order to provide additional support and knowledge in this area and identify further savings. The efficiency section on the service plan template has also been updated in order to capture efficiencies as part of this process.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> Identified efficiencies will be utilized to improve service delivery of front line services.</p>	31 Mar 2010	David Scott
	QO 4.8	Identify new income streams	<p><b>Progress</b> Waste services are carrying out the preparatory work to set up a new MOT service which will provide a new income stream for the Council.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> During the initial budget setting work and in conjunction with service managers a review of fees and charges and new income streams will be undertaken. These findings will be fed into the member working group process. Following the identification and review of any new income proposals by the fees and charges working group any recommendations will be incorporated into the budget setting process to be formally approved by Council in March 2010.</p>	31 Mar 2010	Richard Wyles
	QO 4.9	Audit our buildings and land and ensure they are appropriately maintained	<p><b>Progress</b> This is on track and is 53.5% complete. This includes Industrial Units, Leisure Centres and Arts Centres. Assets are currently working on surveying the remaining buildings.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> Well maintained buildings are assets</p>	31 Mar 2010	Liz Banner

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
Green	QO 4.10	Carry out a comprehensive review of the use of non-housing assets and look at the potential transfer of assets to communities	<p><b>Progress</b> The review continues through work within Assets and the Capital and Asset Management Group</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> Ensure the Council's assets are 'fit for purpose' and can help deliver quality services.</p>	31 Mar 2011	Liz Banner
Yellow	QO 4.11	Fundamental review of how we provide services and balance between make (share) and buy	<p><b>Progress</b> Public Protection Shared Services &amp; Benefits Fraud business cases being developed and Lincolnshire IT Strategy to be developed by December 2009, further work on hold pending outcome of Lean System "whole" council approach.</p> <p><b>Outcome of Achievements / action being taken to address below target performance</b> Improved service delivery for the public regardless of the provider.</p>	31 Mar 2011	Robert Moreland
Green	QO 5.1	Reduce energy usage in Council buildings by 20%	<p><b>Progress</b> Assets and Facilities are leading a project to review options for reviewing the main office heating system and other aspects of energy use. Recommendations being delivered for consideration in November</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> A 'greener' council delivery reductions in its CO<sub>2</sub> and more efficient use of energy.</p>	31 Mar 2011	Liz Banner
Yellow	QO 5.3	Reduce paper usage by 20%	<p><b>Progress</b> Cabinet agreed (03.08.09) to limit hard copy agendas to committee members only and individual requests by members and work started to reduce office paper usage by changing printers and installing permanent projectors in Witham and Welland Meeting Rooms to enable 'paperless' meeting. Developing poster campaign to encourage staff to print less.</p> <p><b>Outcome of achievements/action being taken to address below target performance</b> Ceased sending hard copies of all agenda to media listings, electronic copies sent instead. A 'greener' council with reduced paper usage.</p>	31 Mar 2010	Andy Nix; Michael Rickard



## Appendix 2 – Detailed Tables of Key Performance Measures

	Performance indicator is above target and performing better than previous years		Performance indicator below target or performing worse than previous years		Improved performance against previous quarter and/or previous years results		Performance is below previous quarter and/or previous years results		No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		2009/10 Annual Target	LAA Target 2009/10	2008/09 Annual Results	2008/09 Annual Target
		Results	Target	Results	Target				
<b>Customer First</b>									
	NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer	44.0%	--	21.5%	--	--	--	30.0%	--
	<b>SK135b % of contacts offered that were abandoned (YTD)</b>	<b>6%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>--</b>	<b>8%</b>	<b>5%</b>
	<b>SK136b % of calls answered within 28 seconds (YTD)</b>	<b>79%</b>	<b>85%</b>	<b>72%</b>	<b>85%</b>	<b>85%</b>	<b>--</b>	<b>74%</b>	<b>85%</b>
	<b>SK26b % calls answered (lines in the CSC only) (YTD)</b>	<b>94%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>--</b>	<b>92%</b>	<b>95%</b>
	<b>SK245 % of customers that found what they were looking for on the website</b>	<b>78%</b>	<b>60%</b>	<b>70%</b>	<b>60%</b>	<b>60%</b>	<b>--</b>		
	<b>SK249a % of customers overall satisfaction with the website</b>	<b>78%</b>	<b>80%</b>	<b>69%</b>	<b>80%</b>	<b>80%</b>	<b>--</b>		
	SK271 % increase in benefit claims overall	3.07%	--	1.89%	--	--	--		
	SK272 % increase in benefit claims from Private Tenants	6.01%	--	5.96%	--	--	--		
	SK273 % increase in benefit claims from Local Authority Tenants	1.8%	--	0.15%	--	--	--		
	SK274 % increase in benefit claims from Council Tax Benefit recipients	3.24%	--	1.57%	--	--	--		

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		2009/10 Annual Target	LAA Target 2009/10	2008/09 Annual Results	2008/09 Annual Target
		Results	Target	Results	Target				
	SK275 Number of days taken from end to end turn around time for a new benefit claim	31.68	--	32.3	--	--	--		
	SK276 Number of days taken to process a "change of circumstances"	9.31	--	7.56	--	--	--		
<b>Good for Business</b>									
	<b>SK209 % of Non-domestic Rates Collected</b>	33.41%	32.85%	60.48%	60.22%	98.20%	--	97.50%	99.60%
	<b>SK279 Value of NDR collected against forecast</b>	£12,745,002.17	£12,552,468.68	£23,077,525.79	£23,009,038.11	£37,460,616.97	--		
	NI 171 New business registration rate	45.0	--	45.0	--	--	--	45.0	41.0
	<b>NI 172 Percentage of small businesses in an area showing employment growth</b>	27.0%	5.0%	-1.0%	5.0%	5.0%	--	27.0%	2.0%
	NI 151 Overall Employment rate (working-age)	79.9%	--	78.8%	--	--	--	79.1%	
	SK254 Number of new redundancies within the district	115	--						

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		2009/10 Annual Target	LAA Target 2009/10	2008/09 Annual Results	2008/09 Annual Target
		Results	Target	Results	Target				
<b>Quality Living</b>									
↔	SK208 % of Council Tax collected	29.91%	29.98%	58.08%	58.40%	98.50%	--	98.20%	98.60%
↔	SK278 Value of Council Tax collected against forecast	£17,002,134	£17,093,988	£33,058,799	£33,197,079	£55,991,648	--	--	--
↑	SK323 % Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	89.32%	86.22%	94.54%	89.96%	98.08%	--	97.91%	98.90%
↑	SK322 Actual rent collected against rent debtor	£4,673,334	£4,606,000	£10,198,423	£9,918,000	£19,630,000	--	--	--
↑	NI 191 Residual household waste per household	104	106	204	209	418	--	418	426
↔	NI 192 Percentage of household waste sent for reuse, recycling and composting	55.10%	58.00%	56.60%	58.00%	58.00%	--	54.20%	55.00%
↑	NI 195a Local street and environmental cleanliness: litter	Not due in quarter 1		1%	2%	2%	--	2%	5%
↔	NI195b Local street and environmental cleanliness: detritus	Not due in quarter 1		3%	3%	2%	--	3%	8%
↔	NI195c Local street and environmental cleanliness: graffiti	Not due in quarter 1		0%	1%	1%	--	0%	0%
↔	NI195d Local street and environmental cleanliness: fly-posting	Not due in quarter 1		0%	1%	1%	--	0%	0%
↓	NI 154 Net additional homes provided	106	170	231	340	680		653	400
↔	NI 155 Number of affordable homes delivered (gross)	34	26	66	54	150	160	289	150
↑	NI 156 Number of households living in temporary accommodation	31	47	25	40	25	8	54	75

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		2009/10 Annual Target	LAA Target 2009/10	2008/09 Annual Results	2008/09 Annual Target
		Results	Target	Results	Target				
	<b>NI 159 Supply of ready to develop housing sites</b>	153.0%	100.0%	153.0%	100.0%	100.0%	--	153.0%	90.0%
	NI 15 Serious violent crime rate	.10	--	.13	--	--	--	.30	--
	NI 16 Serious acquisitive crime rate	1.93	--	3.79	--	--	--	9.61	--
	<b>NI 20 Assault with injury crime rate</b>	1.35	1.17	2.79	2.32	4.64	--	4.97	--
	NI 32 Repeat incidents of domestic violence	20.0	--	--	--	--	--	--	--

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		2009/10 Annual Target	LAA Target 2009/10	2008/09 Annual Results	2008/09 Annual Target
		Results	Target	Results	Target				
<b>Quality Organisation</b>									
	NI 157a BV109a Processing of planning applications: Major applications	100.00 %	70.00%	77.80%	70.00%	79.00%		66.67%	60.00%
	NI 157b BV109b Processing of planning applications: Minor applications	88.10%	80.00%	84.20%	80.00%	84.00%		75.45%	65.00%
	NI 157c BV109c Processing of planning applications: Other applications	87.20%	90.00%	83.60%	90.00%	92.00%		91.47%	80.00%
	SK144 Working Days Lost Due to Sickness Absence	8.61	9.00	10.59	9.00	9.00		10.26	8.00
	SK182 % Planning appeals allowed	36.4%	26.0%	27.3%	26.0%	26.0%		27.6%	30.0%
	SK174 % of invoices paid on time within 30 days	98.14%	99.50%	97.55%	99.50%	99.50%		97.76%	99.50%
	SK119 % of FOI Enquiries responded to within statutory 20 days	97.7%	99%		99%	99%		94.4%	99%
	SK94 % of non operational assets occupied	90.62%	95%	90.62%	95%	95%		93.75%	95%
	<b>SK173 % of assets reviewed for utilization purposes</b>	50%	42.98%	53.5%	50.38%	70.8%		49%	39%
	<b>SK233 % of leavers in the last year as percentage of the average total staff</b>	1.8%	8%	4.52%	8%	8%			

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		2009/10 Annual Target	LAA Target 2009/10	2008/09 Annual Results	2008/0 9 Annual Target
		Results	Target	Results	Target				
↔	SK260 Building Control actual income received against forecast budget	£105,093	£140,744	£222,214	£260,488	£453,000			
↑	SK261 Development Control actual income received against forecast budget	£141,200	£296,402	£322,700	£685,000				
↔	SK267 % of local suppliers paid within 7 days or less from receipt of invoice	72.72%	87%	71.77%	87%	87%			
↓	SK268 % of invoices sent out by SKDC that are paid within 14 days (payment terms)	79.44%	65%	68.72%	70%	80%			
↑	SK269 % of invoices outstanding of total invoices sent out	7.95%	40%	5.3%	40%	40%			
↑	SK270 Value of invoices outstanding of total invoices sent out	£113,568	£85,000	£74,955	£85,000	£85,000			
↓	SK305 Number of working days taken to complete the repair from first contact to job completed	3.5	2.8	5.1	2.8	2.8			
↓	SK306 Number of working days taken to complete the repair from keys received from lettings to job complete (voids - by trade)	12.6	10	16.9	10	10			
↓	SK307 Number of working days taken to complete the repair from repair request received to job complete	4.6	12.8	6.7	12.8	12.8			
	SK308 Repairs Official Complaints - exceptional circumstances	2							

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		2009/10 Annual Target	LAA Target 2009/10	2008/09 Annual Results	2008/0 9 Annual Target
		Results	Target	Results	Target				
	SK309 % of repairs within the 'right to repair' regulations completed within the statutory timescales	98%	100%		100%	100%			
↑	SK310 Number of repeat visits for fix (repairs)	178		23					