



AGENDA

CABINET

MONDAY, 4 JANUARY 2010

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:	David Lambley 01476 40 62 97 d.lambley@southkesteven.gov.uk

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

- 1. APOLOGIES**
- 2. DECLARATIONS OF INTEREST (IF ANY)**

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STAMFORD • GRANTHAM • BOURNE • THE DEEPINGS

3. MINUTES
Minutes of the meeting held on 7 December 2009. (Enclosure)

4. *CHOICE BASED LETTINGS
Report number TSE00040 by the Corporate Governance and Housing Portfolio Holder. (Enclosure)

5. HOUSING STRATEGY 2010 - 2013
Report number CHSC0019 by the Corporate Governance and Housing Portfolio Holder. (Enclosure)

6. *HOUSING REVENUE ACCOUNT BUSINESS PLAN
Report number TSE41 by the Corporate Governance and Housing Portfolio Holder. (Enclosure)

7. *CIVILIAN PARKING ENFORCEMENT
Report number AFM0126 by the Economic Development Portfolio Holder. (Enclosure)

8. *FEES & CHARGES PROPOSALS 2010/11
Report number CHFCS85 by the Corporate Head, Finance and Customer Services. (Enclosure)

9. *BUDGET REQUIREMENT FOR 2010/11
Report number CHFCS84 by the Corporate Head, Finance and Customer Services. (Enclosure)

10. *TRANSFER OF STAMFORD RECREATION GROUND TO STAMFORD TOWN COUNCIL
Report number AFM0123 by the Assets and Resources Portfolio Holder and the Healthy Environment Portfolio Holder. (Enclosure)

11. *REVISION TO LOCAL DEVELOPMENT SCHEME
Report number PLA800 by the Economic Development Portfolio Holder. (Enclosure)

12. *CORE STRATEGY DEVELOPMENT PLAN DOCUMENT: AMENDMENT TO AFFORDABLE HOUSING POLICY (H3)
Report number PLA803 by the Economic Development Portfolio Holder. (Enclosure)

13. ALIGNING SKILLS AND RESOURCES TO DELIVER PRIORITIES
Report number CM01 by the Chief Executive. (Enclosure)

14. *UNACCEPTABLE BEHAVIOUR POLICY

**This issue is being taken as an urgent key decision in accordance with Access to Information procedure rule 15.*

Report number ENV464 by the Healthy Environment Portfolio Holder.
(Enclosure)

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

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

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

18. REPRESENTATIONS RECEIVED FROM NON CABINET MEMBERS

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



MEETING OF THE CABINET **7 DECEMBER 2009 - 11.03 AM – 11.59 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
Strategic Director (IY)
Interim Strategic Director (TB)
Corporate head, Finance and Customer Service
Corporate Head, Partnerships and Improvement
Corporate Head, Resources and Organisational Development
Service Manager, Assets and Facilities
Service manager, Human Resources and Organisational Development
Performance Management Officer
Monitoring Officer
Cabinet Support Officer

Non-Cabinet Members : **Craft,**
Lovelock,
Martin-mayhew

CO46. MINUTES

The minutes of the meeting held on 5th October 2009 were approved as a correct record.

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CO47. DECLARATIONS OF INTEREST (IF ANY)

No declarations of interest were made.

CO48. *HOUSING ASSET MANAGEMENT PLAN

DECISION:

To approve the Asset Management Plan – Housing Revenue Account – 2009-2016, and recommend the financial implications to Council for decision as part of its budget setting.

Considerations/reasons for decision:

- (1) Report AFM00122 by the Portfolio Holder for Corporate Governance and Housing.
- (2) Comments made by Cabinet at the meeting.
- (3) Comments made by the Corporate Head, Finance and Customer Service, at the meeting.
- (4) The requirement that the costs involved with the plan to be approved by Council when setting the budget.

CO49. *COUNCIL TAX BASE 2010/11

DECISION:

To approve the recording of the amounts shown in report CHFCS75 as the council tax bases for 2010/11, in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended).

Considerations/reasons for decision:

- (1) Report CHFCS75 by the Portfolio Holder for Resources and Assets.
- (2) Comments made at the meeting by the Corporate Head of Finance and Customer Service.
- (3) Comments made at the meeting by Cabinet members.

CO50. *FEES AND CHARGES PROPOSALS 2010/11

DECISION:

To approve the following for appropriate consultation:-

- **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 evening and Sunday charges at Council car parks.**

Considerations/reasons for decision:

- (1) Report CHFCS79 by the Portfolio Holder for Resources and Assets.
- (2) Work done by the Resources PDG and their Fees and Charges Working Group.
- (3) Comments made at the meeting by the Corporate Head of Finance and Customer Services at the meeting.
- (4) Comments made Cabinet members at the meeting regarding the need for further information before making a decision on other fees and charges contained within the report CHFCS79.
- (5) Comments of the Chairman of the Resources PDG made at the meeting.

Other options considered:

- (1) The Fees and Charges Working Group considered a number of options as part of the review. The specific proposals were contained within report CHFCS79.

CO51. USE OF RESOURCES ASSESSMENT 2008/09: FEEDBACK AND SCORES

DECISION:

- **To note the comments and scores contained within report CHFCS73**
- **To approve the production of an action plan in order for the Authority to improve the scoring in respect of 2009/10 assessment.**

Considerations/reasons for decision:

- (1) Report CHFCS73 by the Portfolio Holder for Resources and Assets.
- (2) The review by the audit Commission in its approach, which had resulted in a more demanding review than the previous assessment.
- (3) The Council's corporate responsibility to have a 'Use of Resources' assessment framework undertaken by the external auditors on an annual basis.
- (4) Comments made at the meeting by the Corporate Head of Finance and Customer Services and the Chief Executive at the meeting.
- (5) Comments made Cabinet members at the meeting.

CO52. FINANCIAL REPORTS FOR 2009/10 - MONITORING INFORMATION AND FORECAST OUTTURN

DECISION:

To note the comments and figures contained within report CHFCS74.

Considerations/reasons for decision:

- (1) Report CHFCS74 by the Portfolio Holder for Resources and Assets.
- (2) Comments made at the meeting by the Corporate Head of Finance and Customer Services at the meeting.
- (3) Comments made Cabinet members at the meeting.

CO53. PRIORITY ACTIONS AND PERFORMANCE PROGRESS REPORT QUARTER 2

DECISION:

- **To note 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.**
- **To note the recommendation from the Scrutiny Committees on examining the feasibility of the council collecting commercial waste and recyclables.**

Considerations/reasons for decision:

- (1) Report POI41 by the Portfolio Holder for Access and Engagement.
- (2) Comments made at the meeting by the Corporate Head of Partnerships and Improvements at the meeting.
- (3) Comments made by the Scrutiny Committee at its meeting on 10 November as well as acknowledgement of their on-going work in this respect.
- (4) Comments made Cabinet members at the meeting.

DATE DECISIONS ARE EFFECTIVE

Decisions CO48-CO53 as made on 7th December 2009 can be implemented on 16th December 2009 unless subject to call-in by the Scrutiny Committee Chairman or any five members of the Council from any political groups.

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

**Contact: Cabinet Support Officer - Jenni Gibson Tel: 01476 406152
e-mail : j.gibson@southkesteven.gov.uk**

REPORT TO CABINET

REPORT OF: Portfolio Holder for Organisational Development and Housing

REPORT NO: TSE00040

DATE: 4th January 2010

TITLE:	Choice Based Lettings	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Paul Carpenter, Portfolio Holder for Organisational Development and Housing	
CONTACT OFFICER:	Jane Booth, Service Manager, Tenancy & Neighbourhood Services 01476 406631 j.booth@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Not at this stage	Full impact assessment Required: Not at this stage
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	Working documents and financial analysis	

1. RECOMMENDATIONS

Cabinet is asked to agree in principle to:

1. The introduction of a Choice Based Lettings scheme (CBL)
2. A partnership approach in preference to a stand alone scheme

Subject to 1 and 2 above Cabinet is asked to provide authority to:

- (i) The service managers for Tenancy & Neighbourhood Services and Housing Solutions to progress negotiations with Peterborough City Council (PCC) to conclude an agreement to provide the Choice Based Letting scheme on behalf of SKDC subject to being within the indicative costs identified;
- (ii) Delegate, to the Portfolio Holder for Organisational Development and Housing, being satisfied with the contractual arrangements and the outcomes of a full equality and diversity impact assessment, and comments received following public consultation, to make the final decision on the Choice Based letting scheme to be adopted.

2. PURPOSE OF THE REPORT

CBL aspires to create a more customer focussed and transparent approach to housing allocations as customers are able to make decisions about their housing future; for SKDC it also provides the opportunity to integrate its housing register (waiting list) function with its statutory housing advice/homeless service.

Government expect all local authorities to adopt a choice based lettings approach to housing allocations from 2010 and in publishing statutory guidance on CBL is encouraging local housing authorities to consider possible joined up approaches on a sub-regional basis.

This presents South Kesteven with a number of options which have been evaluated and shown on the attached template (Appendix 1).

3. DETAILS OF REPORT

Benefits of a CBL scheme

- Customers are given more of a say of where they want to live and allowed greater choice
- Increased motivation and enthusiasm of staff delivering the service
- Improved customer access via; website, phone, text, email, advertisement boards and face to face contact
- Allows greater mobility across housing market area boundaries
- There is the potential for involving private sector landlords – at a cost to them
- Faster response times in relation to applications, housing options, bidding and the letting of properties
- Providing support to vulnerable applicants through a variety of ways

Options to deliver a CBL service

1. The SKDC 'Stand Alone' Option

There still remains an option to implement our own scheme for which Council has already provided one off funding of £150,000 in our 2009/10 budget. Management of this option will sit with both Tenancy Services and Housing Solutions.

The cost of providing a stand alone scheme is £328,268 per annum plus £70,000 one off set up costs. The timeline for delivering this option would be 12 – 18 months.

There will be HR implications with a stand alone option due to the changes in the delivery of the service. These need to be fully evaluated and appropriate consultation undertaken.

2. Peterborough Homes CBL

South Kesteven is within the Peterborough Partial Housing Market Area along with Peterborough City, Rutland and South Holland councils and as part of the assessment of the options available to us we contacted Peterborough City Council (PCC) to discuss the possibility of joining their existing scheme.

Peterborough City Council has operated a successful CBL scheme for a number of years and officers have undertaken further evaluation of a range of options along with officers from South Holland DC.

PCC has provided indicative costing for 3 options as requested. All costs are subject to negotiation. Budget provision has already been made, within the general fund and housing revenue account, in 2009/10 for one off implementation costs, but these will need to be taken forward into 2010/11 as part of the budget process.

With all of the following options SKDC would retain some of the elements of the landlord function and Appendix 1 shows an analysis of the processes undertaken by option.

The three options are:

Option 1: Management of all housing register and nomination functions, including: logging applications, assessing eligibility/bands, managing the nomination process (not viewing and offers) and all contact with customers. This will include the advertising of vacant properties and managing the bidding process. To provide an outreach service at SKDC offices in Grantham and Stamford/Bourne 3 days per week, to log housing register applications. SKDC will have full access to PCC CBL systems.

Annual costs: £348,370

Option 2: Advertisement of vacant properties and managing the bidding process. SKDC to log housing applications on the PCC CBL system and continue to provide front line service to applicants.

Annual costs: £294,024

Option 3: As per No. 1 except PCC only providing remote access service (telephone/email) to customers. SKDC officers would retain responsibility for face to face contact with customers.

Annual costs: £317,909

The above options do not include PCC providing housing options and homelessness advice. This service will be retained by SKDC as a statutory function.

For all of the above options, there would be potential one off costs amounting to approximately £120,000.

Advice from our HR&OD service suggests that the Transfer of undertakings Protection of Employment (TUPE) regulations would apply.

4. OTHER OPTIONS CONSIDERED

There remains an option to maintain our existing approach but it is not regarded to be prudent having regard for legislation, guidance and likely impact on future inspections. We were also involved in discussions to join a single Lincolnshire Sub-Regional Scheme but have not been a party to those discussions since June 2009 when it became apparent that the single scheme approach was not progressing and two solutions were being drawn up along housing market areas.

5. RESOURCE IMPLICATIONS

Appendix 1 shows an analysis of processes undertaken by option and includes an indication of costs compared to the cost of currently providing the service. These figures show that PCC option 2 is £23,000 less than the current cost of delivery of our lettings service (£317,130), option 3 is just £1,000 more and option 1 is £31,000 more. As explained above, the costs provided by PCC are subject to negotiation.

The cost of delivering a stand alone system would be approximately £328,000 with one of set up costs in the region of £200,000.

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

A full risk assessment will be carried out once the preferred option is agreed.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

None at this stage. Once a preferred option is agreed the appropriate assessment will be undertaken.

8. CRIME AND DISORDER IMPLICATIONS

None at this stage.

9. COMMENTS OF SECTION 151 OFFICER

The recommendation in the report is to agree to the introduction of choice based lettings service from 2010/11. Discussions are underway to determine the most cost efficient and effective way of delivering this service. Preliminary costings have been prepared and advanced discussions have been held with Peterborough City Council as a potential provider of the service on behalf of the District Council. From a financial perspective this would reduce the level of the set-up costs and the Authority would benefit from utilising an existing infrastructure that is currently delivering CBL. Cabinet are reminded that any set up costs and ongoing revenue costs will be shared (as appropriately) between the General Fund and the Housing Revenue Account. Should Cabinet support the recommendations in the report then the actual cost implications will be incorporated into the budget proposals to be presented to Cabinet at their meeting on 1 February 2010.

10. COMMENTS OF MONITORING OFFICER

The Allocations Code provides guidance on considerations which authorities should take into account when consulting on changes to their allocation scheme, or before they adopt a new scheme and this will include the adoption of a policy of offering choice of accommodation to applicants. It is recommended that the extent of that consultation includes consultation with the following bodies:

- RSLs with which local authorities have a nomination arrangement.
- Relevant statutory partners (such as social services, prisons, probation and primary care trusts)
- voluntary bodies which provide care and support,
- Other organisations which represent the interests of existing or potential applicants who may be socially excluded or disadvantaged by a choice based lettings system. Examples may include groups which represent ethnic minority communities, the gypsy and traveller community, veterans, ex-offenders, and drug or alcohol misusers.
- Existing tenants, applicants and residents.

Furthermore, the policies and procedures on offering a choice of accommodation should be seen in the context of the authority's other housing functions and be compatible with them.

11. APPENDICES:

Appendix 1 – Analysis of processes undertaken by option

ANALYSIS OF PROCESSES UNDERTAKEN BY OPTION

✓ - parts of the process that would be delivered by Peterborough City Council (PCC)

+ - parts of the process that would be delivered by SKDC

PROCESS	PCC OPTION 1	PCC OPTION 2	PCC OPTION 3	STAND ALONE
Face to face contact – complete housing application form and provide advice on CBL	✓	+	+	+
Telephone contact – complete housing application form and provide advice on CBL	✓	+	✓	+
Management of housing register – priority/points/bands etc	✓	+	✓	+
Initial voids management – termination of tenancy and voids work etc	+	+	+	+
Advertising property – compilation of adverts, website updates, data collection and assisted bidding for the vulnerable etc	✓	✓	✓	+
Assessing application, checking suitability and validation of potential tenants and shortlisting	✓	✓	✓	+
Viewing (3 applicants per property)	+	+	+	+
Sign up and setting up of new tenancy	+	+	+	+
Providing statutory housing advice (homeless function)	+	+	+	+
COST	348,370	294,024	317,909	328,268
+ / - (compared to current costs of £317,130)	+ 31,000	- 23,000	+ 1,000	+ 11,000

REPORT TO CABINET

REPORT OF: Corporate Head of Sustainable Communities

REPORT NO: CHSC00019

DATE: 4 January 2010

TITLE:	Housing Strategy 2010-2013	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Policy Framework	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Paul Carpenter, Housing Portfolio Holder	
CONTACT OFFICER:	Teena Twelves - Corporate Head of Sustainable Communities Telephone -01476 406063, e-mail – t.twelves@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Referred to in paragraph (7) below:	Full impact assessment Required: Yes
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	Existing strategy	

1. RECOMMENDATIONS

It is recommended the Cabinet consider the strategy and make recommendations for approval to Council.

2. PURPOSE OF THE REPORT/DECISION REQUIRED

SKDC's current Housing Strategy 2005-2009 expires during this year, and therefore requires replacement.

A working group under the Communities PDG was tasked to review the current position and develop proposals for a new Housing Strategy.

The document attached represents the outcome of discussions through the working group, public consultation with stakeholders and community representatives, and is for consideration ahead of its recommendation to full Council for approval.

3. DETAILS OF REPORT

Statutory guidance

[Creating Strong, Safe, and Prosperous Communities](#) published by Communities and Local Government, on 9 July 2008, encourages local authorities to take full and proper account of housing as part of the strategic vision for the area. This reflects Government's view that housing and the local authority strategic approach to housing should be embedded within place shaping.

The guidance also confirms that, where possible, housing strategies and homelessness strategies, should be incorporated within Sustainable Community Strategies, whilst allowing local authorities discretion about how this should be achieved.

Within the guidance, local authorities have discretion about how, when, and in what format they document their housing strategy. However, whatever format is chosen refreshed strategies are expected to:

- fully reflect the wider vision of the authority and its partners
- reflect a clear and evidenced approach
- provide a strong focus on how partners will deliver their commitments.

Since delivery of the strategic housing role relies on joint-working with partners, authorities are encouraged to work across boundaries/ sub-regionally in considering how to address the needs of all local people across all tenures.

In Lincolnshire, local authorities have been working together to develop the Lincolnshire Housing Strategy, which provides an overview of housing across the County. The Lincolnshire Housing Strategy is a sub-strategy of the Sustainable Community Strategy (SCS) and is monitored through the Lincolnshire Local Strategic Partnership's overview of the SCS.

The South Kesteven Housing Strategy takes those themes of the Lincolnshire Housing Strategy with particular relevance to South Kesteven, and develops these into locally deliverable action plans for the next few years.

Development of the strategy

In March 2009 a brief report was brought to the Communities policy development group seeking views on how to develop the new strategy document.

It was agreed that a specific working group should be set up to review the existing strategy, consider the evidence base relating to housing issues in the District, identify key themes and options for a new housing strategy and action plan, and put forward proposals to Cabinet for consideration.

The Housing Strategy Member Working Group met during the spring and summer and considered the existing strategy, emerging government policy and the evidence base, and put forward five key themes for wider consideration and consultation.

During the summer a number of workshops were held with stakeholders, including

parish and town councils, housing associations and private developers, private landlords, other housing providers and housing support providers, and voluntary sector agencies to discuss the themes, the issues and the options which had been identified. Attendees were introduced to the main issues in the district by way of a number of "Evidence base sheets" which highlighted key facts and statistics.

The Housing Strategy 2010-13

The SKDC Housing Strategy 2010-13 will be unlike previous housing strategies in that it will sit under the Lincolnshire Housing Strategy. It is therefore not relevant to reproduce significant amounts of information regarding the make up of the district or data about how the housing market functions as all of this is available through the Lincolnshire Housing Strategy evidence base (available at [web address]). It is proposed therefore that the new housing strategy contains some key information and statistics represented graphically, and then states the main issues facing the District and the options which have been considered as appropriate to deal with these.

The bulk of the Strategy is therefore proposed as a detailed action plan setting out what action is to be taken, what outcome is anticipated, what resources will be required, and the timeframe for delivery. The themes originally proposed have been merged following consultation to create three themes (Meeting a range of needs for housing and support; Maximising our resources; and Delivery of a quality, affordable housing environment) around which action will be focussed.

The action plan aligns the level of action to be undertaken with the likely availability of resources given current financial constraints. This approach will enable sharper monitoring of the strategy against realistic deliver targets going forward.

4. OTHER OPTIONS CONSIDERED

Not developing a local housing strategy

The requirement to develop a strategic vision for housing is set out within the Local Government Act 2003 and further defined through statutory guidance "Creating Strong, Safe and Prosperous Communities". It is possible to incorporate the housing strategy entirely within the Sustainable Community Strategy, however this was not the approach taken in South Kesteven when the SCS was last refreshed and as such there is still a requirement to document the strategic vision for housing in the local area.

5. RESOURCE IMPLICATIONS

All the actions within the Housing Strategy will be contained within existing allocated service budgets and have been factored into budget setting proposals.

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

n/a

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

A full equality impact assessment will be undertaken of housing services as part of the implementation of the housing strategy.

8. CRIME AND DISORDER IMPLICATIONS

n/a

9. COMMENTS OF SECTION 151 OFFICER

The actions that arise following the adoption of the Housing Strategy will be considered within the financial parameters of the service area and will be incorporated into the service and budget planning process for the future financial year. Any actions arising in the current financial year will be met from existing resources.

10. COMMENTS OF MONITORING OFFICER

The provision of a Housing Strategy is not only a statutory requirement in accordance with s.87 of the Local Government Act 2003 but also assists the good governance of the Council the delivery of housing provision. Any strategy should be produced in accordance with the guidance issued under s.226 of the Housing Act 2004.

11. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

n/a

12. APPENDICES:

Appendix 1 - Draft Housing Strategy

Initial Equality Impact Assessment Template

Section:	Officers undertaking assessment: Teena Twelves, Karen Sinclair	
Name of policy, procedure etc: Housing Strategy 2010-13	Date of Assessment: 17 December 2009	Is this a new or existing policy? New
Policy Aims		
Briefly outline the policy/procedure/service by putting it into context and describe its aims, objectives and purpose		
The Housing Strategy sets out the main actions that the authority will deliver to provide housing services and assist with the delivery of housing provision across the District.		
Who is intended to benefit from the policy?		
All residents of South Kesteven		
Who implements the policy, and who is responsible for the policy?		
The Council and key partners and stakeholders		
Who are the main stakeholders in relation to the policy?		
Housing Associations and other registered social landlords Housing service providers Community groups including tenants groups Public sector agencies providing services for people with specific needs Lincolnshire County Council		

Are there any other organisations or partners involved in the delivery of the service? Who is the lead or accountable body?

South Kesteven District Council

Does the policy contribute to the achievement of the Council's Equality and Diversity Policy? Can any aspects of the policy contribute to inequality? Please explain your answer.

The policy aims to address inequality through ensuring that housing services are delivered to all groups in the community.

The action plan within the Housing Strategy has a specific action to undertake Service Impact Assessments on all housing services provided by the Council and in partnership with other agencies.

Evidence

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

Significant evidence about housing is available through the Lincolnshire Housing Evidence Base document cited in the Strategy.

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

Information about clients is available through the various agencies which provide the services. Some information is available through national statistics and data. Some information (for example on housing need) is collected on a community by community basis.

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

Monitoring will be undertaken following the Service Impact Assessment work and plans for this monitoring will be a key part of the action plan.

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

Performance indicators and targets for the Housing Strategy are either included within the Action Plans for the Housing Strategy, or in the case of Council-delivered services will be provided in the Service Plans of Housing Solutions, Planning Policy, Neighbourhood and Tenancy Services, Assets and Facilities, and Supported Housing.

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

There was wide consultation, as detailed within the Housing Strategy, with a range of stakeholders, and with the wider community, as the strategy was developed.

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

There is clear evidence that different groups have different issues in relation to housing, and the strategy targets certain key groups (for example older people, and vulnerable people in private housing) where these have already been identified as in need of provision of a specific type of service.

The plans in the housing strategy to undertake a full Service impact assessment are likely to identify further areas of service delivery where more action is required.

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

Feedback from all those consulted is included within the Strategy document.

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

All Council services have a complaints system which complies with the Council's monitoring framework.

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

Further work will be undertaken as part of the Service Impact Assessment

planned within the Strategy

Impact

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

Because the strategy covers a wide range of services, it is likely that there will be differing impacts in terms of race, gender, age, religion, disability and sexual orientation in some or all services. Further work to understand this will be undertaken through the Service Impact Assessment

Do these differences amount to an adverse impact?

This is not known at this point.

Are there concerns that the policy could have a differential impact on any other groups of people e.g. those with dependants/caring responsibilities, those with an offending past, those with learning difficulties, transgender or transsexual people. What existing evidence (either presumed or otherwise) do you have for this? Please explain your answer.

See above.

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

This is not known at this point

Future Actions

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

Yes – a full Service Impact Assessment is one of the key actions identified in the Housing Strategy across all housing related services in the Council and those provided in partnership with other agencies.

ACTION PLAN			
Action	Completion Date	Responsibility	
Service Impact Assessment	March 2012	Teena Twelves	
Date Full Impact Assessment should commence: March 2010			
Review Date: December 2010			
Review Date: July 2011			
Review Date: December 2011			
Signed:	T J Twelves / K Sinclair	Date:17.12.09	

South Kesteven District Council
Housing Strategy
2010-2013

DRAFT

Contents

Introduction	<i>page</i>
The strategy in context	3
The development of the strategy	4
Key housing issues in South Kesteven	8
Action plans	9
Actions to meet a range of needs for housing and support	17
Actions to maximise our resources	18
Actions to deliver a quality affordable housing environment	20
	22

DRAFT

Introduction

The South Kesteven Housing Strategy 2010-13 is unlike previous housing strategies, in that has been developed within the context of the Lincolnshire Housing Strategy 2008-13. This document has been agreed by a range of housing authorities and providers as an overarching strategic document to deliver the wider community aspirations set out in the Lincolnshire Sustainable Community Strategy.

This Housing Strategy is therefore focussing on the issues within the Lincolnshire Housing Strategy which are of particular relevance to South Kesteven as a District and identifying how the District Council, working with its partners, will seek to address these.

Information about the housing market, the demographic issues, and needs of particular groups have all been the subject of detailed research in partnership with other Councils and are detailed in the Lincolnshire Housing Strategy evidence base (available at [website address]).

This Strategy does not seek to repeat this information, but concentrates on identifying the key

issues within the Lincolnshire Strategy for South Kesteven, and setting out an action plan detailing what action is to be taken, what outcomes are anticipated, what resources will be required, and the timeframe for delivery.

The new Housing Strategy for South Kesteven is launched at a time of economic uncertainty and unprecedented housing market conditions. It will be important that it is kept regularly under review as these conditions change and for this reason a shorter timescale than normal has been taken for this document.

The strategy in context

Since the last Housing Strategy was produced, the Department of Communities and Local Government have published new statutory guidance called "Creating Strong, Safe and Prosperous Communities". This puts an emphasis on housing being at the heart of place shaping and Local Authorities having a more strategic role.

Housing Strategies are required by this guidance to:

- fully reflect the wider vision of the authority and its partners
- reflect a clear and evidenced approach
- provide a strong focus on how partners will deliver their commitments, including on the infrastructure needed to support housing growth

The Lincolnshire context

In October 2009 the Lincolnshire Housing Strategy was launched. As a partner to the Strategy, South Kesteven District Council worked with other organisations across Lincolnshire to identify the main housing issues facing the County. This led to the

identification of eight key themes, and four main housing priorities for action:

1. To create a well-informed evidence base on housing markets, performance and housing need, to inform decision making
2. To ensure the people of Lincolnshire are both able to access and afford suitable housing to meet their needs
3. To improve the co-ordination of housing's contribution to Lincolnshire's economic development
4. To contribute to raising the quality of design in housing and the creation of sustainable homes
5. To develop approaches and frameworks to enable sustainable communities
6. To meet the affordable housing needs of rural communities
7. To improve service quality, housing choice and accessibility of housing for vulnerable people
8. To manage the housing implications of an ageing society

The overarching priorities for housing in Lincolnshire are to:

- Increase the supply of affordable housing across Lincolnshire
- Increase the supply of affordable homes in rural communities
- Meet the challenge of our ageing population
- Assist vulnerable households

The South Kesteven context

In developing the new local Housing Strategy South Kesteven District Council was keen to reflect these Lincolnshire priorities, and place specific focus on the areas which are of relevance to South Kesteven as a District, given our own issues and corporate priorities which can be summarised as follows:

Customer First:

- Ensure that we understand what each customer wants from services now and in the future
- Get it right first time
- Deliver equally to all areas

Quality Organisation:

- Initiate a 'customer first' training programme, to ensure that the customer is at the heart of what we do
- Focus on equality and diversity issues
- Assess housing assets
- Improve communications

Good for Business:

- Encourage sustainable growth through the promotion of key town centre sites for businesses in Grantham & Bourne, and major housing sites in Grantham.

Quality Living:

- create more affordable homes and improve energy efficiency
- provide advice and grant assistance to improve fuel efficiency in homes
- Improve the condition of South Kesteven's own housing stock
- Adapt homes for people with disabilities

The Housing Strategy 2010-2013 therefore aims to

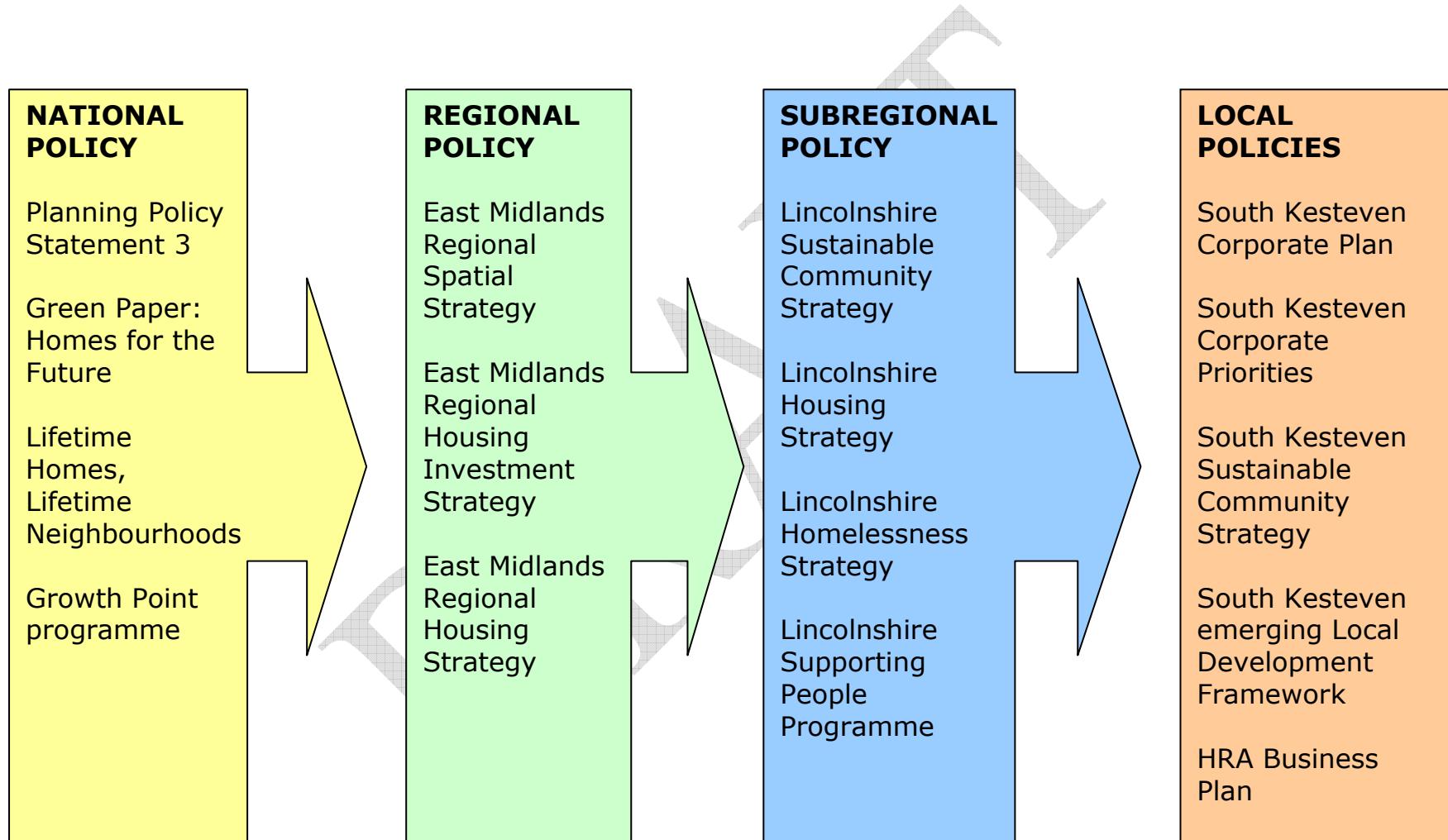
- Reflect the wider vision of the authority and its partners as demonstrated in the Lincolnshire Housing Strategy

- Provide a clear and evidenced approach to prioritising action on housing at county and local level; and
- Provide a strong focus on how the Council working with its partners will deliver actions which will address local housing issues and support its wider corporate priorities

For more information about South Kesteven, visit our website: www.southkesteven.gov.uk

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Context



The development of the strategy

The approach that was taken was to involve key stakeholders in the development of the strategy, rather than to produce a draft strategy for consultation. There were five workshops that were held in Grantham, Bourne and Stamford. There was also a Marketplace event held at Grantham which was open to the public for consultation. At this event, stakeholders and South Kesteven officers had stands to offer information in order for residents to have their say and be informed about future priorities in the Housing Strategy.

The aims of the workshops were to provide stakeholders the opportunity to influence and help set options moving forward with the new Housing Strategy. Differing issues and options had been discussed by officers and members at the Council ahead of the stakeholder events and it was these that were first discussed.

There were originally five main themes focussed upon Understanding Community Needs and Aspirations, Maximising our Resources, Creating a Quality Housing Environment, Ensuring Housing is Affordable and finally Providing Advice and Support.

These five themes have since been merged into the three themes of Meeting a range of needs for housing and support; Maximising our resources; and Delivery of a quality, affordable housing environment which will provide the main structure for the new strategy.



Throughout the process the work has been supported by a multi-disciplinary officer team drawn from across the Council and guided by the Housing Strategy Member Working Group, reporting to the Communities Policy Development Group.

Key Housing Issues in South Kesteven

The three key themes which have emerged for the housing strategy of "Meeting a range of needs for housing and support"; "Maximising our resources"; and "Delivery of a quality, affordable housing environment" were informed by the discussion at the workshop events of a number of housing issues which were felt by stakeholders to be of local importance for the District.

A summary of the main points of discussion which has informed the development of the action plans is given below.

Meeting a range of needs for housing and support

Rural housing needs

With the exception of our main towns, (and in particular Grantham and Bourne, the two key areas of targeted housing and business growth within the Council's priorities), the remaining settlements in the

District fall within the definition of "rural" of settlements of under 10,000 population.

There is a need for improved information about rural housing need. SKDC requires a clear strategy to meet rural housing need which will ensure that its actions in its enabling role in rural settlements is strategically driven and delivers defined outcomes

Whilst the significant growth planned in Grantham and Bourne will deliver a proportion of new affordable housing, the housing needs of rural settlements need to be kept separately under review.

Rural housing need has historically been assessed on a locality basis in partnership with providers. A strategic and community based approach is now under development which will inform choices about where rural housing development will be supported. It is not anticipated, given the lack of available funding, that there will be significant levels of development in rural areas; rural housing development will only be supported in line with planning policy where a local need for housing can be robustly demonstrated.

Meeting the housing and support needs of older people and understanding the needs of other groups

There is a need to test that current methods of providing housing services in the District are meeting the needs of the diverse communities living in South Kesteven

The population of South Kesteven is diverse and changing as a result of demographic shifts. It is important that the housing services which are on offer are appropriate and accessible for all communities, and that agencies work together to co-ordinate service provision to meet needs.

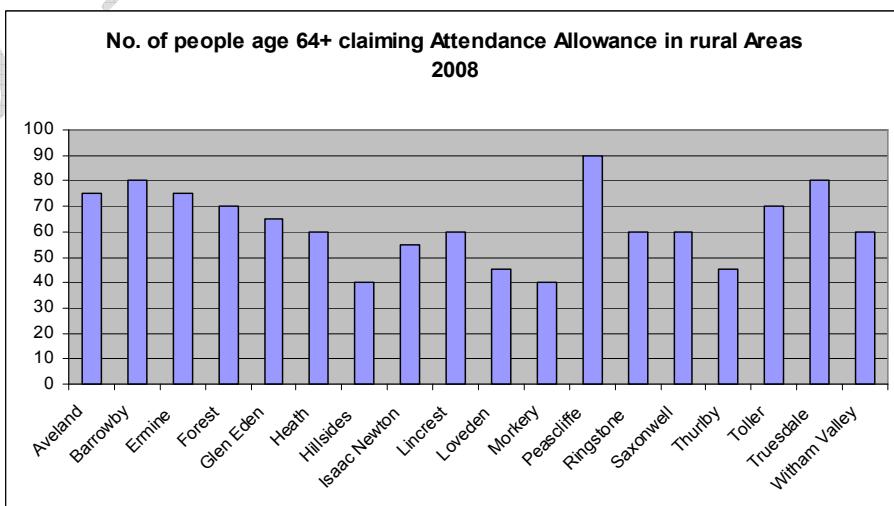
Further joint working and improved signposting of services for hard to reach groups including those from ethnic minorities, young people, and those people who are homeless were areas of improvement that were highlighted through the consultation events.

It was recognised that there are a range of groups with other support needs whose needs for housing advice may not be appropriately met at present. There are significant populations in the District of

people with physical disabilities, mental health problems and learning disabilities, whose access to services should be assessed to see whether their customer experience could be further improved.

Work should be carried out to ensure that older people in South Kesteven are readily able to access information to inform them about a wide range of housing choices and options.

A significant number of older people in the rural areas in the District are in receipt of attendance allowance



and therefore accessing some form of support or care in their own homes.

These older people may or may not have information available about the range of housing support and accommodation options that are available to them.

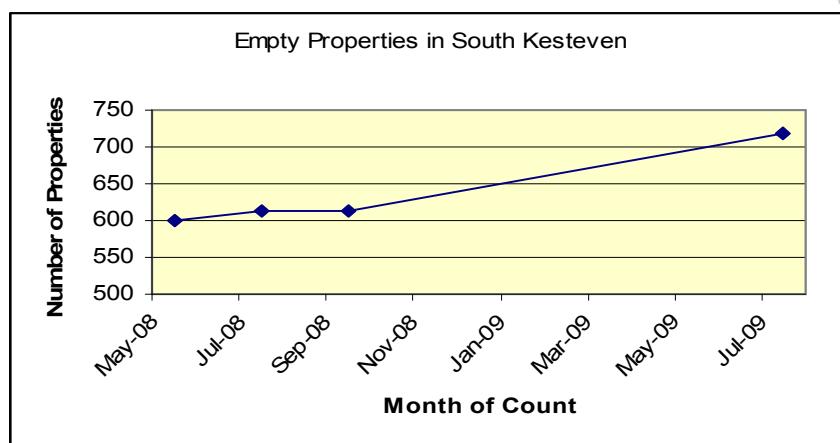
South Kesteven is working with other public and voluntary sector agencies to offer the “First Response” service through which a resident can highlight a whole range of types of support that would be useful for them to maintain their independence in their own home, and through this service access all of these agencies with a single initial assessment.

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Maximising our resources

Making the most of private sector housing

There is a need to improve the quality of data available on empty properties and develop a strategy so these properties can be brought back into use effectively and efficiently



Available data on empty properties shows this to be an increasing issue in the District. Concerns were raised that this not only contributed to housing need, but that it also impacted on the quality of life in

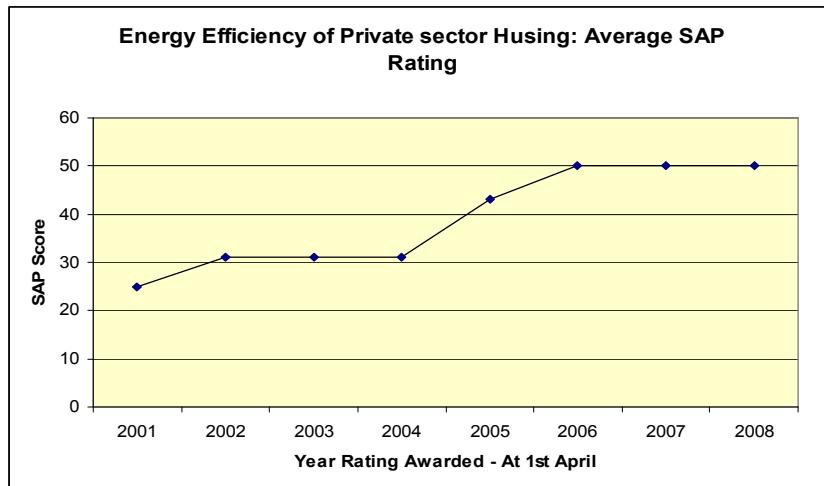
neighbourhoods, as empty properties were subject to deterioration and could blight an area. The Council had had success in recent years in working with private property owners to bring properties back into productive use and this work could be further targeted.

There is a need to ensure that private sector housing meets decent homes standards, particularly for those properties which are occupied by vulnerable people

The Council receives grant funding through the regional housing allocations to support its work in the private sector and has funded a range of improvements targeted at vulnerable households.

This work could be further directed through an area based renewal approach to support the key priorities of the Council in improving areas in Grantham and Bourne to incentivise further development and growth.

This will require a review of the Council's current Private Sector Housing funding policy.



Although the energy efficiency of private sector housing in the District has been on the increase in recent years, further targeting of regional funding towards this agenda both meets requirements for improving stock condition, and also addresses fuel poverty issues by improving homes so that they are less expensive for residents to heat.

The District Council has recently received the report of the Lincolnshire wide private sector house condition survey and this has highlighted an increase in the number of vulnerable households in homes in the

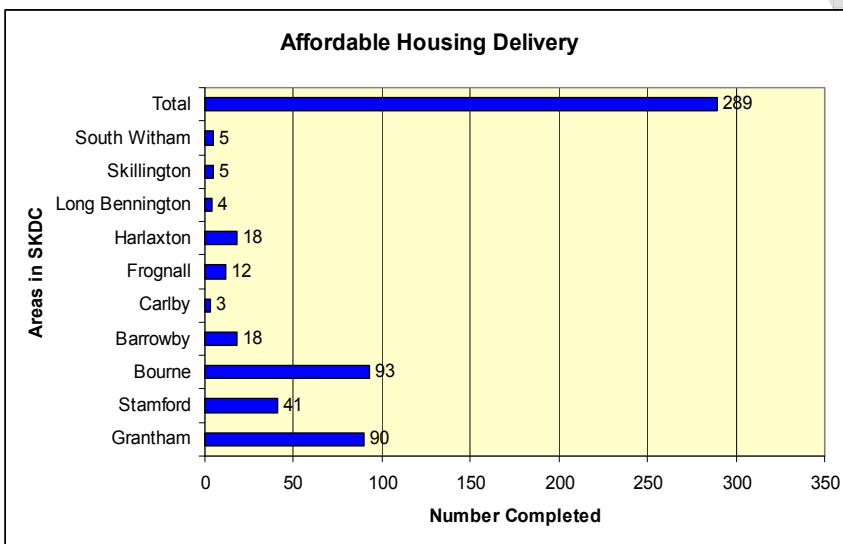
private sector that fail the decency standard. This information will be used to review the policies in the Private Sector Housing funding policy, to target resources to areas of greatest need, and those localities which meet with the Council's wider corporate priorities.

Maximising use of public sector resources and assets

Public sector agencies need to examine all ways to pool or align resources or jointly commission housing services and create efficiencies

With public sector spending under increasing pressure, it is important that all opportunities for funding for local services are explored and exploited. South Kesteven District Council and Lincolnshire County Council are working with the Homes and Communities Agency to develop a Single Conversation Investment Plan for Grantham which will detail how pooled and aligned funding streams will be used to support proposals for housing and economic growth in the town.

Historically South Kesteven has performed well in terms of new affordable homes delivery with completions reaching a peak in 2008/9 (see below), supported by central government funding, or delivered through planning gain as a result of market housing development on major sites. With increased pressure on public sector capital resources, the joint agreement of targeted investment priorities will be key to ongoing delivery of new affordable homes in areas of demand and growth.



SKDC needs to keep the quality of its own stock and viability of management of the housing stock under continual review, and to plan for meeting decent homes standard

The Housing Revenue Account Business Plan and Housing Asset Management Plan have both been the subject of a comprehensive review, following a recent 100% stock condition survey, in parallel with the development of the Housing Strategy.

In line with this housing strategy, the Council will be targeting action around improving energy efficiency and affordable warmth to increase the numbers of homes qualifying as Decent Homes to over 80% by March 2010. Further work is programmed to December 2010 to ensure that all the Council's stock reaches the Decent Homes standard by this date.

Delivery of a quality, affordable housing environment

Incentivising quality through minimum design standards to promote economic, social and environmental sustainability of developments

As part of its place shaping role the Council should take action to promote improved quality of design in all development

As a Growth Point Council, the authority is expected to work with its partners to ensure that delivery of new housing reaches the highest design and environmental standards possible. This can be delivered through partnership agreements with housing providers, and also through requirements in the planning framework.

Ensuring that there is sufficient housing which is affordable in the District, regardless of tenure

There is a need to continue to maximise provision of new social rented and affordable housing through market housing development

The bulk of affordable housing development going forward will be delivered through the planning framework as part of the planned major housing developments for Bourne and Grantham.

Other small rural schemes will be supported where these have been identified as priority by the Council on the basis of locally assessed and demonstrated housing need, and where funding is available from government or private sector sources to support the development.

There is a need to maximise levels of housing benefit take-up and ensure that all residents are aware of their benefit entitlement

Affordability of accommodation is also governed by the availability of finance. In many cases it is thought that local residents are not accessing the benefits to which they are entitled to help them with paying for their home. It is important therefore that benefit entitlement is widely publicised, with all housing advice services able to signpost residents to the appropriate advisors to enable them to access those

benefits to which they are entitled, and that our customers receive fast, efficient and accurate advice.

The need to support vulnerable households by the promotion of affordable warmth

The promotion of affordable warmth addresses issues of poverty in households, improves the quality of life of vulnerable groups such as older people, improves housing condition and also addresses issues of environmental sustainability. It is seen as an increasing issue given the changing age demographic of the South Kesteven population.

Targeted action within our own housing stock will improve the insulation and warmth of their homes by March 2010, and meet the Decent Homes criteria.

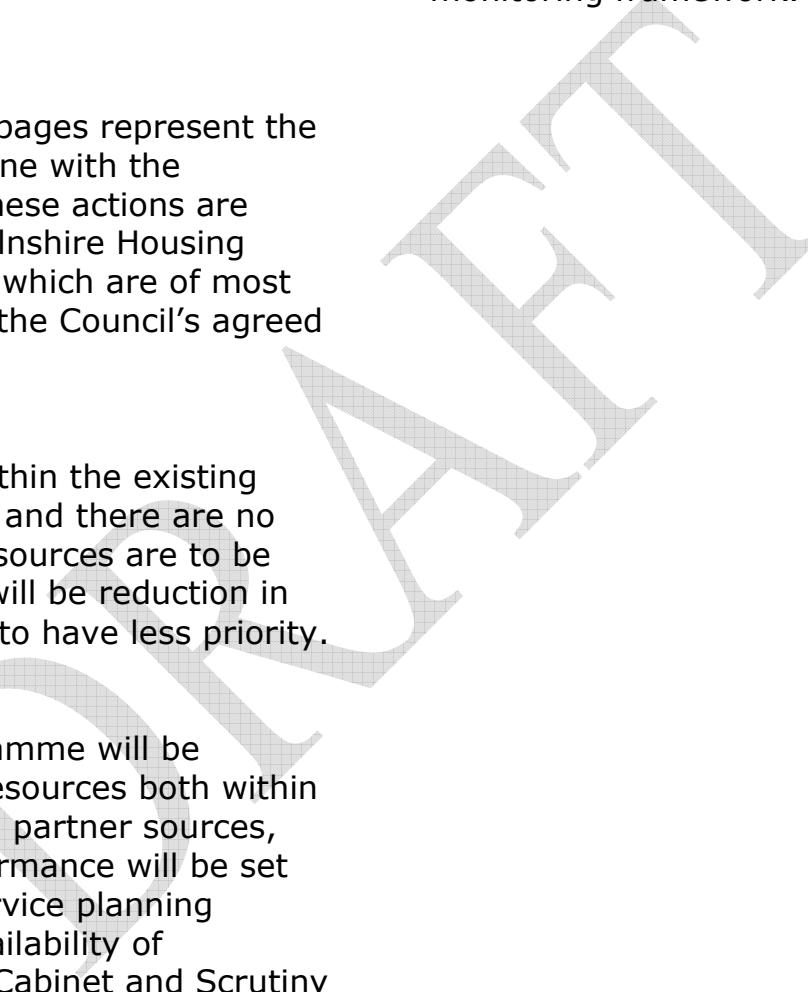
Action plans

The action plans on the following pages represent the Council's delivery programme in line with the Lincolnshire Housing Strategy. These actions are those which will support the Lincolnshire Housing Strategy aims and objectives and which are of most relevance to South Kesteven and the Council's agreed priorities.

The actions are to be delivered within the existing resources available to the Council and there are no major areas of growth. Where resources are to be targeted at a new activity, there will be reduction in other areas which are considered to have less priority.

The scale of delivery of the programme will be dependent on the availability of resources both within the Council and from external and partner sources, and targets for delivery and performance will be set annually through the Council's service planning process, taking account of the availability of resources; and monitored by the Cabinet and Scrutiny

Committee through the Council's established priority monitoring framework.



Actions to meet a range of needs for housing and support

Theme 1: Meeting a range of needs for housing and support					
ACTIONS	MILESTONES	LEAD OFFICER	TIMEFRAME	RESOURCES	OUTCOME
Rural housing needs					
Develop a strategy for the assessment and meeting of rural housing needs.	Incorporate rural affordable housing sites within the SHLAA refresh and examine cross-authority approaches to rural housing needs assessment	Karen Sinclair	by March 2012	Incorporated within existing LDF programme	Sites considered as possible locations for rural affordable housing identified.
Carry out a rolling programme of surveys in rural communities	Develop a programme for in-house rural housing needs survey work	Karen Sinclair	By March 2011	Within existing staff resources	Up to date and community based information available on rural housing need
Meeting the housing and support needs of older people and understanding the needs of other groups					
Carry out a full equalities impact assessment of housing information and advice centres.	Work with organisations supporting for example older people, those with mental health problems, physical disabilities or learning disabilities to carry out a full review of our services	Kevin Martin, Jane Booth	By March 2012	Within existing staff resources	Full equality impact assessment carried out to inform future service delivery.
Continue to work with other agencies through the South Kesteven Homelessness Forum to deliver services to people who are homeless.	Collate information from other agencies to map unmet need for services.	Kevin Martin	By March 2011	Within existing staff resources	Information available on unmet need to inform future service delivery

Theme 1: Meeting a range of needs for housing and support (contd)

ACTIONS	MILESTONES	LEAD OFFICER	TIMEFRAME	RESOURCES	OUTCOME
Develop a local strategy based on information about housing needs and aspirations of older people	Set up a partnership project group to develop a South Kesteven Housing with Care strategy	Steve Cullington	By April 2010	Within existing staff resources	All partners involved in developing housing with care strategy
	Publish South Kesteven Housing with Care strategy	Steve Cullington	By April 2012	Within existing staff resources	A strategy to inform future development of services for older people and others needing care in housing

Actions to maximise our resources

Theme 2 - Maximising our Resources					
ACTIONS	MILESTONES	LEAD OFFICER	TIMETABLE	RESOURCES	OUTCOME
Making the most of private sector housing					
Develop an Empty Property Strategy to set out and agree the range of options for dealing with empty homes in the District.	Produce a draft empty property strategy including revised policies for inclusion in the private sector housing policy	Kev Martin	By March 2012	Within existing staff resources, and existing regional housing allocation for private sector renewal	Action and resources targeted leading to increased numbers of empty homes being brought back into use
	Create a database of empty properties	Kev Martin	By March 2011	Within existing staff resources	comprehensive information available to inform action against empty properties
Develop a Private Sector Housing Strategy to support the implementation of the Private Sector Housing funding policy	Evaluate private sector stock condition survey data	Kev Martin	By March 2011	Within existing staff resources	Local report on private sector stock condition to inform policy choices
	Increase levels of enforcement in relation to private sector housing conditions, particularly in the private rented sector	Kev Martin	By March 2011	Within existing staff resources	Increased role around enforcement to improve private sector housing conditions in the District
	Create awareness with tenants regarding stock condition - "are you living in a decent home?"	Kev Martin	By March 2012	Within existing revenue budgets	Information available in a range of formats to advise tenants
Review the Private Sector Housing funding policy to target funding in area based renewal and to effect key policy objectives	Private Sector Housing funding policy reviewed and new policy direction approved	Kev Martin	By March 2011	Within existing staff resources, and existing regional housing allocation for private sector renewal	Policy revised and targeted to achieve key priorities.

Theme 2 - Maximising our Resources (contd)					
ACTIONS	MILESTONES	LEAD OFFICER	TIMETABLE	RESOURCES	OUTCOME
Maximising use of public sector resources and assets					
To examine all opportunities for a joined up approach to managing funding streams	Engage in the Single Conversation with the Homes and Communities Agency and secure funding for new housing and the Grantham Growth project	Teena Twelves, Karen Sinclair	By March 2010	Within existing staff resources	Funding available to support the delivery of new housing and growth in Grantham
Carry out options appraisal for SKDC housing stock taking into account requirements of the Decent Homes Standard and the revised Housing Revenue Account financing regime	Approve HRA business plan and asset management strategy	Richard Wyles	By March 2010	Within existing staff resources	Clear strategic vision to maintain the condition of SKDC's housing stock
	Deliver a programme of improvement work to SKDC own housing stock to improve energy efficiency and aim to reach the Decent Homes Standard by December 2010	Paul Stokes	By March 2015	Within available HRA resources	Clear strategic vision to maintain the condition of SKDC's housing stock
	Plan for ongoing strategic review of stock options in line with strategic housing needs	Teena Twelves, Richard Wyles	By March 2015	Within available staff resources	Options for stock kept under regular review
Consider costs and benefits of local authority new build	Produce a feasibility report on new build LA Housing	Richard Wyles, Teena Twelves	By March 2011	Within existing staff resources	Information available to enable decisions to be made about delivery options for new affordable housing

Actions to deliver a quality affordable housing environment

Theme 3 - Delivery of a quality, affordable housing environment					
ACTIONS	MILESTONES	LEAD OFFICER	TIMETABLE	RESOURCES	OUTCOME
Incentivising quality through minimum design standards to promote economic, social and environmental sustainability of developments					
Develop the urban design framework for the District	Develop and adopt the urban design framework for South Kesteven	Karen Sinclair	By March 2012	Within existing staff resources	appropriate planning guidance available to inform development within the Local Development Framework
Review the affordable housing delivery partnership	Develop approved design and quality standards for new affordable housing in the district	Karen Sinclair	By September 2010	Within existing staff resources	Stronger partnership with clearly defined outcomes and standards of delivery
Ensuring that there is sufficient housing which is affordable in the District, regardless of tenure					
Adopt a policy to support negotiation of an appropriate level of intermediate and affordable housing on proposed new housing developments	Develop and adopt a Supplementary Planning Document for Affordable Housing contributions as part of the Local Development Framework	Karen Sinclair	By March 2012	Within existing staff resources	Appropriate planning guidance available to inform development within the Local Development Framework
Work with partners to carry out a benefit take-up campaign	Plan and promote a housing benefit take-up campaign with partners	Kev Martin, Craig Scott	By March 2011	Within existing staff resources	Improved levels of benefit take-up leading to improved access to affordable housing across all tenures

Theme 3 - Delivery of a quality, affordable housing environment (contd)					
ACTIONS	MILESTONES	LEAD OFFICER	TIMETABLE	RESOURCES	OUTCOME
Review how we can assist householders on improving energy efficiency of their homes	Produce a report detailing the extent of fuel poverty in the district	Kev Martin	By September 2010	Within existing staff resources	Improved information to target regional funding resources
	Promote schemes operated in partnership with the private sector energy providers to promote energy efficiency	Kev Martin	By March 2011	Within existing staff resources	Improved access for residents to energy efficiency schemes
Pilot renewable energy technology in Council-owned housing	Deliver a renewable energy scheme to inform future investment	Paul Stokes	By March 2012	Within existing HRA resources	Improved environmental efficiency of the Council's own housing stock

REPORT TO CABINET

REPORT OF: DIRECTOR OF TENANCY SERVICES

REPORT NO: TSE41

DATE: 4th January 2010

TITLE:	HOUSING REVENUE ACCOUNT BUSINESS PLAN	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Councillor Paul Carpenter, portfolio holder for Housing and Organisational Development	
CONTACT OFFICER:	Ian Yates/Jane Booth	
INITIAL IMPACT ASSESSMENT: Equality and Diversity	Tenancy Services has carried out service wide equality impact assessments, so an individual assessment of the Business Plan is not required.	Full impact assessment Required: No
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS		

1. RECOMMENDATIONS

Cabinet are recommended to:

- a) approve the Housing Revenue Account (HRA) Business Plan for consultation through the District Wide Tenants Panel and Housing Consultative Group;
- b) delegate authority to the Portfolio Holder to approve any amendments to the Business Plan following this consultation
- c) require any major amendments to be reported back to Cabinet for approval.

2. PURPOSE OF THE REPORT

The council is required to have an HRA Business Plan in order to give a clear strategic steer to the housing landlord service, ensuring that it supports the council's priority themes, the wider Housing Strategy and the Sustainable Communities Strategy.

The housing service is often regarded as a being a 'social business' and like any business it must be able to operate within its income and expenditure levels. The Business Plan forecasts the services' income and expenditure levels over a 30 year period and comments on its financial viability, in revenue and capital terms, over the period.

The Business Plan is therefore a key document for the council and the housing service which requires formal approval by Cabinet.

3. DETAILS OF REPORT

The HRA Business Plan is attached at Appendix A. The Business Plan is structured to outline:

- Contextual information on the District and the housing service
- The strategic context within which the Business Plan is framed
- The ways in which tenants views have informed the development of the Business Plan
- The very detailed information we now have about our stock, the Decent Homes Standard (DHS) compliance and the resources required to ensure that we meet and maintain properties to the DHS
- Information about how we manage performance in the housing service and how it compares to other social housing landlords
- The resources projected to be available to the service to support its revenue and capital expenditure
- The services key priorities and action plans
- Options for the future management of the service and how these will be kept under review
- The progress made against previous improvement plans
- A summary of the financial analysis of the resources needed to ensure that our stock is maintained at the DHS.

There are two key issues which impacted on the Business Plan. Firstly, the analysis of the stock condition information has now progressed to the stage where we have a very detailed knowledge of our stock, the reasons for properties failing the DHS and the resources needed to tackle DHS failures. This detailed information has only just recently become available to us and has been fed into the Asset Management plan and the Business plan.

The second key influence is the review of the national HRA Subsidy System. As Cabinet members know, the review of the system proposes that councils will be free to keep all rents and capital receipts locally in return for them taking on a proportion of the existing council housing debt, which is estimated to stand at £18 billion. Under these proposals the council would retain (at current figures) an extra £6.7M rent income but would take on an, as yet unknown, amount of debt.

These proposals for the reform of the subsidy system may of course change after the general election next year and all of the main political parties have stated that they wish to reform the system. Whatever changes are made, they will have an impact on the financial resources available to the housing service. For this reason, one of the key actions within the Business Plan is review the financial basis for the service when the details of the revised subsidy system are known.

Section 3 of the Business Plan explains how tenant's views have influenced the improvement plans within the Business plan. Due to the tight timescales we have been working to following the financial analysis of the stock condition data, it has not been possible to consult with the District Wide Tenants Panel and the Housing Consultative Group on the Business Plan prior to the Cabinet meeting. It is therefore recommended that, following Cabinets consideration of the Business Plan, it is subject to consultation with these groups, with any subsequent amendments being authorised by the Portfolio Holder.

4. OTHER OPTIONS CONSIDERED

The option of not updating the Business Plan was considered but ruled out because it is not possible to effectively manage the housing service without a detailed knowledge of the income it will have and the costs required to manage and maintain the stock.

5. RESOURCE IMPLICATIONS

These are detailed in the Business Plan.

6. RISK AND MITIGATION

Not applicable.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

Not applicable.

8. CRIME AND DISORDER IMPLICATIONS

Not applicable.

9. COMMENTS OF SECTION 151 OFFICER

The HRA business plan is an extremely important document and clearly sets out the strategic direction of the delivery of the HRA service. The business plan is underpinned by the 30 year financial model which has been undertaken for both the income and expenditure and the capital spending proposals. The details of the modelling are contained in the business plan and provide the framework in which the medium term financial planning can be undertaken. Cabinet is reminded that there is currently a national review of the housing subsidy regime which could have a significant impact on the financial model. Once the outcome of this review is known then I would recommend that the model is updated accordingly.

In respect of the capital programming the model has been updated with the findings of the 100% stock condition analysis work. Three financial scenarios have been modelled which were:

- 'smoothing' of the capital spending over the 30 year profile – this would reduce the identified capital spending for 2010/11 and would not achieve 'decent homes' standard by the target deadline of December 2010
- The actual SCS findings based on achieving and maintaining decent homes over the 30 years – however this gives a large variation in the annual expenditure which would prove difficult to manage from both a financing and delivery perspective.
- The 3rd scenario (which is proposed in the business plan) is to include a capital programme for 2010/11 which will include sufficient resources for decent homes to be achieved in 2010/11. Thereafter the programme will be evenly allocated (in five yearly blocks) over the future years. This will enable the spending programmes to be efficiently procured and delivered within the context of resource capacity.

However it should be noted that the overall financing of the capital programme will become extremely challenging in the medium term and the spending plans will need to be scaled downwards to bring it in line with the financing resources available. This may compromise the Council's on-going ability to maintain decent homes standard. Further detailed work will need to be undertaken to determine the most suitable way of compiling the capital programme within the financial constraints. The HRA capital programme will be presented to Cabinet as part of the budget proposals at their meeting on 1 February 2010.

10. COMMENTS OF MONITORING OFFICER

It is a statutory requirement under Part 7 of the Local Government Act 2003 to prepare a Housing Strategy Statement and Housing Revenue Account (HRA) Business Plan. Consequently, this Council is legally obliged to have a HRA Business Plan that sets out the Business Plan for the Council's landlord housing service over a 30-year period.

It is important when Compiling the Business Plan that adequate consultation is undertaken.

11. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

N/A



HOUSING REVENUE ACCOUNT

BUSINESS PLAN

2010 – 2014



“Listening Learning Delivering”



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

Index

Section		Page
1	Background On South Kesteven	6-10
1.1	The South Kesteven District – A Socio- Economic Profile	6
1.2	National strategies	6
1.3	Sustainable Communities Strategy	7
1.4	The Corporate Plan 2009 - 2012	8
1.5	Equality and Diversity	8
1.6	Housing Strategic Aims and Objectives	9-10
2	Demand for Affordable Housing	11-13
2.1	Support to Wider Community Objectives	11
2.2	Demand for Affordable Housing	11
2.3	Council Housing Stock	12
2.4	Tailoring the Housing Stock to match demand	13
2.5	Options	13
3	The Consultation Process	14-15
3.1	Shaping the Plan	14
3.3	Mechanism for Consultation with Tenants and Leaseholders	15
4	Stock Condition	16-18
4.1	Stock Condition Data	16
4.2	Investment Programme	17
4.3	Comparison of split between responsive and planned repairs	18
5	Housing – Performance Management	19-20
5.1	Performance Data	19
5.2	Benchmarking	20
5.3	Reporting	20
6	Resources	21-22
6.1	Overall Picture	21
6.2	HRA Housing Rents	21
6.3	HRA Supporting People Grant	22
6.4	Capital Investment	22
7	Financial Analysis	23-24
8	Options	25
8.1	Stock options Appraisal	25
8.2	Housing Management Options	25
8.3	HRA Reforms	25

9	Summary of Key Priorities and Actions	26-27
10	Progress Achieved	28-29
11	Conclusions	30
 Appendixes		
A	Benchmarking Data	31
B	30 Year Summary of HRA Income and Expenditure	32-37
C	BEST Improvement Programme 2009 - 2011	38-39

FOREWORD

This Business plan both flows from and supports the Council's Housing Strategy, which sets out the action being taken to address local housing issues and support its wider corporate priorities. It also links into and supports South Kesteven's corporate strategies and priority themes as explained in Section 1 below.

The Business Plan concerns the Council's role as a direct housing provider and therefore relates to the management and maintenance of our housing properties and the manner in which related housing services are delivered to its residents over the medium and long term. It seeks to show how this contributes to meeting the Decent Homes¹ targets and affordable housing provision.

The plan identifies the main strategic issues facing the housing landlord service and our plans for addressing them.

Main strategic issues facing the housing landlord service

These key issues include:

- Delivering a balanced Housing Revenue Account – this includes a thorough analysis of the finances available in the future for the landlord services and identifies the fundamental decisions taken and financial planning required to deliver the service within the capital and revenue resources available.
- Reviewing how we provide our supported housing services in order to meet residents' support needs within the resources provided by the Supporting People Subsidy.
- The delivery of improvement programmes to ensure that 100% of our homes meet the decent homes standard by 2010.
- Developing a local strategy based on information about housing needs and the aspirations of older people.
- Reviewing and consider carrying out an options appraisal for our housing stock taking into account the requirements of the Decent Homes Standard and the HRA financing regime.
- Considering the costs and benefits of building new council housing.
- Addressing affordable warmth and carbon emission reduction through an investment and improvement programme supplemented by piloting renewable energy technology in our housing stock.

¹ Meets the current statutory minimum standard for housing, it is in a reasonable state of repair, it has reasonably modern facilities and services and it provides a reasonable degree of thermal comfort

- Shaping our services in line with changing customer needs and expectations and ensuring that we encompass any service requirements due to changes in demographics.

1. BACKGROUND ON SOUTH KESTEVEN

1.1. The South Kesteven District – A Socio- Economic Profile

South Kesteven is one of seven districts within the county of Lincolnshire. It covers some 365 square miles in the South West corner of the county.

In 2009 the estimated population of the district is 132,000. In May 2006 approximately 1.6% of the population was made up by ethnic minority groups although more recently there has been an increase in migration from Portugal and Eastern Europe. The population had increased by approximately 3% since the 2001 census and this trend is expected to continue into the future

Earlier projections indicated that the overall Lincolnshire population aged 65 years and over was expected to increase by 8% between 2000/06, but significantly the South Kesteven area would see an increase of 15%.

In October 2009 unemployment in the district stood at 3.2% compared with the East Midlands average of 4.1% and the National average of 4.1%.

There are large variations in the levels of deprivation within the district and not all residents benefit from the area's relative prosperity. Using the Communities for Local Government (CLG) 2007 Index of Deprivation the district rated as the 271st least deprived out of 354 councils. Of its 34 wards the Earlesfield and Harrowby estates in Grantham ranks in the top 20% of the most deprived wards in the country, at the other end of the spectrum ten wards rank in the 10% least deprived.

The local housing market is predominantly private with 76.3% of households owning their homes outright or with a mortgage. Some 10.8% of homes are rented from the Council; about 2.9% are rented from Registered Social Landlords (RSLs); and 10% are privately rented.

1.2 National strategies

As well as supporting and complementing our own policies and priorities this plan has been influenced by a number of key external influences. Examples of these are;

- **Decent Homes** - All social housing providers are to meet a national minimum standard for quality of housing by 2010. This influences how the Council invests in housing improvements and is discussed in detail within this plan.
- **Tenant Services Authority (TSA)** - The Tenant Services Authority is the new regulator for affordable housing, dedicated to raising the standard of services by putting tenants first. We will need to work with the TSA and tenants to ensure that our services are meeting the needs and expectations of tenants locally.

- **Efficiency Agenda** - The need to continue to make efficiency savings will become greater in the future as public spending levels are likely to be reduced.
- **Tenant Empowerment** - This is at the heart of the Government's drive to ensure that decent homes are available to all who rent from social housing landlords. Ministers expect tenants to have meaningful opportunities to participate in the day-to -day management of their properties and to be involved in their landlords' strategic decision making processes.
- **Respect Standard for Housing Management** - The Respect Standard for Housing Management outlines the core components essential to delivering an effective response to anti-social behaviour and building stronger communities, such as accountability, leadership, giving greater resident empowerment, and supporting community efforts at tackling anti-social behaviour. The Council signed up to the Standard in 2009.
- **Climate Change Bill** - The Government is currently pursuing a Climate Change Agenda to encourage organisations including local government to make changes to service delivery to meet the needs of a changing climate. A key part of this is the establishment of targets to reduce energy consumption from local authority operations which includes contractors. The Council will need to establish targets to meet the Government's own aims and work is currently ongoing.

1.3 Sustainable Communities Strategy

The Lincolnshire Sustainable Community Strategy (SCS) 2009-2030 sets out the long term vision for Lincolnshire firmly based on an assessment of local needs. Our Housing Strategy is a sub-strategy of the SCS.

Lincolnshire's SCS looks at the type of county Lincolnshire may be in 2030 and has a vision for Lincolnshire to become a 'place where everyone can find and enjoy the lifestyle that suits them best'.

South Kesteven's Local Strategic Partnership (LSP) plays a key a role in ensuring that locally partner organizations contribute to delivering the SCS and has identified three complementary local priorities:

- **Healthy Living** - To reduce obesity levels in both children and adults and reduce alcohol misuse in South Kesteven.
- **Sustainable Growth** - – supporting the provision of affordable housing
- **Community Cohesion** - to ensure that South Kesteven as a place where people from different backgrounds get on well together in their local area.

Throughout this business plan there are examples of how our actions in relation to its housing stock impact on the community development agenda linked to wider corporate themes; whether by improving the quality of housing, or helping people to live where they want in their community. It is about seeking to reduce the incidence of social exclusion and achieving sustainable communities.

1.4 The Corporate Plan 2009 - 2012

The Council's Corporate Plan sets out our vision for the future and identifies our key values of;

Listening Taking your views into account and demonstrating a real passion for customer service.

Learning Being open and honest, learning from things that go well and those that do not go so well.

Delivering Innovating and making a difference.

Using customer feedback the following four priority themes have been put in place: These are:

1. **Customer First** - Making sure that the customer is at the heart of everything we do by getting it 'right first time' and making it easy for them to access our services.
2. **Quality Organisation** - To provide effective access to services and to improve the skills and capacity of the organisation to meet local priorities and deliver excellent services
3. **Quality Living** - To create an attractive and sustainable environment for the community to enjoy, with a street scene that is green, clean, safe and well maintained.
4. **Good for Business** - To work in partnership to promote the growth of local businesses, and develop the economy in South Kesteven.

1.5 Equality and Diversity

The council has developed a detailed Corporate Equalities Scheme in anticipation of the enactment of the Equalities Bill 2009. A wide variety of community groups and organisations were consulted with as the scheme was developed. The Scheme clearly affirms the Council's commitment to 'ensure we provide services that reflect the needs of all members of the community'

The Council's equalities agenda is managed strategically by the Corporate Equalities Group which is chaired by the Chief Executive and is attended by the Strategic Directors, Corporate Heads and the Equalities Project Officer. An Implementation team, which reports to the Corporate Group, ensures that equalities issues are mainstreamed throughout the work of the council.

In March 2006 the council achieved level 2 of the Equality Standard for Local Government. With the move to the new Equality Framework, the council has developed an action plan to guide the work of the implementation team to ensure continued improvement in this area.

The housing landlord service plays an important role in implementing our Equality Action Plan and has piloted a number of initiatives before they have been rolled out across the rest of the council.

1.6 Housing Strategic Aims and Objectives

Our Housing Strategy sets out the national and regional context for housing within which this business plan must operate.

It has been developed within the context of the Lincolnshire Housing Strategy 2008-13 and has the following three key themes:

- Meeting a range of needs for housing and support
- Maximising our resources
- Delivery of a quality, affordable housing environment.

Our Housing Strategy takes the themes of the county strategy which have particular relevance to the district and develops these into action plans for the next 3 to 5 years.

Actions relevant to the council's housing landlord services are:

- **Meeting the housing and support needs of older people and understanding the needs of other groups.**
 - We will continue to ensure that current methods of providing housing services in the district are meeting the needs of the diverse communities living in our area.
- **Maximising use of public sector resources and assets**
 - Public sector agencies need to examine all ways to pool or align resources or jointly commission housing services and create efficiencies.
 - SKDC keeps the quality of its own stock and viability of management of the housing stock under continual review and plans to meet the decent homes standard.

- **Delivery of a quality, affordable housing environment by:**

- Maximising levels of housing benefit take-up and ensuring that all residents are aware of their benefit entitlement
- Supporting vulnerable households by the delivery of affordable warm homes and education and awareness campaigns.

2. DEMAND FOR AFFORDABLE HOUSING

2.1 Support to wider community objectives

Section 1 of the business plan provides details of the broad framework of the Community, Economic and Housing strategies that have been adopted by the Council. It also shows how the council's housing strategy supports and complements many of the key objectives that have been identified. The HRA business plan relates exclusively to the Council's stock of rental housing but nevertheless forms a key element of the process for achieving many of the key objectives. As can be seen from the following sections the plan provides the framework for addressing key priority areas such as putting customers at the heart of everything we do, improving access to services and creating an attractive and sustainable environment.

2.2 Demand for affordable housing

An excess of demand for affordable housing over supply is expected to continue over the life of this business plan. During 2006 the Council commissioned Fordham Research Limited to complete a housing needs study for the area. The assessment of housing need relates to all tenures and focused particularly on the future requirements for affordable housing in the district compared with the likely supply. The needs survey data is also supplemented by evidence gathered from other sources including local postal surveys; consultations on the Community Strategy, low demand housing, Housing waiting and Transfer waiting lists and consultations with Parish Councils.

The survey shows that there was a net shortfall of 646 affordable homes per annum in the district taking into account the backlog of existing need, newly arising need and the supply of affordable units. It concluded that there is a significant shortfall of affordable housing of all sizes, most notably two and three bedrooms houses. The key factors resulting in this position are:

- The existing local housing market and income relationship

The data indicates strongly that there is an affordability problem arising from the relationship between local incomes and supply of housing especially in the rural areas of the district

Average house prices in South Kesteven were 8.7% lower than the average for England and Wales but 11.3% higher than the East Midlands average. House prices in South Kesteven are also the highest in Lincolnshire.

- Continuing demand for affordable rented housing

A study by the Countryside Agency of affordability using mortgage rules showed that South Kesteven was the least affordable area in the County of Lincolnshire for purchasing property in the open market based on average sized properties where “affordable” relates to a monthly mortgage repayment of a third of average earnings or less. The rural housing market in particular has become increasingly open to the demands from commuters and retired people from nearby towns, London and further afield.

- Continued reduction in the Council’s housing stock

Whilst the Council’s housing stock has continued to decline as a result of Right to Buy sales, in line with national trends, the number of sales has declined. A total of 88 properties were sold in 2006/07, only 21 properties were sold in 2007/08 and 4 properties sold in 2008/09. Nevertheless the reduction in our housing stock over the years has contributed to increased demand for affordable housing, particularly in our rural areas.

2.3 Council Housing Stock

13.7% of households live in social rented or affordable housing, 10.8% of which is with the Council who remain the single largest provider of affordable rented housing in the district. It is a key objective of the Council to increase the supply of affordable housing through a combination of planning policies, investment and partnership work with RSLs. At present there are 1101 (source: HSSA 2008) RSL properties in the District. The Council’s standard nomination agreement allows the Council to nominate tenants to 100% of all initial lettings and a minimum of 75% of all subsequent voids. In practice these figures are often exceeded.

A breakdown of HRA homes for rent by type and age is given below. The total housing stock stood at 6,264 at 1st April 2009 compared with 6,289 at 1st April 2007. The sale of property under RTB has contributed to a decrease in stock numbers from 8,180 in 1992 to the present levels. The majority of sales (85%) were of 3 plus bedroom houses.

The table below shows the composition of our housing stock on 1st April 2009.

Pre 1945 small terrace houses	14
Pre 1945 semi-detached houses	353
Other pre 1945 houses	935
1945-1964 small terrace houses	14
1945-1964 large houses	954
1965-1974 houses	343
Post 1974 houses	208
Non traditional dwellings	632
Pre 1945 low rise flats	4
Post 1945 low rise flats	752

Medium rise flats	540
High rise flats	0
Bungalows	1515
Total	6264

577 Council dwellings (approx 10% of the total stock) became available for letting in 2008/09, of which 458 were of family sized accommodation. A further 580 nominations were made to Registered Social Landlords (RSLs). 180 of these nominations were accepted with 83 applicants being housed in family-sized accommodation.

2.4 Tailoring the Housing Stock to match demand

Following recommendations from the Fordhams Housing Needs Survey an affordable housing delivery target for the period 1 April, 2008 to 31 March, 2009 was set at 150 units. This target was exceeded by the delivery of 289 new affordable homes across the district with the majority of these being developed in Grantham, Stamford and Bourne.

In order to widen tenure choices a target of 60% rented and 40% intermediate housing (shared ownership) was set for new housing association developments. Due to the changes in the economic climate and housing market, the percentage on affordable rent has increased to 67% with 33% of new build homes being for shared ownership.

The council owns two medium size sites which we propose to bring into the affordable housing programme 2009/2011, after this no sizable sites are available.

We continue to work with our housing association partners to develop housing for customers whose need for specialist accommodation could not be provided in their original properties and no suitable properties were available in the current affordable housing stock.

One of the priorities in the previous housing strategy, for tailoring our stock to match demand, was to reduce the number of bedsit accommodation in supported housing schemes. In response to this priority in 2006 we transferred a supported housing scheme site to Lace Housing to develop a 34 bed extra care scheme. .

In our own stock we have remodelled the Woods Close supported housing scheme in Long Bennington. The complex consisted of 16 bed sits with communal bathing facilities and was converted into 8 self contained flats. A similar scheme is in progress at the Manners Street supported housing scheme in Grantham and will be completed in 2010.

2.5 Options

Whilst there are no current plans to build new council housing the council will consider the costs and benefits of such schemes by March 2011. This will take into account the changes to the housing revenue subsidy scheme and any new financing arrangements.

3. THE CONSULTATION PROCESS

3.1 Shaping the Plan

The Business Plan and plans for service improvements have been developed in a manner that reflects the tenants' priorities as identified through the various consultation processes.

The results of the surveys shown below have directed our focus towards the improvement of our repairs service and to the continuing improvement to the quality of tenants' homes.

The feedback from the tenants also informs us of their preferences for service reductions to allow us to make the required savings to the HRA Account by 2011/12.

Our surveys also show which improvements our tenants would prefer over and above the Decent Homes Standard.

This feedback from the tenants has been key to the way that service improvements have been planned by the Council and are now reflected in the business plan.

We continually seek our tenants' views and opinions in order to shape and improve our services in line with customers' needs and expectations.

Tenants and residents have been involved in the preparation of the business plan in a number of different ways as described below:

As part of the 2008 Tenant Satisfaction Survey tenants were asked which of the landlord services they considered to be most important. Almost 83% of respondents cited repairs and maintenance. The overall quality of their home, keeping tenants informed, value for money for rent and dealing with anti-social behaviour were also high on their list of priorities. Full details are given in the following table.

	2008 %
Keeping tenants informed	34.6
Overall quality of your home	56.9
Taking tenants' views into account	22.7
Repairs and maintenance	82.8
Dealing with anti-social behaviour	31.5
Neighbourhood as a place to live	30.9
Value for money for your rent	32.5
Don't know / No reply	1.9

These results are consistent with the 2006/07 Tenant Satisfaction Survey and the previous Housing Options Appraisal results that showed improvements to repairs and maintenance and improvement to the quality of the home as being the most important areas to be addressed. .

In addition to the survey shown above, the HRA Business Plan has also been greatly influenced by the results of the recent budget consultation survey.

3.2 Mechanism for Consultation with Tenants and Leaseholders

The Council has a comprehensive “Tenant and Resident Involvement Strategy” for the period 2008–2011. This seeks to ensure that resident involvement is central to the delivery of the Council’s housing services.

The strategy seeks to ensure that tenants are engaged in the process of developing the housing strategy and business plan at a number of different levels.

- Through meetings of the District Association which is the umbrella group consisting of tenant representatives from neighbourhood groups;
- Through neighbourhood groups consisting of local community representatives;
- Through the Consultative Panel made of some 400 tenants who have expressed an interest in carrying out this role;
- Through the Housing Consultative Group which comprises equal numbers of residents, Councillors and staff.

4. STOCK CONDITION

4.1 Stock Condition Data

A 100% stock condition survey was carried out during 2009. In order to maintain robust projections for future planning, stock condition data is continually being updated through both responsive repairs and improvements work and by undertaking a programme of 10% new stock condition surveys every five years. The results are used to update the asset management system and planned and cyclical schemes.

The financial plan is based on a detailed analysis of the stock condition data and the resources required to meet the expenditure on our 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 the stock condition information, currently 66% of the Council's stock complies with the DHS. However, the investment programme outlined in section 4.2 shows that the DHS for all our properties will be achieved by December 2010.

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 Improvements	4,270,100
Central Heating and Boilers	4,199,150
Electrical Installations	3,465,200
Roofing Works	3,144,930
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
Totals	19,316,855

4.2 Investment programme

The table below identifies the current projected capital costs of improving and maintaining the housing stock over the next 6 years with an accelerated programme in 2010/11 to comply with DHS by December 2010 and includes other items of repair in addition to the stock condition survey findings.

Financial year	Amount £'m
2010/11	6.748m
2011/12	4.995m
2012/13	5.120m
2013/14	5.248m
2014/15	5.379m
2015/16	7.739m

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.
- **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.

The authority's aspiration is to provide homes which are over and above the decent homes standard. However, the current funding model does not allow for this at this moment in time.

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 are being funded.

4.3 Comparison of split between responsive and planned repairs

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

	Planned	Responsive
2006-07	55%	45%
2007-08	70%	30%
2008-09	67%	33%
2009-10	68%	32%

5. HOUSING - PERFORMANCE MANAGEMENT

5.1 Performance Data

We have developed a comprehensive suite of performance measures to monitor the performance of our housing services. These measures cover a wide range of services including:

- Repairs
- Void properties
- Rent arrears
- Equality and Diversity
- Anti-social behaviour

Our performance management process is used to report performance information to a wide audience and to provide an opportunity for scrutiny. Key features are

- Performance information being monitored monthly in team meetings, management team meetings and in individual 1:2:1's
- Performance information being considered by Tenants groups
- The Housing Consultative Group has developed a suite of 16 performance indicators which measure the aspects of services which are most important to tenants. These are considered by the Group on a quarterly basis, with service managers having to account for performance levels
- Providing performance information to all tenants through the Skyline magazine
- The Corporate Management Team, Cabinet and the Scrutiny Committee receiving regular performance reports and scrutinising performance levels.

An example of where performance has improved in the current year is the responsive repairs service for completing jobs at the first visit and keeping appointments. Both have improved through actively managing performance.

Customer satisfaction levels have improved in individual service areas, for example in the repairs service satisfaction levels with all elements of the service have improved as the table below illustrates

Question	2008/09 April - Sept %	2009/10 April - Sept %
Was it easy to report your repair	87.7	93.1
Were staff polite to you	94.3	98.9
Did we keep the appointment	79.2	87.3
Did the operative show their ID	63.7	71.4
Was the repair fixed first time	66.6	78.3
Are you satisfied with the repair	82.5	89.4
Overall satisfaction with the service	79.2	91.5

Satisfaction levels with the overall service provided have also improved with the STATUS satisfaction survey showing:

	2007 %	2008 %
Satisfaction with the neighbourhood as a place to live	82.7	84
Satisfaction with the way enquiries are dealt with in general	67.7	75.7
Satisfaction with the overall service provided	79.2	82.7

5.2 Benchmarking

Benchmarking is an integral part of our approach to managing performance. We are a member of "Housemark" and use their benchmarking service to carry out an annual benchmarking exercise in to compare our costs, performance and satisfaction levels.

See Appendix A

This information is used to identify service areas for more detailed process benchmarking work in order to improve performance and/or reduce costs. Areas where we have used benchmarking to improve services include:

- Estate caretaking
- Anti-social behaviour
- Rent arrears
- Voids management
- The Tenant Census
- Supported Housing quality assessments
- Responsive repairs

5.3 Reporting

Regular quarterly reports on housing management performance are made to the Housing Consultative Group (HCG) which comprises a mix of tenants, members and staff. During the last year we have worked with the HCG to identify the performance measures they are most interested in, agreed a reporting format and frequency and have reviewed the measures. This work has been recognised by Housemark as best practice in involving tenants in performance scrutiny.

The Skyline newsletter which is published jointly between the tenants and the Council includes budget and performance information. This is circulated to all tenants and leaseholders on a quarterly basis.

Tenants and Leaseholders have also been made aware that further information on our housing service including budgets and performance management data can be accessed via our website.

Reports are also discussed with the various tenants groups such as the Estate Management Group and the Repairs and Improvements working Group.

6. RESOURCES

6.1 Overall Picture

The housing revenue account's annual income is currently circa £22m with expenditure over the following main headings:

Repairs and maintenance	6.1m
Supervision and management	4.8m
Housing subsidy	6.7m

Previous projections had shown there would be an emerging deficit in the HRA and to avoid falling into deficit, expenditure needed to be reduced by £1M over the three year period, 2009/10-2011/12.

Consultation has been undertaken with our tenants to identify their priorities for where savings could be made. Savings will be achieved by implementing identified efficiencies, then by reductions in management and administration arrangements, before any cuts to front line services are considered.

6.2 HRA housing rents

By far the greatest source of income to the HRA is from tenants' rents. Other income is received from garage and shop rents, service charges and Supporting People Grant.

The business plan income is currently based on the assumption that rent convergence will be achieved by 2015/16. This may be subject to review in the light of the guidance contained within the Government's future housing subsidy determinations.

	Average Rent 2009-10	Annual Increase to 2015-16	Annual Increase from 2016-17
	£ per week	%	%
Bedsits	45.10	3.5	3.0
1 Bed	53.75	3.9	3.0
2 Bed	58.82	4.2	3.0
3 Bed	64.37	4.4	3.0
4 Bed	66.13	5.0	3.0

6.3 HRA Supporting People Grant

Currently the HRA benefits from a significant amount (nearly £800,000 pa) of Supporting People Grant (SPG). However the Council recognises the Government's desire to reduce the costs of Supporting People that are borne by the public sector.

Accordingly the business plan projections are based on the assumption that SPG will remain as now (i.e. no allowance for inflation has been made). This assumption may nevertheless prove to be optimistic as Lincolnshire County Council, the commissioning authority, has been informed that the overall allocation of SPG will reduce from £22million to £19million over the next three years.

The business plan will need to be revised in accordance with the outcomes of the supporting people review in order to assess the impact.

6.4 Capital Investment

The capital programme outlined in the table below has been compiled on the basis of the Council achieving 'decent homes' standard in the financial year 2010/11 and thereafter agreeing an assumed level of capital spend based on the stock condition survey (SCS) analysis. The model has profiled the expenditure over five yearly blocks and has applied an even spread of capital works over the duration of the period. This will enable the programmes to be efficiently procured and delivered within the context of resource capacity.

Financial year	Amount £'m
2010/11	6.748m
2011/12	4.995m
2012/13	5.120m
2013/14	5.248m
2014/15	5.379m
2015/16	7.739m

7. FINANCIAL ANALYSIS

The HRA business plan financial model has been fully utilised in order to assess the financial projections of the service over the 30 year period. The modelling has been in respect of the revenue and expenditure account and the major repairs and improvements account. It is difficult to forecast income and costs over this period of time with a great deal of accuracy and a number of factors which will have a significant impact on the model include:

- Any potential changes to the subsidy arrangements
- Government intentions regarding rent convergence
- Allowances in respect of management and revenue repairs
- Future major repairs allowances

At the time of compiling the business plan there is great uncertainty over the future arrangements regarding the housing subsidy system following the Government's announcement to dismantle the current arrangement and replace it with a devolved system of responsibility and funding. As the Council is in a negative subsidy position any changes to the current system may have a significant impact on the future financial projections of the HRA.

Appendix B provides a 30 year summary of HRA income and expenditure (both revenue and capital) from 2009/10 until 2038/39. Also included in the model are projections regarding potential financing options in respect of the capital expenditure utilising revenue contributions, major repairs allowances and utilisation of the major repairs reserve. During 2008/09 a fundamental review of the expenditure levels was undertaken in order to stabilise the financial position. A number of corrective measures were introduced and a strategy of ensuring the HRA could reach a 'breakeven' position by 2011/12 was agreed. This proposal was incorporated into the HRA medium term budgets agreed by Council in March 2009 where it was agreed that expenditure levels would be reduced by £1M over a three year period. The model also includes the efficiency contribution that will be made towards the Council's efficiency target which has been identified from the HRA efficiency plan.

Taking these issues into consideration the HRA financial model shows that the long term financial position of the revenue account looks secure over the 30 year period. Within this context the Council is also to maintain a HRA working balance of (not less than) £3M which provides a healthy financial 'cushion' and provides a sound position for any unforeseen costs. However, as stated, a number of key assumptions have been incorporated into the modelling that will vary significantly over the period. For this reason the financial model will need to be regularly reviewed and updated in order to ensure it adequately reflects the current position.

However in respect of the capital spending the position is not as secure. The programme has been compiled on the basis of the Council achieving 'decent homes' standard in the financial year 2010/11 and thereafter agreeing an assumed level of capital spend based on the stock condition survey (SCS) analysis. The model has profiled the expenditure over five yearly blocks and has applied an even spread of capital works over the duration of the period. This will enable the programmes to be efficiently procured and delivered within the context of resource capacity. The model clearly shows that within the overall 30 year period there is a capital funding shortfall of £61M. A number of key feature arise from this:

- The Major Repairs Reserve (MRR) is fully utilised by 2012/13
- The major repairs allowance is fully utilised each financial year
- Revenue contributions to capital will need to be introduced by 2012/13 and will increase as the MRR balance reduces
- A financing deficit will emerge in 2015/16

All of these features are based on the proposed spending levels as identified from the SCS and additional capital expenditure items including disabled adaptations, boiler replacements, structural repairs and a contingency level of 3%.

In order to align the capital spending proposals to the available financing resources the Council will need to reduce the future expenditure to a level that is affordable. This will be undertaken as part of an overall review of the capital programme in conjunction with the Housing Asset Management Plan. A number of options will be incorporated into the review that will include:

- Linking the capital expenditure to the annual majors repairs allowance
- Considering prudential borrowing (based on affordability)
- Removal or reduction of capital expenditure items
- Increase the revenue contributions - this will necessitate the need to further reduce revenue expenditure levels
- Consider use of the useable capital receipts reserve
- Removal of contingency budgets in the capital programme
- Re-appraisal of the capital programme to ensure maximum efficiency of the spending proposals

The review will need to ensure the delivery of the actions arising from the priority action plans is maintained

8. OPTIONS

8.1 Stock Options Appraisal

In 2005 the Council completed a detailed appraisal of the strategic options that were available for the future delivery of the housing service. The Council, in conjunction with tenant's representatives, decided that transfer of the entire stock of Council homes to a new independent housing association was the preferred route forward. A ballot of tenants in November 2006 voted overwhelmingly against the transfer proposals.

One of the key actions in the Housing Strategy Action Plan is to carry out a further options appraisal, considering the resources needed to meet the ongoing requirements of the Decent Homes Standard and the financial resources available to the council following the review of the national HRA Subsidy System. The government proposals to move towards a self financing regime is likely to be one of the key options which will need to be appraised in the near future.

8.2 Housing Management Options

More recently some initial work has been completed to examine the future housing management options that are available. The initial conclusion reached was that it might be possible to derive some benefits from alternative management arrangements but that these would not make a significant impact on the shortfall in resources that it predicted.

However, given the current public sector funding situation, it is now considered that the housing service should remain an integral part of the council. This will allow us to identify any economies of scale and remove potential areas of duplication, which will financially benefit both the HRA and general fund. This position will be regularly reviewed as part of the options appraisals discussed above.

8.3 HRA Reforms

The recent announcement from the Communities and Local Government (CLG) that the Housing Subsidy System will be reformed with the intention that Local Authorities will be able to keep the rents and all of the capital receipts from its' housing stock will have a large effect on the long term future of our services.

This should bring in much needed revenue. However, there are questions over the CLGs announcement that a "one-off" payment of some £18 billion will be required to be paid back by Local Authorities. It is suggested this sum will be shared between councils however there are no details saying how this will be done.

9. SUMMARY OF KEY PRIORITIES AND ACTIONS

9.1 The table below shows a summary of the key priorities and actions:

Priority	Action
Balanced Housing Revenue Account	Analysis of finances available and planning to ensure service is delivered within the revenue sources available by 2012
Review, yearly, the ongoing position of the capital programme and its financing within the HRA	<ul style="list-style-type: none"> • Regularly review the HRA financial model to reflect current position and forecast • Undertake efficiency and effectiveness reviews of the capital investment programmes • Align capital spending proposals to available financing resources • Review capital programme in conjunction with Housing Asset Management Plan
Review delivery of supporting housing service	Review service provided to meet residents' support needs and re-shape service within resources provided by the Supporting People subsidy by May 2011
100% homes meet decent standard by 2010	Deliver the improvement programmes within the Asset Management Strategy
Review options appraisal for housing stock	Carry out options appraisal for housing stock encompassing Decent Homes Standard and new HRA financing regime when proposals are available
Review the cost/benefits of building new council housing	Consider financial implications, benefits of building new council housing and alternative options available by March 2011
Addressing affordable warmth and carbon emission reduction in our housing stock.	Provide the investment and improvement programme to support renewable energy in line with the Asset Management Strategy

Making sure that the customer is at the heart of everything we do by getting it 'right first time' and making it easy for them to access our services.	<ul style="list-style-type: none">• Achieving accreditation for Customer Services Excellence Standard• Introducing a programme of mystery shopping in Tenancy services• Continue using 'Lean systems' thinking to drive service improvements• Continue to improve and update the accessibility of online transactions
Maximising the use of public sector resources and assets	Public sector agencies to examine option to pool or align resources or jointly commission housing services maximise efficiencies
Delivery of a quality, affordable housing environment	Maximising levels of housing benefit take-up by ensuring all residents are aware of their benefit entitlement
Learning from benchmarking, customer feedback, performance monitoring, customers' experiences and staff	Ensuring that service improvement are made as a result of management information received

10. PROGRESS ACHIEVED

We have made significant improvements in service delivery and outcomes for residents over the last year through the actions in the BEST programme. Full details of these improvements are given in Appendix C, with key highlights including;

- Developing clear and comprehensive service standards and information. This provides customers with information about the services they can expect from us and how to challenge us if we do not deliver the expected standards.
- Completing the stock condition survey and developing a detailed asset management strategy. This enables us set out our priorities for improving the stock and involving residents in setting priorities for improvements.
- Reviewing the way we manage the responsive repairs service. By focussing the service on customers needs, getting jobs right first time and within budgets we are able to provide a more customer focussed, flexible repairs service.
- Implementing a decoration voucher scheme for new tenants. This scheme is more flexible and means that new customers can get access to decorating materials very quickly.
- The review of our Tenant and Resident Involvement structures has ensured that more tenants are able to get involved in a range of ways to suit their individual circumstances. This means that our service developments will be more focussed around customer needs and preferences.
- We have involved residents in reviewing how we deal with Anti-social behaviour. This has ensured that we deal with ASB more consistently and in a more customer focussed manner.
- We have involved residents in reviewing the caretaking service to ensure that it is provided in a way that meets customer needs and expectations.
- We have reviewed how we deal with procurement and attracting external funding. This helps us to get better value for money and to stretch our resources, so that we can support service improvements and stock investment.
- We have revised how we deal with customer compliments, comments and complaints. This has helped to ensure that we deal with issues more speedily and consistently and that we can use this feedback to improve services and outcomes for customers.

- In January 2009 the floating support service for vulnerable people in the district was extended. This support service advises on a variety of issues such as, moving to permanent accommodation, individual living skills and coping with budgeting and debts.
- There is a strong emphasis on ensuring we communicate with our customers well and that we listen and learn from their views.
- We have comprehensively redesigned our website to ensure that it is modern, accessible and information for our customers. This has improved the accessibility of on-line transactions and information and increased the amount of self-service available.

11. CONCLUSIONS

This business plan shows how the housing landlord service contributes to the council's corporate plan, priority themes, the Housing Strategy and the Sustainable Communities Strategy. The business plan has been informed by feedback from customers through the STATUS survey, the budget consultation survey and a questionnaire on tenants' priorities for capital improvements.

The BEST improvement programme clearly lays out our plans for improving services and outcomes for our customers. A key element of our plans is to ensure that our all our properties achieve, and are maintained at, the Decent Homes Standard.

The financial analysis within this business plan shows that we can achieve decent homes standard by the target date of December 2010 and that the HRA will remain financially viable in revenue terms for the life of the plan. However, as is explained in section 10, a capital financing deficit is projected to emerge in 2015/16 and corrective measures will need to be in place to ensure the viability of the capital programme.

The results of the review of the national Housing Revenue Account Subsidy System is expected in 2010. The Business Plan will therefore be reviewed when the future of the subsidy system, and its implications for South Kesteven, are known.

APPENDIX A

PERFORMANCE & COST BENCHMARKING SUMMARY

	Stock retained Council club (c.50 in sample)
Average relet times	Upper quartile
Proportion of rent collected	Median quartile
Average SAP rating	Lower quartile
% tenants in rent arrears	Lower quartile
Number of tenants with 7 weeks or more with rent arrears	Upper quartile
Tenants evicted as a result of rent arrears	Upper quartile
Average re-let times	Upper quartile

The cost benchmarking information below shows that we perform well above the average and are in the upper quartile (i.e. low cost) for most activities when compared either locally, nationally or with landlord organisations with a similar stock holding.

	Quartile performance
Overall management cost per property	Upper
Salary cost per property	Upper
Number of properties per employee	Upper
Rent arrears per property	Upper
Housing management – salary cost per property	Upper
Rent collection and accounting – cost per property	Upper
Overhead – cost per property	Upper
Tenancy and estates – cost per property	Upper
Rent lost through voids	Upper
Response repairs – cost per property	Upper
Major and cyclical repairs – cost per property	Median
Lettings – costs per property	Upper
% properties failing to meet the Decent Homes standard	Upper
SAP rating	Median

APPENDIX B

30 YEAR SUMMARY OF HRA INCOME AND EXPENDITURE

		HOUSING REVENUE ACCOUNT												
Year		Net Rent	Other Income	Total Income		Manage-ment	Rev. Repairs	Other Costs	Dep'n	Negative Subsidy	RCCO	Total Expenditure	In-Year Balance	Cum. Balance
														7,176
1	2009.10	19,475	1,694	21,168		(4,817)	(6,749)	267	(4,372)	(6,112)	0	(21,783)	(615)	6,561
2	2010.11	20,136	1,759	21,894		(4,892)	(6,213)	(514)	(3,840)	(6,463)	0	(21,923)	(28)	6,533
3	2011.12	20,819	1,846	22,665		(4,945)	(6,076)	(596)	(3,865)	(6,792)	0	(22,273)	392	6,925
4	2012.13	21,525	1,852	23,377		(4,989)	(6,104)	(615)	(3,967)	(7,142)	(13)	(22,829)	548	7,472
5	2013.14	22,256	1,907	24,163		(5,114)	(6,254)	(641)	(4,065)	(7,504)	(1,183)	(24,761)	(598)	6,875
6	2014.15	23,011	1,964	24,976		(5,241)	(6,409)	(667)	(4,166)	(7,879)	(1,214)	(25,575)	(599)	6,275
7	2015.16	23,793	2,023	25,816		(5,372)	(6,567)	(699)	(4,268)	(8,266)	(1,804)	(26,977)	(1,161)	5,115

Housing Revenue Account – Business Plan

2010-2014

8	2016.17	24,600	2,084	26,684	(5,507)	(6,729)	(725)	(3,742)	(8,667)	(695)	(26,696)	(12)	5,103
9	2017.18	25,436	2,146	27,582	(5,644)	(6,895)	(740)	(4,482)	(9,082)	(739)	(27,582)	(0)	5,103
10	2018.19	26,299	2,211	28,510	(5,786)	(7,065)	(756)	(4,592)	(9,510)	(801)	(28,510)	0	5,103
11	2019.20	26,971	2,277	29,248	(5,930)	(7,239)	(772)	(4,705)	(9,953)	(648)	(29,248)	0	5,103
12	2020.21	27,659	2,345	30,004	(6,078)	(7,418)	(788)	(4,821)	(10,412)	(487)	(30,004)	0	5,103
13	2021.22	28,365	2,416	30,781	(6,230)	(7,601)	(805)	(4,940)	(10,885)	(319)	(30,781)	0	5,103
14	2022.23	29,089	2,488	31,577	(6,386)	(7,788)	(822)	(5,062)	(11,375)	(143)	(31,577)	0	5,103
15	2023.24	29,832	2,563	32,395	(6,546)	(7,980)	(841)	(5,187)	(11,881)	0	(32,435)	(41)	5,063
16	2024.25	30,722	2,640	33,361	(6,709)	(8,179)	(859)	(5,315)	(12,348)	0	(33,411)	(50)	5,013
17	2025.26	31,643	2,719	34,362	(6,877)	(8,383)	(879)	(5,446)	(12,831)	0	(34,417)	(55)	4,958
18	2026.27	32,593	2,801	35,393	(7,049)	(8,593)	(899)	(5,582)	(13,335)	0	(35,459)	(66)	4,893
19	2027.28	33,570	2,885	36,455	(7,225)	(8,807)	(920)	(5,722)	(13,857)	0	(36,532)	(77)	4,816

Housing Revenue Account – Business Plan

2010-2014

20	2028.29	34,577	2,971	37,549	(7,406)	(9,028)	(942)	(5,865)	(14,396)	0	(37,636)	(88)	4,729
21	2029.30	35,615	3,060	38,675	(7,591)	(9,253)	(964)	(6,012)	(14,954)	0	(38,774)	(99)	4,630
22	2030.31	36,683	3,152	39,835	(7,781)	(9,485)	(987)	(6,162)	(15,530)	0	(39,945)	(110)	4,520
23	2031.32	37,784	3,247	41,030	(7,975)	(9,722)	(1,011)	(6,316)	(16,127)	0	(41,151)	(121)	4,400
24	2032.33	38,917	3,344	42,261	(8,175)	(9,965)	(1,035)	(6,474)	(16,744)	0	(42,393)	(132)	4,268
25	2033.34	40,085	3,444	43,529	(8,379)	(10,214)	(1,061)	(6,636)	(17,382)	0	(43,672)	(143)	4,125
26	2034.35	41,287	3,548	44,835	(8,589)	(10,469)	(1,087)	(6,802)	(18,040)	0	(44,986)	(151)	3,974
27	2035.36	42,526	3,654	46,180	(8,803)	(10,731)	(1,114)	(6,972)	(18,720)	0	(46,340)	(160)	3,814
28	2036.37	43,802	3,764	47,565	(9,023)	(10,999)	(1,141)	(7,146)	(19,423)	0	(47,733)	(168)	3,646
29	2037.38	45,116	3,877	48,992	(9,249)	(11,274)	(1,170)	(7,325)	(20,150)	0	(49,168)	(176)	3,471
30	2038.39	46,469	3,993	50,462	(9,480)	(11,556)	(1,199)	(7,508)	(20,902)	0	(50,645)	(183)	3,288

		MAJOR REPAIRS AND IMPROVEMENTS ACCOUNT												Notional Cum. Bal
Year		Major Repairs	Supp Borrow	RTB Receipts	Other Receipts	Major Rep Resve	RCCO	Total Finance	In-Year Balance	MRR Movements	Cum. Balance			
														6,173
1	2009.10	(4,599)		0	0	0	4,599	0	4,599	0	(971)	5,202		11,764
2	2010.11	(6,748)		0	0	0	6,748	0	6,748	0	(2,938)	2,264		8,797
3	2011.12	(4,995)		0	0	0	4,995	0	4,995	0	(1,124)	1,140		8,065
4	2012.13	(5,120)		0	0	0	5,108	13	5,120	0	(1,140)	0		7,472
5	2013.14	(5,248)		0	0	0	4,065	1,183	5,248	0	0	0		6,875
6	2014.15	(5,379)		0	0	0	4,166	1,214	5,379	0	0	0		6,275
7	2015.16	(7,379)		0	0	0	4,268	1,804	6,072	(1,306)	0	(1,306)		3,809
8	2016.17	(7,563)		0	0	0	4,374	695	5,068	(2,495)	0	(3,801)		1,302
9	2017.18	(7,752)		0	0	0	4,482	739	5,221	(2,531)	0	(6,332)		(1,229)
10	2018.19	(7,946)		0	0	0	4,592	801	5,393	(2,552)	0	(8,885)		(3,782)

11	2019.20	(5,416)		0	0	0	4,705	648		5,353		(63)		0	(8,947)	(3,844)
12	2020.21	(5,549)		0	0	0	4,821	487		5,308		(241)		0	(9,188)	(4,085)
13	2021.22	(5,686)		0	0	0	4,940	319		5,259		(427)		0	(9,615)	(4,512)
14	2022.23	(5,827)		0	0	0	5,062	143		5,205		(621)		0	(10,236)	(5,133)
15	2023.24	(5,970)		0	0	0	5,187	0		5,187		(783)		0	(11,019)	(5,957)
16	2024.25	(5,823)		0	0	0	5,315	0		5,315		(508)		0	(11,528)	(6,515)
17	2025.26	(5,969)		0	0	0	5,446	0		5,446		(523)		0	(12,050)	(7,092)
18	2026.27	(6,118)		0	0	0	5,582	0		5,582		(536)		0	(12,586)	(7,693)
19	2027.28	(6,271)		0	0	0	5,722	0		5,722		(549)		0	(13,135)	(8,318)
20	2028.29	(6,428)		0	0	0	5,865	0		5,865		(563)		0	(13,697)	(8,969)
21	2029.30	(9,626)		0	0	0	6,012	0		6,012		(3,615)		0	(17,312)	(12,682)
22	2030.31	(9,867)		0	0	0	6,162	0		6,162		(3,705)		0	(21,017)	(16,497)
23	2031.32	(10,114)		0	0	0	6,316	0		6,316		(3,798)		0	(24,815)	(20,415)
24	2032.33	(10,367)		0	0	0	6,474	0		6,474		(3,893)		0	(28,707)	(24,440)
25	2033.34	(10,626)		0	0	0	6,636	0		6,636		(3,990)		0	(32,697)	(28,572)

26	2034.35	(12,271)		0	0	0	6,802	0	6,802		(5,469)		0	(38,166)	(34,192)
27	2035.36	(12,577)		0	0	0	6,972	0	6,972		(5,606)		0	(43,772)	(39,958)
28	2036.37	(12,892)		0	0	0	7,146	0	7,146		(5,746)		0	(49,518)	(45,871)
29	2037.38	(13,214)		0	0	0	7,325	0	7,325		(5,889)		0	(55,407)	(51,937)
30	2038.39	(13,544)		0	0	0	7,508	0	7,508		(6,037)		0	(61,444)	(58,156)

APPENDIX C
BEST IMPROVEMENT PROGRAMME 2009-2011

Item	Recommendation	Status	Completion Date
1	R1-1 Develop clear & comprehensive set of service standards & service information	Complete	Dec 09
2	R1-2a Agree standard information for tenants directly affected by improvements work	Complete	Apr 09
3	R1-2b Produce & publicise clear information for all tenants about planned improvements programme	Complete	Jul 08
4	R1-3 Develop clear strategy for access to housing services	Complete	Aug 09
5	R1-4 Improve call handling performance to provide prompt response to customer enquiries	Complete & Ongoing	Apr 09
6	R1-5 Improve complaints handling to ensure prompt replies and consistent high standard of response	Complete	Jun 09
7	R2-1 Develop clear asset mgmt strategy	Complete	Dec 09
8	R2-2 Involve residents in planning & prioritisation of improvement works & decisions about environmental improvements	Complete	Sep 09
9	R2-3a Address delays in completing improvement works	Complete	Sept 09
10	R2-3b Address weaknesses in supporting vulnerable residents during improvement works	Complete	Sept 09
11	R2-4 Closer monitoring of responsive repairs, ensure high proportion are completed in target time and right first time	Complete	Mar 09
12	R2-5 Improve performance and increase flexibility for repair appointments.	Ongoing	-
13	R2-6 Complete system thinking review of repairs service including proportion carried out as emergency/urgent with view to improving efficiency & performance	Complete	Jun 09
14	R2-7a Review lettable standard & decoration arrangements for vacant properties in consultation with customers.	Complete	Mar 09
15	R2-7b Implement voucher scheme for decoration arrangements and amend lettable standard information.	Complete	Jul 09
16	R3-1 Establish clear procedures for resident involvement in setting priorities, evaluation, dev of options and service monitoring	Complete	Dec 08

17	R3-2a Publish resident involvement plan to accompany the tenant compact and involvement strategy	Complete	Jul 09
18	R3-2b Involve residents in monitoring progress of Resident Involvement Plan	Complete	Jul 09
19	R3-3 Publicise outcomes from resident involvement	Complete	Dec 08
20	R3-4 Publicise opportunities for resident involvement & support available	Complete	Dec 08
21	R3-5 Ensure residents training needs are assessed & received adequate training	Complete	Dec 08
22	R4-1 Develop clear strategy, policy & procedures for ASB in consultation with residents & partner agencies	Complete	Aug 09
23	R4-2 Improve & ensure consistency of ASB case mgmt	Complete	Dec 08
24	R4-3a Set clear objectives for estate caretaking, so service can be evaluated	Complete	Dec 08
25	R4-3b Implement objectives identified for estate caretaking	Complete	Jul 09
26	R4-4 Publish timings and outcomes of estate inspections	Complete	Dec 08
27	R4-5 Review cleaning arrangements for flats ensuring consistent service level	Complete	Dec 08
28	R5-1 Establish costs for providing various elements of service	Complete	Dec 08
29	R5-2 Review & revise procurement arrangements to take advantage of contract packaging, joint procurement and partnering	Complete	Jul 09
30	R5-3 Address inefficient ways of working identified in audit report	Complete	Dec 08
31	R5-4 Review options for attracting external funding	Complete	Dec 08
32	R5-5 Establish clear arrangements for tracking savings & efficiencies	Complete	Dec 08
33	R6-1 Develop Operational level performance indicators, reporting mechanisms & escalation procedures	Complete	Mar 09
34	R6-2 Develop benchmarking to enable comparisons with others including the best performers and actively using this information to identify and address service weaknesses	Complete & Ongoing	Dec 08
35	R6-3 Introduce effective monitoring system for complaints which enables tracking of complaints, reporting on response times and for customer satisfaction with complaints handling to be evaluated	Complete	Jun 09
36	R6-4 Involve customers in setting targets & performance scrutiny	Complete	Dec 08
37	R6-5 Introduce regular progress reviews – Housing service improvement	Complete	Dec 08

	plan		
38	R6-6 Fully implement existing IT systems (operational & production of management information)	Complete	Nov 09

REPORT TO CABINET

REPORT OF: Cllr Frances Cartwright – Economic Development

REPORT NO: AFM0126

DATE: 04th January 2010

TITLE:	Civilian Parking Enforcement	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Policy Framework	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	CLLR FRANCES CARTWRIGHT – ECONOMIC DEVELOPMENT	
CONTACT OFFICER:	P.Stokes – Corporate Head Resource and Organisational Development p.stokes@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required:
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS		

1. RECOMMENDATIONS

Cabinet are asked to agree in principle and recommend to Council that:

- 1.1 *Civilian Parking Enforcement is undertaken within the administrative boundary of South Kesteven District Council through partnership with the other seven authorities covering on and off street enforcement.*
- 1.2 *Authorisation is given for Lincolnshire County Council's application to the Department for Transport for Civilian Parking Enforcement on behalf of the authority.*
- 1.3 *South Kesteven District Council resolves to join 'The Joint Committee of England and Wales for the civil enforcement of parking and Traffic Regulations outside London' in accordance with the requirements of the Traffic Penalty Tribunal. This requires a member nomination and substitute nomination at an appropriate time*
- 1.4 *The level of differential penalty charge as stated in Statutory Instrument 2007 No.3487, Road Traffic, England will be adopted. The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges) (England) Order 2007*

be set at band 2 PCN level, discounted by 50% for payment within 14 days, and incremented by 50% for payment after the issue of a Charge Certificate.

- 1.5 *Council delegate the authority to sign the partnership Memorandum of Understanding and any associated Service Level Agreement to the Chief Executive and the Leader of the Council.*
- 1.6 *That the Council proceeds with external enforcement.*
- 1.7 *That authorisation is given for South Kesteven District Council to use the central processing unit for the administration of the tickets and guarantee a minimum level of tickets per annum to be paid for.*

Once approval has been granted, subject to the above matters being agreed and finalised, this will be brought to Council in January 2010, for full and final endorsement.

2. PURPOSE OF THE REPORT/DECISION REQUIRED

- 2.1 *To seek authority for the implementation of Civilian Parking Enforcement in accordance with the recommendations within this report.*

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

- 3.1 *Part 6 of the Traffic Management Act (TMA) 2004 permits the 'decriminalisation', or the transfer of most non-endorsable parking offences for specific areas in England and Wales. Within these areas, Civilian Parking Enforcement ceases to be the responsibility of the Police and becomes the responsibility of the highway authority, which will be for this authority Lincolnshire County Council. Local highway authorities may apply to the Secretary of State for designation orders which decriminalise parking offences within particular geographical areas.*
- 3.2 *Lincolnshire County Council is responsible as highway and traffic authority for on-street enforcement under the Traffic Management Act (TMA) 2004, but can delegate and use an agency basis to enable such enforcement by districts.*
- 3.3 *All Lincolnshire authorities are working together on the implementation plan, alongside a consultant.*
- 3.4 *Implementation of Civilian Parking Enforcement will enable action to be taken against unauthorised on street parking which is currently little enforced by the Police. The service will be integrated with off-street (car parks) parking enforcement to maximise efficiencies.*
- 3.5 *Motorists wishing to contest liability may make representations to the authority and if these representations are unsuccessful, they have the right to appeal to the Traffic Penalty Tribunal who comprise independent parking adjudicators whose decisions can only be appealed should extraordinary mitigating circumstances arise.*

3.6 *In order that the process of Civilian Parking Enforcement moves forward in a timely manner, Lincolnshire County Council must apply to the Department of Transport for adoption of the powers required under the Traffic Management Act 2004. In support of this application, each authority must make a number of resolutions which are detailed in the recommendations in this report. Nevertheless, the authority should take heed that taking up powers for Civilian Parking Enforcement is an irreversible process and once the statutory instrument is obtained from central government, then unless legislation changes, the powers cannot be handed back.*

3.7 *The powers applied for will relate to all parking enforcement within the district boundary, which will include both on and off street.*

3.8 *There are specific advantages to the authority if CPE powers are adopted. There would be improved traffic flow and better management of overall traffic levels, fewer accidents and a fairer distribution of available parking places. In addition the integration of enforcement and parking policy responsibilities should provide better monitoring of the effectiveness and value of parking controls in order that parking provision becomes more responsive to the public's needs.*

3.9 *The implementation date for Civilian Parking Enforcement is targeted to be implemented by September 2010 and in order to meet this deadline the formal application must be submitted by February 2010.*

4. OTHER OPTIONS CONSIDERED

4.1 *To withdraw from the partnership arrangement and not to take part in the process; however should the remainder of the County proceed without South Kesteven District Council, it may be difficult to rejoin the service at a later date.*

4.2 *County not to proceed with Civilian Parking Enforcement; however there are powers within the Traffic Management Act that would allow the government to direct the authorities to undertake decriminalised parking enforcement.*

4.3 *Lincolnshire County Council as Highway Authority could take sole responsibility for Civilian Parking Enforcement across Lincolnshire, but as the current expertise for enforcement of off street parking is held at district level, this would not be appropriate.*

5. RESOURCE IMPLICATIONS

5.1 *The Council has to decide on whether external enforcement as opposed to in house enforcement is the desired option. A detailed financial appraisal has been undertaken of the two options and it is evidenced that external enforcement is financially the better option.*

It is therefore recommended that the external enforcement option is considered owing to the following benefits:

- An external contractor would be up and running faster and would usually issue more PCN's than an in-house team;
- There are lower capital and revenue start up costs, with increased income for the first twelve months;
- There are less costs if sickness arises, as with in house there is the cost of paying staff whilst they are off sick and filling their post in this event; whilst external can sort provision out immediately at no extra cost;
- An external provider has much more experience with Civilian Parking Enforcement than in-house and therefore can get up to speed quickly with operational procedures;
- The industry naturally suffers high recruitment and retention costs, which would not have to be borne by the council if an external provider was used.

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

Risk

The greatest risk to the Council is the potential deficit if implementation of Civilian Parking Enforcement proceeds and the financial modelling is more sensitive than envisaged

There are also TUPE implications, particularly if the external enforcement route is taken.

There is also the risk that a guaranteed minimum level of tickets per annum is to be paid for, notwithstanding whether or not this is achieved.

Health and Safety

There are no major health and safety concerns as a result of this implementation.

Data Quality

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

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

An initial Equality Impact Assessment will be distributed at a later date.

8. CRIME AND DISORDER IMPLICATIONS

There are crime and disorder implications owing to the nature of the problem; however, these should be mitigated through the introduction of CPE.

9. COMMENTS OF SECTION 151 OFFICER

This report sets out the proposal for the District Council to be included in the application to the Department for Transport for Civilian Parking Enforcement (CPE). Indicative financial modelling has been undertaken by utilising specialist external support working on behalf of the districts and county council. This modelling has demonstrated that the potential financial implications of adopting CPE is extremely sensitive and is dependant upon the effectiveness and the costs of the enforcement regime. The assumptions built into the model are largely based on past experiences of the impact of CPE elsewhere in the country. Therefore there is a risk that these assumptions will not necessarily reflect the true impact of CPE in South Kesteven. The proposed Memorandum of Understanding (MOU) will identify how any individual surpluses and deficits incurred by each individual authority will be shared and met by the partnership collectively and how the initial set up costs incurred by each authority will be reimbursed.

The report states that the central processing unit will be paid on an assumed level of Penalty charge notices (PCN's) being issued. However, Cabinet must be aware that although a minimum level has been set there is no certainty that the assumed level will actually be achieved.

There are set up costs identified in respect of the implementation of CPE and these have been costed in the region of £30K. If the recommendations are supported then these set up costs will be included in the budget proposals for Council in March 2010.

Although there are financial risks to the adoption of CPE these need to be balanced with the benefits CPE will bring to the district from an improved traffic management perspective. The financial risks have been identified but will only be fully known when CPE has been implemented and operational. However the model identifies that any financial risk can be minimised and should be within acceptable financial parameters.

10. COMMENTS OF MONITORING OFFICER

The report accurately reflects the powers under the Traffic Management Act 2004 for the local highway authority (Lincolnshire County Council) to carry out enforcement of on street traffic regulation orders and off street car parks.

I understand that cross county discussions are still taking place to finalise the agreement. It is important that issues concerning consultation are taken into account during those negotiations. The Secretary of State expects local authorities considering major changes to their policies to consult fully with stakeholders. The relevant Guidance recommends, as a minimum, local authorities should consult with the following groups:

- a) those involved in the implementation and operation of parking including the police, neighbouring local authorities, the DVLA and the Traffic Enforcement Centre.*
- b) Wider stakeholders with an interest in parking, including businesses, motoring groups and representative organisations; and those who will be affected, including residents, motorists and the general public.*

The guidance recommends that the consultation follows the DfT model of a 12 week consultation period. Consequently, time needs to be factored into the implementation process to allow this to happen. There is also the question of who is to bear the cost of consultation that needs to be agreed.

REPORT TO CABINET

REPORT OF: RESOURCES AND ASSETS PORTFOLIO HOLDER
REPORT NO.: CHFCS85

DATE: 4 January 2010

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

1. RECOMMENDATION

i) Cabinet is asked to consider the proposed fees and charges for 2010/11 that have been recommended from Resources PDG and agree which of the proposals should be taken forward for the appropriate consultation prior to their inclusion in the budget:

- 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
- Outdoor Recreation – page 5 of the appendix
- Grantham Cemetery – page 6 of the appendix
- Arts centres and Corn Exchange – page 7 of the appendix and the formation of a fees and charges policy to be agreed with the Healthy Environment Portfolio Holder

Street Scene – page 8 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. This proposal should be supported by a full business case that clearly sets out the resource implications and full service impact assessment.
- Healthy Communities – page 9 of the appendix
- Environmental Protection – pages 10-12 of the appendix
- Helpline service – page 13 of the appendix
- Re-affirm the decision to consult on the proposed car parking charges – detailed on pages 14-15 of the appendix.

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

At its last meeting on 7 December 2009, Cabinet considered the proposals in respect of fees and charges for the financial year 2010/11. In order to ensure the appropriate level of detail is provided Cabinet requested that the report is re-presented. However given the timescale involved in the required consultation process in respect of car parking charges, Cabinet agreed to approve the proposed car parking tariffs presented at the meeting subject to the recommendation put forward by Communities PDG being considered by the appropriate Portfolio Holders. Details of the car parking proposals for 2010/11 are included in this report for completeness.

This report sets out the proposals for the new fees and charges that have been recommended by the Resources PDG.

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.

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.

Car parking charges – the Group considered a number of options in respect of the car parking charges for 2010/11 and took into consideration the following:

- Usage and behaviour data
- Profile of the car park classification in the context of the economic needs of each town
- Comparison tariff information

The preferred tariff proposals are appended to the report. Communities PDG has also considered the car parking proposals at their meeting on 17 December 2009 and their recommendation will be reported back to the Cabinet.

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.

RESOURCES AND ORGANISATIONAL DEVELOPMENT

MARKET CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
	MARKETS - GRANTHAM		£	£	
1	Standard Stall (3.05m x 1.22m)	01/04/10	20.50	21.00	Exempt
	Standard Casual Stall (3.05m x 1.22m)	01/04/10	-	23.00	Exempt
2	Pitch (3.05m x 3.05m)	01/04/10	19.00	19.50	Exempt
	Casual Pitch (3.05m x 3.05m)	01/04/10	-	20.00	Exempt
	Hot food units	01/04/10	-	23.00	Exempt
3	<u>Vehicles parked for storage</u>				
	Cars and light vans	01/04/07	6.20	6.20	Exempt
	Large vehicles	01/04/07	9.50	9.50	Exempt
	MARKETS - STAMFORD				
4	Standard Stall (3.05m x 1.22m)	01/04/10	21.50	22.50	Exempt
	Standard Casual Stall (3.05m x 1.22m)	01/04/10	-	25.00	Exempt
5	Pitch (3.05m x 3.05m)	01/04/10	19.50	20.00	Exempt
	Casual Pitch (3.05m x 3.05m)	01/04/10	-	22.00	Exempt
	Hot food units	01/04/10	-	25.00	Exempt
6	Craft Fair - Table	01/04/10	22.00	23.00	Exempt
7	Craft Fair - Stall	01/04/10	27.00	28.00	Exempt
8	<u>Vehicles parked for storage</u>				
	Cars and light vans	01/04/07	6.20	6.20	Exempt
	Large vehicles	01/04/07	9.50	9.50	Exempt
	MARKETS - BOURNE				
9	Standard Stall (3.05m x 1.22m)	01/04/10	16.00	18.00	Exempt
	Standard Casual Stall (3.05m x 1.22m)	01/04/10	-	19.00	Exempt
10	Pitch (3.05m x 3.05m)	01/04/07	15.00	15.00	Exempt
	Casual Pitch (3.05m x 3.05m)	01/04/10	-	15.00	Exempt
11	<u>Vehicles parked for storage</u>				
	Cars and light vans	01/04/07	6.20	6.20	Exempt
	Large vehicles	01/04/07	9.50	9.50	Exempt
12	Hire of stall for private function	01/04/10	7.00	10.00	Exempt
13	FOR ALL MARKETS				
	Farmers Markets - supply of stall cover in addition to standard stall charge	01/04/07	1.00	1.00	Exempt
	Fruit and Veg Excessive Waste Surcharge	01/04/10	-	£5 per stall	Exempt
14	Stamford Pedestrian Precinct Mobile Stall - per day	01/04/10	20.00	21.00	O/Scope

RESOURCES AND ORGANISATIONAL DEVELOPMENT

FAIR CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
	£				
1	FAIR - GRANTHAM Mid Lent Fair - 2009* Grantham Autumn Fair	01/03/09	13,254.49 525.00	13,642.30 535.00	Exempt Exempt
2	FAIR - STAMFORD				
2	Mid Lent Fair - 2009* Stamford Autumn Fair	01/03/09 01/03/09	20,429.07 420.00	20,665.26 600.00	Exempt Exempt
3	FAIR - BOURNE Bourne Autumn Fair	01/03/09	320.00	326.00	Exempt

*please note the final charge will be based on the actual costs incurred

NOTES

Mid-Lent Fair dates 2010
Stamford - 15 to 20 March
Grantham - 21 March to 24 March

RESOURCES AND ORGANISATIONAL DEVELOPMENT

BUS CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
			£	£	
BUS STATION - GRANTHAM					
1	Per departure	01/04/10	0.44	0.64	Exempt
2	<u>Minimum Charge</u> 1-75 departures per annum	01/04/10	30.00	45.00	Exempt
BUS STATION - STAMFORD					
3	Per departure	01/04/10	0.44	0.64	Exempt
4	<u>Minimum Charge</u> 1-75 departures per annum	01/04/10	30.00	45.00	Exempt
BUS STATION - BOURNE					
5	Per departure	01/04/10	0.40	0.64	Exempt
6	<u>Minimum Charge</u> 1-75 departures per annum	01/04/10	30.00	45.00	Exempt

*Please note this is a stepped increase towards cost recovery in line with Council policy

RESOURCES AND ORGANISATIONAL DEVELOPMENT

CYCLE CENTRE CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
			£	£	
PEDAL PARK ST CATHERINE'S ROAD GRANTHAM					
1	<u>13 weeks charge</u>				
	Small locker	01/04/10	20.00	25.00	Inclusive
	Large locker	01/04/10	25.00	30.00	Inclusive
2	<u>26 weeks charge</u>				
	Small locker	01/04/10	35.00	40.00	Inclusive
	Large locker	01/04/10	44.00	49.00	Inclusive
3	<u>52 weeks charge</u>				
	Small locker	01/04/10	52.00	57.00	Inclusive
	Large locker	01/04/10	65.00	70.00	Inclusive
4	Deposit for entry key and locker key	01/04/10	5.00	7.00	Inclusive

SPECIAL EXPENSE AREAS

OUTDOOR RECREATION AREAS CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
	OUTDOOR RECREATION		£	£	
1	<u>Pitches - Football/Rugby/Cricket</u> Senior pitch letting (2 hrs) and marking out: Full rate Concession (under 16's, OAP's, students in full time education)	01/04/10 01/04/10	36.00 21.00	36.70 21.40	Inclusive Inclusive
2	Junior pitch (ages 11-16) letting (2 hrs) and marking out: Full rate (price reduced as an incentive to usage)	01/04/10	16.00	16.30	Inclusive
3	Mini pitch letting (ages 8-11) (1 hr) and marking out: Full rate	01/04/10	5.25	5.35	Inclusive
4	<u>Changing accommodation</u> Full rate Concession	01/04/09 01/04/09	11.85 7.50	11.85 7.50	Inclusive Inclusive
5	<u>Tennis Court</u> Per Grass Court/Per Hour Concession Hard Courts	01/04/10 01/04/10	6.10 3.70 Free	6.20 3.75 Free	Inclusive Inclusive
6	<u>Cricket</u> Per Match	01/04/10	36.00	36.70	Inclusive

NOTES

Grantham

Dysart Park - tennis
Harrowby Lane - football
Wyndham Park - tennis

Stamford

Empingham Road - football, rugby, cricket
Uffington Road - football, cricket

Bourne

Recreation Road - football

SPECIAL EXPENSE AREAS

CEMETERY CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
			£	£	
1	GRANTHAM CEMETERY TRADITIONAL BURIAL GROUND Exclusive Right of Burial (Not exceeding 50 years) Standard grave space - Parishioners	01/04/10	425.00	433.00	O/Scope
2	<u>Interment</u> Person aged 16 years or over - single depth Person aged 16 years or over - double depth Child stillborn or below 16 years Each additional coffin space	01/04/10 01/04/10 01/04/05 01/04/05	435.00 483.00 190.00 150.00	443.00 492.00 193.00 153.00	O/Scope O/Scope O/Scope O/Scope
3	<u>Erection of Memorials</u> Headstone (not exceeding 3 feet in height) Headstone (each additional 6 inches) Metal faced tablet Additional inscription	01/04/10 01/04/10 01/04/10 01/04/10	105.00 105.00 73.00 42.00	107.00 107.00 74.00 42.00	O/Scope O/Scope O/Scope O/Scope
4	<u>Re Open Graves</u> Interment Fee - single depth Interment Fee - double depth Interment ashes into grave	01/04/10 01/04/10 01/04/10	435.00 483.00 126.00	443.00 492.00 128.00	O/Scope O/Scope O/Scope
5	WOODLAND BURIAL GROUND All inclusive charge covering standard grave space, single depth interment, tree and plaque - Parishioners	01/04/10	998.00	1,016.00	O/Scope

*Please note there is a 50% additional charge for Non Parishioners (i.e. outside of Grantham boundary)

HEALTHY ENVIRONMENT

CULTURAL SERVICES CHARGES

Detail	Effective Date	2009/10	2010/11	% inc	VAT
		£	£		
ARTSCENE MEMBERSHIP - ARTS CENTRES					
<u>Annual membership</u>					
Individual	01/04/10	17.00	17.00	0%	Inclusive
Double	01/04/10	22.00	22.00	0%	Inclusive
STAGED PERFORMANCES					
The theatres and ballrooms are available for hire for theatrical productions, concerts, lectures, demonstrations, films and other performing arts events. Minimum prices are as below.					
Guildhall Arts Centre, Grantham					
<u>Theatre Hire</u>					
Performances	01/04/10	220.00	225.00	2%	Exempt
Dress rehearsals	01/04/10	165.00	170.00	3%	Exempt
Rehearsals inc technical	01/04/10	110.00	110.00	0%	Exempt
Daytime setting up	01/04/10	110.00	110.00	0%	Exempt
Lecture/demonstrations - up to 2 hours	01/04/10	75.00	80.00	7%	Exempt
Ballroom - evening performance 6 to 11pm	01/04/10	190.00	200.00	5%	Exempt
Stamford Arts Centre					
<u>Theatre Hire</u>					
Performances	01/04/10	275.00	280.00	2%	Exempt
Dress rehearsals	01/04/10	165.00	170.00	3%	Exempt
Rehearsals inc technical	01/04/10	105.00	110.00	5%	Exempt
Setting up	01/04/10	105.00	110.00	5%	Exempt
Lecture/demonstrations	01/04/10	170.00	175.00	3%	Exempt
Ballroom - evening performance 6 to 11pm	01/04/10		200.00		Exempt
Bourne Corn Exchange					
<u>Theatre Hire</u>					
Performances	01/04/10	105.00	105.00	0%	Exempt
Dress rehearsals	01/04/10	80.00	80.00	0%	Exempt
Rehearsals	01/04/10	70.00	70.00	0%	Exempt
Setting up	01/04/10	80.00	80.00	0%	Exempt
Hire conditions are available giving details of equipment and support offered; quotations provided on request.					
WEDDING RECEPTIONS AND PARTIES					
All three venues are available for wedding parties and similar functions. Packages are available to include provision of bars and catering.					
ROOM HIRE					
Meeting Rooms and function halls are available or hire at each venue from £10 per hour					

HEALTHY ENVIRONMENT

STREET SCENE CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
			£	£	
1	Wheelie Bins				
	Green Waste wheelie bin (new bin and first year annual fee)	01/04/10	20.00	40.00	O/Scope
	Replacement of damaged wheelie bins*	01/04/10	-	26.00	O/Scope
	Replacement of damaged wheels and axles*	01/04/10	-	20.00	O/Scope
	Replacement of bin lid pegs*	01/04/10	-	5.00	O/Scope
	Annual fee for green waste service	01/04/10	-	20.00	O/Scope
2	Domestic Refuse Collection				
	Bulk household items - first item	01/04/03	10.00	10.00	O/Scope
	- each additional item	01/04/03	5.00	5.00	O/Scope
	Fridge collection	01/04/03	10.00	10.00	O/Scope
	Provision of additional recycling bags (per pack - 14 bags)	01/04/10	-	5.00	O/Scope
3	MOT testing				
	MOT testing for cars	01/04/10	45.00	50.00	O/Scope
	MOT testing for motorbikes	01/04/09	27.00	30.00	O/Scope
	MOT testing for vehicles up to 3.5 tonnes	01/04/09	55.00	58.00	O/Scope
	MOT Taxi Testing (6 months charge)	01/04/10	-	50.00	O/Scope
4	Dog Fouling Penalty	01/04/09	75.00	75.00	O/Scope
5	Private Street Cleansing	01/04/10	Based on cost recovery		

*where bins have been damaged by the resident

HEALTHY ENVIRONMENT

HEALTHY COMMUNITIES CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
			£	£	
1	Premise Registration Fees				
	Acupuncture	01/04/10	112.00	120.00	O/Scope
	Tattooing	01/04/10	112.00	120.00	O/Scope
	Ear Piercing	01/04/10	112.00	120.00	O/Scope
	Electrolysis	01/04/10	112.00	120.00	O/Scope
2	Additional activity at premise	01/04/10	-	60.00	O/Scope
3	Additional Individual Registration Fees				
	Acupuncture	01/04/10	-	60.00	O/Scope
	Tattooing	01/04/10	-	60.00	O/Scope
	Ear Piercing	01/04/10	-	30.00	O/Scope
	Electrolysis	01/04/10	-	60.00	O/Scope
4	Star Rating re-inspection if requested by customer	01/04/10	-	200.00	O/Scope

HEALTHY ENVIRONMENT

ENVIRONMENTAL PROTECTION CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
	ENQUIRIES IN CONNECTION WITH CONTAMINATED LAND		£	£	
1	Enquiries	01/04/10	98.00	105.00	O/Scope
	LICENCES				
2	Small lotteries - Registration	01/09/07	40.00	40.00	O/Scope
3	Small lotteries - Renewal	01/09/07	20.00	20.00	O/Scope
4	<u>Hackney Carriage and Private Hire</u>				
	Driver's licence - annual	01/04/09	74.00	74.00	O/Scope
	Driver's licence - Replacement	01/04/09	11.00	11.00	O/Scope
	Dual licence - supplementary charge	01/04/09	86.00	86.00	O/Scope
	Charge for CRB verification (if not part of licence application)	01/04/09	12.00	12.00	O/Scope
	Criminal Record Bureau Check	01/04/04	Reimbursement	Reimbursement	O/Scope
	Annual vehicle licence:				
	Private Hire	01/04/09	179.00	179.00	O/Scope
	Hackney Carriage	01/04/09	195.00	195.00	O/Scope
	Lost plate replacement fee	01/04/09	33.00	33.00	Inclusive
	Private Hire operators licence - annual	01/04/09	96.00	96.00	O/Scope
5	Monthly refund for unexpired months due to replacement of vehicle				
	Private Hire	01/04/09	14.92	14.92	O/Scope
	Hackney Carriage	01/04/09	16.25	16.25	O/Scope
6	One-off admin charge in respect of refund				
	Hackney Carriage	01/04/09	17.00	17.00	O/Scope
	Private Hire	01/04/09	16.00	16.00	O/Scope
7	Re-test of applicant's knowledge examination - following previous failure to reach required standard	01/04/10		20.00	O/Scope

NOTES

HEALTHY ENVIRONMENT

ENVIRONMENTAL PROTECTION CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
			£	£	
ENVIRONMENTAL HEALTH & LICENCING CHARGES					
1	<u>Unsound Food</u> Voluntary Surrender Certificate	01/04/10	31.00	31.50	Inclusive
2	<u>Frozen Food Exports</u> Inspection and Certification Certification only	01/04/10 01/04/10	63.00 23.00	64.00 23.50	Inclusive Inclusive
3	<u>Licences</u> Animal Boarding Establishments Dog Breeding Establishments Pet Shops Riding Establishments Dangerous Wild Animals Sex Establishments	01/04/10 01/04/10 01/04/10 01/04/10 01/04/10 01/04/10	81.00 81.00 81.00 81.00 81.00 1,313.00	83.00 83.00 83.00 83.00 83.00 1,340.00	O/Scope O/Scope O/Scope O/Scope O/Scope O/Scope
4	<u>Control of dogs</u> Collecting and detaining stray dogs Kenneling charge Dog Fouling Penalty	01/04/96 01/04/10 01/04/10	25.00 13.00 75.00	25.00 14.00 76.50	O/Scope O/Scope O/Scope
5	<u>Vehicle Salvage Operators</u> Application Renewal	01/04/10 01/04/10	71.00 60.00	72.50 61.00	O/Scope O/Scope
6	<u>Sunday Trading Act 1994</u> Application for consent to load or unload before 9.00am	01/04/10	225.00	229.00	O/Scope
7	Other than Stamford High Street:- Daily (payable monthly in advance) Per calendar month (payable in advance)	01/04/10 01/04/10	15.50 350.00	16.00 365.00	O/Scope O/Scope

HEALTHY ENVIRONMENT

ENVIRONMENTAL PROTECTION CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
			£	£	
ENVIRONMENTAL HEALTH & LICENCING CHARGES					
 Gambling Fees					
1	Bingo Premises License				
	Fast Track Advance Application*	01/04/10	245.00	250.00	O/Scope
	Non - Fast Track Advance Application	01/04/10	560.00	570.00	O/Scope
	Application Fee for Provisional Status	01/04/10	580.00	590.00	O/Scope
	License for Provisional Statement Premises	01/04/10	390.00	395.00	O/Scope
	Application Fee New Premises	01/04/10	610.00	620.00	O/Scope
	Annual Fee	01/04/10	410.00	420.00	O/Scope
	Variation of Licence	01/04/10	560.00	570.00	O/Scope
	Transfer Fee	01/04/10	465.00	475.00	O/Scope
	Application For Reinstatement	01/04/10	465.00	475.00	O/Scope
2	Adult Gaming Centre				
	Fast Track Advance Application*	01/04/10	245.00	250.00	O/Scope
	Non - Fast Track Advance Application	01/04/10	515.00	525.00	O/Scope
	Application Fee for Provisional Status	01/04/10	535.00	545.00	O/Scope
	License for Provisional Statement Premises	01/04/10	340.00	345.00	O/Scope
	Application Fee New Premises	01/04/10	560.00	570.00	O/Scope
	Annual Fee	01/04/10	360.00	365.00	O/Scope
	Variation of Licence	01/04/10	515.00	525.00	O/Scope
	Transfer Fee	01/04/10	420.00	430.00	O/Scope
	Application For Reinstatement	01/04/10	420.00	430.00	O/Scope
3	Family Entertainment Centre				
	Fast Track Advance Application*	01/04/10	245.00	250.00	O/Scope
	Non - Fast Track Advance Application	01/04/10	515.00	525.00	O/Scope
	Application Fee for Provisional Status	01/04/10	535.00	545.00	O/Scope
	License for Provisional Statement Premises	01/04/10	340.00	345.00	O/Scope
	Application Fee New Premises	01/04/10	560.00	570.00	O/Scope
	Annual Fee	01/04/10	360.00	365.00	O/Scope
	Variation of Licence	01/04/10	515.00	525.00	O/Scope
	Transfer Fee	01/04/10	420.00	430.00	O/Scope
	Application For Reinstatement	01/04/10	420.00	430.00	O/Scope
4	Betting Premises				
	Fast Track Advance Application*	01/04/10	245.00	250.00	O/Scope
	Non - Fast Track Advance Application	01/04/10	515.00	525.00	O/Scope
	Application Fee for Provisional Status	01/04/10	535.00	545.00	O/Scope
	License for Provisional Statement Premises	01/04/10	340.00	345.00	O/Scope
	Application Fee New Premises	01/04/10	560.00	570.00	O/Scope
	Annual Fee	01/04/10	360.00	365.00	O/Scope
	Variation of Licence	01/04/10	515.00	525.00	O/Scope
	Transfer Fee	01/04/10	420.00	430.00	O/Scope
	Application For Reinstatement	01/04/10	420.00	430.00	O/Scope
5	Miscellaneous				
	Change of Circumstances	01/04/10	25.00	25.50	O/Scope
	Fee for copy of licence	10/09/07	15.00	15.00	O/Scope

Fast track applications only available for establishments who are able to transfer pre-legislative licenses to the new regime

Not available for new premises.

SUSTAINABLE COMMUNITIES

HELPLINE CHARGES

	Detail	Effective Date	2009/10	2010/11	VAT
			£	£	
	HELPLINE SERVICE PRIVATE AND PUBLIC SECTOR				
1	<u>Purchase Costs</u> Portal unit	01/02/95	155.25	155.25	Inclusive
2	<u>Monitoring Costs (per week)</u> Purchased Helpline or Portal unit Monitoring only Monitoring and Mobile Warden	01/04/10 01/04/10	1.46 4.27	1.49 4.36	Inclusive Inclusive
3	<u>Rented Helpline (per week)</u> Monitoring only Monitoring and Mobile Warden	01/04/10 01/04/10	3.48 6.30	3.55 6.43	Inclusive Inclusive
4	<u>Rented Portal unit (per week)</u> Monitoring only Monitoring and Mobile Warden	01/04/10 01/04/10	3.04 5.86	3.10 5.98	Inclusive Inclusive
5	Daily call-out from the Care Centre	01/04/10	1.46	1.49	Inclusive
6	Responsive visit by Mobile Warden	01/04/10	10.67	10.88	Inclusive
7	Rental of Lifeline Fall Detector	01/04/10	0.54	0.55	Inclusive
8	<u>O.P.D Schemes - Guest bedroom charges</u> Bedroom with one single bed per night Bedroom with two single beds or a double Folding bed per night (50% discount for pensioners)	01/04/09 01/04/09 01/04/09	7.50 10.00 3.00	7.50 10.00 3.00	Inclusive Inclusive Inclusive

REPORT TO CABINET

REPORT OF: CORPORATE HEAD OF FINANCE AND CUSTOMER SERVICES

REPORT NO: CHFCS84

DATE: 4 January 2010

TITLE:	BUDGET REQUIREMENT 2010/11	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	KEY DECISION	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Mike Taylor Resources and Assets Portfolio Holder	
CONTACT OFFICER:	Richard Wyles Tel: 01476 406210 Email: r.wyles@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required: None
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website:	
	www.southkesteven.gov.uk	
BACKGROUND PAPERS		

1. RECOMMENDATIONS

It is recommended that the Cabinet

General Fund

1. Notes the provisional settlement for 2010/11.
2. agree a provisional target General Fund Budget Requirement of £16.454m for 2010/11 (inclusive of Special Expenses) for consultation purposes. This provisional target is based on a 2.5% Council Tax increase.

3. Request public feedback from the local forum meetings in January and consultation contained within SKtoday and the Council's website, in time for its consideration of the budget plans in February.
4. agree to review the target at recommendation 2 above, at the Cabinet meeting in February, in light of the outcome of consultation and other updated information.
5. agree to update the naming of the Capacity Building Priority Setting and Service Improvement reserve to the Priority Themes and Service Improvement reserve)

Housing Revenue Account

6. Approve an indicative rent increase for consultation purposes with the Tenant consultation forums on options for rent increases.
7. agree to review the proposed rent increase at recommendation 5 above, at the February Cabinet Meeting, in light of consultation, together with proposals regarding garage rents and other service charges.

Capital Programme

8. agree to receive detailed reports setting out recommendations for the Capital Programme for both the General Fund and Housing Revenue Account, at the February Cabinet Meeting.

2. PURPOSE OF THE REPORT/DECISION REQUIRED

The purpose of this report is to comment upon:

1. The updated Local Government Finance Settlement for 2010/11.
2. The budget requirement
3. Use of reserves.
4. Housing rent proposals 2010/11

This report sets out the settlement details and provides details for Cabinet to undertake consultation on the budget requirement for the General Fund and the Housing Revenue Account for 2010/11. Further work is ongoing in providing the detailed budget information which will be submitted to Cabinet and Council in due course prior to the setting of Council Tax. Members are asked to consider the

contents of this report and also confirm the proposals for formal budget consultation to be undertaken during January.

3. DETAILS OF REPORT

Provisional Local Government Finance Settlement 2010/11

The Local Government Minister announced the provisional final year (of the three year settlement arrangement) Local Government Finance Settlement for 2010/11 on 26 November 2009. This settlement is the final year of the three year settlement and has been launched for consultation which will end on 6 January 2010.

There has not been a change to the provisional allocation for 2010/11 (£10.147M). In real terms this allocation represents an increase of 1.20% compared with the 2009/10 settlement. The Government expects local authorities to continue to contribute significant efficiency savings in order to invest in improving services (front line) and/or to keep council tax increases to a minimum.

Housing and Planning Delivery Grant

This is the Department of Communities and Local Government incentive based grant regime which was introduced in 2007 to reward local authorities for improved delivery of housing and other planning outcomes as part of their strategic place shaping role and to provide more support to communities and local councils who are actively seeking to deliver new homes.

The announcement on 1 December 2009 was in respect of the provisional allocations for year 2 and follow changes to the allocation mechanism (in response to the consultation undertaken earlier in 2009). The Government's formal response to the consultation will be made with the announcement on the final allocations by the end of February 2010. The provisional allocation for 2009/10 is £736K and is a significant financial sum for the Authority.

Spending proposals will need to be formulated for the use of the grant and will be presented to Cabinet at a later date following the confirmation of the allocation amount. The spending plans will be focussed around service improvement and delivery of the Local Development Framework but will be in respect of one-off expenditure (and not on-going expenditure) and will be utilised between revenue

and capital (67.50% and 32.50% respectively) in accordance with the grant terms.

Housing Benefit Administration Grant

This grant is a Department of Work and Pensions specific grant to help support the cost of housing benefit administration and the funding of anti-fraud measures. The allocation of housing benefit administrative subsidy has been announced and the Council will receive £768,068 in respect of administration subsidy (£731,494 in 2009/10) and additional an additional subsidy amount of £118,493 (£103,847 in 2009/10). The latter amount is in response to the economic downturn and the acknowledgement that there has been a significant caseload increase for local authorities. The total administration grant is £886,561 which represents an increase of 6.13% compared to 2009/10.

Homelessness Prevention Funding

Homelessness grant allocation has been announced at £55,000 for 2010/11. This specific grant is currently used to financially support the rent deposit scheme, Women's Aid support service and a mediation service. Other current initiatives funded from the homelessness grant award is in respect of a court desk service at Grantham County Court and is available to anyone facing repossession of their home. The advice given ranges from debt advice and homelessness prevention. This service is provided by South Kesteven Citizens Advice Bureau and funding is provided to maintain the service.

Concessionary Fares

This is a specific grant in relation to the operation of the National Bus Concessionary Fares scheme. In November the Government issued a consultation paper which seeks to re-distribute the specific grant in response to concerns that the original grant distribution method may have awarded some Councils more grant than was necessary to meet the costs of the change in the statutory scheme. This Council has been identified in the review and as such the proposal is to reduce the specific grant for 2010/11 from £398K to £190K – a reduction of £208K. This reduction in grant, if it is imposed, will place a further financial pressure on the Council and mean that the grant reduction may need to be met from the Council's revenue reserve in order to meet the costs of the scheme.

Area Based Grants

There have been two awards for the district council in respect of community cohesion and climate change. In respect of community cohesion the award is £75,000 for 2010/11. In respect of climate change the allocation is £22,500 for 2010/11. The spending proposals in respect of these grants will be incorporated into the budgets for 2010/11.

General Fund Budget Requirement, Capping and Reserves

Council tax increase

The proposed target budget requirement is based on an indicative council tax increase of 2.50% for 2010/11. This proposed increase will be the subject of public consultation during the public local forums during January 2010. In addition consultation is currently underway via feedback from the SKtoday article and the on-line survey on the Council website. The findings of the feedback together with the detailed proposed budget expenditure for 2010/11 will enable the proposed target budget requirement to be reviewed and submitted to the February meeting.

As part of the consultation process Members are advised to formally ask residents' views on three proposals ranging from a council tax standstill (ie 0%), a 2.5% increase (equivalent of a Band D increase of £2.99 for the year) or a 3.5% increase (equivalent of a Band D increase of £4.19 for the year). During the consultation other increase proposals may be expressed which will be considered by Cabinet at their February meeting.

Capping

The Government has reserved powers to cap local authority budget requirements where it judges authorities to have set excessive increases.

On 26 November 2009 the Local Government Minister, Barbara Follett, said that given the current level of inflation and the resources made available in the settlement, the Government will expect to see the average Band D council tax increase in 2010/11 to be the lowest for at least sixteen years. The average increase for the current year (2009/10) was 3% which was the lowest since 1994/95. The Government expects to see it fall further next year while ensuring that Councils protect front line services and continue to deliver efficiencies.

Reserves and Balances held by the Council

When considering the Budget requirement, the Cabinet must also have regard to the level of balances held and the purpose for which they are held. The general fund working balance, at 31st March 2009 was £2.239m, this is set at 12.4% of the net general fund expenditure. The level of the working balance provides adequate cover for any unanticipated expenditure or loss of income that may occur over the course of the financial year. The council has adopted an accounting policy that the working balance of the General Fund is maintained at between 4.4% to 5% of gross turnover or between 10% to 15% of net expenditure. This is in line with good practice and ensures the Council can meet any exceptional unforeseen costs during the course of the financial year. However this policy may need to be reviewed and updated in the future as levels of balances are reviewed as part of the medium term financial planning.

Work is still being undertaken on the proposed utilisation of reserves and the report to Cabinet in February will provide detailed recommendations on the use of reserves once the full impact of the revised estimates and proposed capital programme for both general fund and housing revenue account have been assessed and financially modelled.

The council's specific reserves (General Fund) are shown in the table 3.

Table 3

Specific Reserves and Capital Resources Source:	Balance as at 31.3.09 £k
Revenue Reserves	
Insurance Reserve	546
Building Control Reserve	218
Special Expense Reserve	28
Priority themes and Service Improvement Reserve	1,006
Pension Reserve – Former Employees	314
Pension Reserve – Current Employees	1,480
Capital Reserves	
Capital Reserve	1,557

Detailed analysis of their use in the current financial year is undertaken with projections for their proposed use during the next three years. Further details regarding this will be given at the February meeting.

The specific reserves relating to Insurance and Pensions are maintained at required levels to ensure that the Council Tax is not unduly influenced by changes in pension contributions or insurance market fluctuations.

The Building Control Reserve is held to ensure that in accordance with the accounting requirements the Building Control chargeable function must break-even over a three year period of time. This reserve has been used in recent financial years as the chargeable element of the service has not been able to reach a breakeven position.

The Capacity Building Priority Setting and Service Improvement reserve (to be renamed priority themes and service improvement reserve) is held to support the sustainable funding of investment in priority areas and service improvements. However it must be stressed that this should not be used as a source funding on a ongoing basis but rather to support one-off needs for additional spending to improve service delivery to the tax payers.

The council's Capital Reserve is utilised to fund the general fund capital programme. The capital programme provides for substantial investment in maintaining existing assets and delivery of new assets and priorities. The Cabinet will receive a detailed report providing recommendations for the Capital Programme for both General Fund and Housing Revenue at its meeting in February.

Housing Revenue Account - Rent Setting for 2010/11

Housing Revenue Account – Rent Setting 2010/11

Due to the lateness of both the rent setting determination and the Housing subsidy determination 2010/11 it has not been possible to include the proposals in the report. Members will be updated on the proposals and the anticipated rental increase for 2010/11 at its meeting on 4 January 2010.

4. OTHER OPTIONS CONSIDERED

There are no alternative options necessary in respect of this report.

5. RESOURCE IMPLICATIONS

This report details the budget requirement for 2010/11.

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

N/a

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

N/a

8. CRIME AND DISORDER IMPLICATIONS

N/a

9. COMMENTS OF SECTION 151 OFFICER

My comments are included in the report.

10. COMMENTS OF MONITORING OFFICER

The recommendations relate to proposals for the budget which forms part of the budgetary and policy framework. Members must consult with residents on the proposals contained within this report in accordance with statutory regulation and constitutional requirements.

REPORT TO CABINET

REPORT OF: Cllr Mike Taylor – Assets and Resources
Cllr John Smith – Healthy Environment

REPORT NO: AFM0123

DATE: 04th January 2010

TITLE:	The Transfer of Stamford Recreation Ground to Stamford Town Council	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	YES	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	CLLR MIKE TAYLOR – ASSETS AND RESOURCES CLLR JOHN SMITH – HEALTHY ENVIRONMENT	
CONTACT OFFICER:	L.Banner – Service Manager Asset and Facilities l.banner@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT: Equality and Diversity	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required:
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	Non-key report Reference AFM0110.	

1. RECOMMENDATIONS

1.1 *To authorise the transfer the freehold ownership of Stamford Recreation Ground shown edged red on the attached plan at Stamford to Stamford Town Council at a nominal purchase price to be used for recreational purposes only subject to the Town Council paying the cost of transfer incurred by the District Council.*

2. PURPOSE OF THE REPORT/DECISION REQUIRED

2.1 *Stamford Town Council have confirmed its wish to take on and maintain this site for community use as a recreation ground. The provision of recreational facilities is a function of town and parish council as well as that of district councils.*

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

3.1 *Stamford Recreation Ground is currently in the ownership of South Kesteven District Council and is maintained by the authority with various other community organisations involved.*

3.2 *The site covers approximately 4.39 acres and is situated close to the residential centre of Stamford. The site which is principally unfenced, includes three tennis courts, basketball court, bowling green, children's play area and a bandstand.*

3.3 *Stamford Town Council has expressed an interest in both obtaining the site through transfer and maintaining the site as an area of recreation for use by the public.*

3.4 *It is possible, subject to contract and appropriate authority, to transfer the site to the Stamford Town Council as a public authority with responsibility for provision of recreational facilities for use by the public. Any transfer of the site must be done in accordance with the provisions of Section 123 of the Local Government Act 1972. The proposal is to transfer the land at a nominal consideration subject to payment of the District Council costs associated with the proposed transfer.*

3.5 *In accordance with statutory procedure under Section 123(2A) of the Local Government Act 1972, a period of consultation is required through the placing of adverts in the local newspaper. In order to comply with this statute, details of the proposed transfer were advertised for two consecutive weeks in the Stamford Mercury in order to obtain any objections. Two have been received from residents of Stamford, who have notified previous objection also on the grounds that they are uncertain of the Town Council's ability to maintain the Recreation Ground to the same standard as the District Council on an ongoing basis. Furthermore, letters have also been sent out to those who previously complained about the transfer.*

It is a requirement of the proposed transfer that the Town Council pay all associated costs of the District Council, whether or not the matter proceeds to completion.

3.6 *The site will be transferred subject to all matters affecting the District Council's title to the site including existing leases, licences, covenants, restrictions and easements. It is the District Council's intention to transfer the land to be used as a recreational ground only.*

3.7 *The District Council, currently contracts with a grounds maintenance contractor for the maintenance of the site. Any proposed transfer will be made subject to the provisions of that service unless the District Council can negotiate a variation to that contract without any penalty. The Town Council have agreed to take on the existing grounds maintenance contract, if the District Council is unable to seek a variation without penalty.*

4. OTHER OPTIONS CONSIDERED

4.1 *Other options considered were:*

- a) *Not to proceed with the transfer, therefore all current maintenance costs would continue;*
- b) *To sell this land on the open market with the restrictive covenant, which would bring about costs of advertising etc.*

5. RESOURCE IMPLICATIONS

5.1 *In the event that the freehold transfer of the site proceeds then the Town Council will be financially responsible for the maintenance and upkeep of the site and the District Council will no longer be responsible for such costs and future budgets will be removed.*

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

Risk

The greatest risk to the Council is the failure of Stamford Town Council to take over the ownership of this land and not to pay the costs already incurred in preparing for this transfer.

Health and Safety

There are no major health and safety concerns as a result of this implementation. By virtue of a transfer of the freehold ownership, the Council will transfer all liability for health and safety issues relating to the Recreation Ground to the Town Council from the date of completion of the transfer.

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

There are no crime and disorder implications to the authority, if the land is to be transferred to the Town Council.

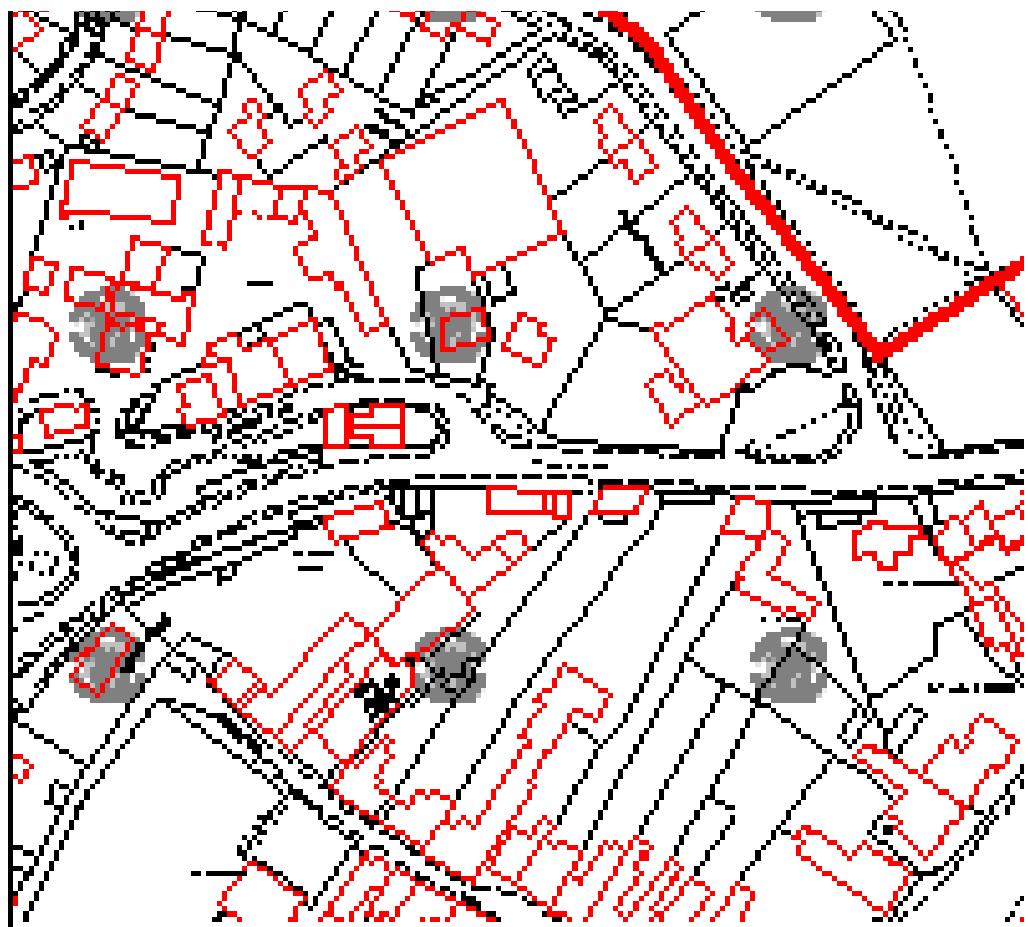
9. COMMENTS OF SECTION 151 OFFICER

The District Council currently owns the freehold of the asset and annually sets a budget for the maintenance and improvement works. The Recreation Ground is within the Stamford Special Expense Area and the costs are charged to the Stamford residents accordingly. In the event that the transfer proceeds the Council will no longer incur the on-going responsibility and therefore no budgets should be set. This will have the effect of reducing the Stamford Special Expense Area charge. The asset will also be removed from the Council's asset register at the time of transfer. In order to facilitate a smooth transition from a financial responsibility position the transfer should occur by 1 April 2010 as the Council budgets have been agreed until that date. After this date, Stamford Town Council will need to ensure sufficient budget provision has been included within their annual precept from 1 April 2010.

10. COMMENTS OF MONITORING OFFICER

The District Council may dispose of land at less than the market value provided the disposal is carried out in accordance with the General Disposal Consent (England) 2003. This means that specific consent of the Secretary of State is not required for the disposal which the Council considers will help secure the promotion or improvement of the economic, social or environmental well being of the whole or any part of the district, or of all or any person resident or present in the district so long as the undervalue does not exceed £2,000,000. I understand valuations of the land have been obtained by Assets and Facilities Services from the District Valuer to confirm the undervalue does not exceed £2,000,000.

The State Aid rules do not apply to disposals to public bodies which are not involved in economic activities.



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第六章 關於殖民地的殖民政策

REPORT TO CABINET

REPORT OF: Economic Development Portfolio Holder

REPORT NO: PLA 800

DATE: 4th January 2010

TITLE:	Revision to Local Development Scheme	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Frances Cartwright Economic Development Portfolio Holder	
CONTACT OFFICER:	Karen Sinclair, Planning Policy Service Manager 01476 406438 k.sinclair@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required: No
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS:	Cabinet Report PLA467 dated 6 th December 2004 Cabinet Report PLA478 dated 7 th February 2005 Cabinet Report PLA615 dated 9 th October 2006	

1. RECOMMENDATION

That:

- a) Cabinet approves the revised Local Development Scheme and that it is formally submitted to the Secretary of State
- b) the revised Local Development Scheme comes into effect on the 15th February 2010 or from such later date that may be required by the Secretary of State and on which the Council receives notice that such requirements have been met

2. PURPOSE OF THE REPORT

- 2.1 To enable the Cabinet to approve for submission to the Secretary of State (via the Government Office for the East Midlands) the revised Local Development Scheme.
- 2.2 As the LDS provides the project management framework and timetable for the preparation of Local Development Framework (LDF) Documents it relates to both the Quality Living and Good for Business priority themes.

3. DETAILS OF REPORT

- 3.1 The Local Development Scheme (LDS) is a public statement of the local planning authority's programme for the production of Local Development Documents (LDDs) over a three year period. It is a requirement of the Planning and Compulsory Purchase Act 2004 that each local authority prepares and maintains a LDS.
- 3.2 The current LDS took effect on the 28th January 2008.
- 3.3 Progress on preparing LDDs against the approved LDS is assessed on an annual basis through the Annual Monitoring Report (AMR). The last AMR identified that progress on the Core Strategy Development Plan Document (DPD), Site Specific Allocations and Policies DPD and Grantham Area Action Plan (AAP) had not progressed as planned.
- 3.4 There is a need, therefore, to revise the LDS not only to take account of these issues but also changes in the Development Plan regulations, for instance the timing for making representations at publication stage of a Submission DPD now takes place before formal submission to the Secretary of State rather than after if.
- 3.5 The key changes to the LDS timetable are:

Core Strategy DPD

- 3.6 There has been slippage in progressing to the adoption of the Core Strategy due to delays in the commencement of the examination. The hearing sessions of the examination are due to start on the 19th January 2010 and are currently programmed to last for nine sitting days, although it is expected that this may be reduced. The Inspector has provisionally indicated that she intends to issue her binding report to the Council in April 2010. This would allow the Council to formally adopt the Core Strategy in May or June, the timing of which will be dependant on when the general election is called to be held. The LDS timetable has been revised to reflect these factors.

Site Specific Allocations and Policies DPD and Grantham AAP

- 3.7 The January 2008 LDS envisaged that both these documents would be adopted by mid 2010. This will no longer be possible due to slippage in the preparation of the documents due to the need to focus on the preparation of the Core Strategy DPD. The timetable now proposes working towards adoption in early 2012 for both documents, a delay of around 6 months from when the current LDS expected adoption to take place. The timetable proposed has taken account of the revisions to the Development Regulations and the experience gained from the preparation of the Core Strategy DPD, in particular the processes involved leading up to and during the submission stage.
- 3.8 The revised LDS only includes details and a timetable for the preparation of DPDs. The Planning Act 2008, the provisions of which commenced on the 6th April 2009, removed the requirement for both the Statement of Community Involvement and Supplement Planning Documents (SPDs) to be specified in

the LDS. However, a separate programme for SPD preparation will be drafted and made publicly available in due course.

- 3.9 A copy of the revised LDS is attached as an appendix to the report.
- 3.10 The revised LDS timetable has been sent to GOEM for their informal comments, as this can reduce delays in obtaining approval from the Secretary of State once the LDS has formally been submitted via GOEM. GOEM have commented that the timescales proposed look acceptable to them in broad terms. They also made a couple of detailed comments on the timetable's presentation, which have been incorporated.

4. OTHER OPTIONS CONSIDERED

- 4.1 Do not revise the LDS. This is not considered to be appropriate given that there is a legal requirement for the authority to prepare and maintain an up to date LDS.

5. RESOURCE IMPLICATIONS

- 5.1 Budgetary provision has been made utilising Housing and Planning Delivery Grant (HPDG) to support the LDF process during 2009/2010. Growth bids have been submitted as part of the budget process for 2010/11 and 2011/12 (indicative), which reflect the number of LDF documents to be prepared and the stages that will be undertaken over this period i.e. examination of the Site Specific Allocations and Policies DPD and Grantham AAP during 2011/12.

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

- 6.1 These are set out in the LDS.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

- 7.1 None, although the preparation of individual LDDs will be the subject of an assessment.

8. CRIME AND DISORDER IMPLICATIONS

- 8.1 None arising from this report.

9. COMMENTS OF SECTION 151 OFFICER

- 9.1 As part of the 2010/11 budget process for 2010/11 and 2011/12 sufficient funding has been allocated at the request of the Planning Policy service manager in order to enable the delivery of the LDF element of the process. It is proposed to fund the delivery of the LDF through HPDG and the Council has recently received provisional notification for the 2009/10 allocations which will be sufficient to meet the full cost.

10. COMMENTS OF MONITORING OFFICER

10.1 The first draft local development scheme was approved in 2004 and has been revised periodically to take into account changes in statutory requirements throughout the intervening period. The scheme now requires revision to incorporate the current timetable for delivery of the Local Development Framework.

11. APPENDICES:

Appendix A Revised LDS

SOUTH KESTEVEN DISTRICT COUNCIL LOCAL DEVELOPMENT SCHEME

**JANUARY 2009
(Revised)**

Contents	Page
1. Introduction	1
Part 1 What Are We Proposing to Do?	
2. Proposed Local Development Documents and 'Saved Plans'	3
• What is a Local Development Framework?	3
• Transitional Arrangements	4
• Other Plans	4
• What Local Development Documents are we Going to Prepare	5
Table 1: Schedule of proposed Local Development Documents	7
Table 2: Programme for Preparation of Local Development Documents	8
Part 2 Supporting Statement	
3. Strategic Context	9
• Regional Planning Context	9
• The Sustainable Community Strategy and Other Strategies	10
4. The Evidence Base	10
• Technical Studies	10
• Consultation Evidence	10
• Sustainability Appraisal and Strategic Environmental Assessment	11
5. Project Management	11
• Resources	11
• Responsibilities	12
• Priorities	12
• Political Management	12
• Risk Assessment	12
6. Monitoring and Review	12
APPENDICES	
1 – Policies Saved Beyond 27 th September 2007	14
2 – Schedule of Material Supplementary Planning Guidance	16
3 – Local Development Document Profiles	17
4 – List of Related Strategies	23
5 – Evidence Base Studies and Technical Reports	24
6 – Risk Assessment	26
7 – Glossary of Terms	29

1. Introduction

- 1.1 The Planning and Compulsory Purchase Act (2004) introduced major changes to the way the planning policy system operates. The old system of Local Plans and Supplementary Planning Guidance is progressively being replaced with a new system that involves the preparation of a series of Local Development Documents (LDDs) contained within an overall Local Development Framework (LDF).
- 1.2 The Local Development Scheme (LDS) is a public document and provides the starting point for the local community and others to find out about the Council's programme for the preparation of the documents that form LDF over a three year period.
- 1.3 In particular, the LDS:
 - Explains what LDD's the Council intends to produce
 - The subject matter and geographical area of the LDDs
 - The timetable for the preparation of the LDDs

It also explains the different status of the documents and the arrangements that are in place to enable the transition from the old system of Local Plans to the new LDF system.
- 1.4 In effect the LDS is the document that the public can use to find out what the Council is proposing to do and when and at what stage they can expect to be involved in the planning process.
- 1.5 The Council is required by the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008 to publish and maintain the LDS.
- 1.6 This document is in two parts. Part 1 outlines the documents to be produced, what they will cover, the timetable for their preparation and the relationship between them. Part 2 is a supporting statement explaining the Council's approach to the preparation of the documents, the evidence that will be gathered to inform their preparation and how monitoring and review will be undertaken.
- 1.7 The LDS was first submitted to the Secretary of State (SoS) and approved in April 2005 and this is the second revision to it. The LDS has been revised to take account of:
 - Revised timetables for the preparation of the:
 - Core Strategy Development Plan Document (DPD)
 - Site Specific Allocations and Policies DPD
 - Grantham Area Action Plan (AAP)
 - Changes to the LDF system including new Development Plan Regulations and updated guidance in a revised PPS12. These changes include:
 - Requirement for Statements of Community Involvement (SCI) to be specified in a LDS and subject to independent examination removed
 - Requirement for Supplementary Planning Documents (SPD) to be specified in a LDS removed
 - Need to consult on alternative development sites put forward as part of a Site Allocations DPD removed

- Removing need for a Preferred Option consultation stage
- Period for the making of representations at the time of the publication of a Submission DPD moved to before formal submission of the document to the Secretary of State rather than after

1.8 Progress on the preparation of the documents set out in the LDS will be reviewed at least annually, as part of the preparation of the Annual Monitoring Report (AMR). However, the flexible nature of LDFs means that preparation of new documents can be added to the LDS as circumstances change.

1.9 The LDS is available for public inspection at the Council's offices and local libraries in the District. It can also be viewed (and downloaded) on the Council's website at <http://www.southkesteven.gov.uk/index.aspx?articleid=1653>.

1.10 Further information about the LDF process is available from a number of Government publications. These can be viewed on the website of Communities and Local Government (planning section) (CLG) at www.communities.gov.uk.

1.11 There is no formal public consultation process for the preparation of a LDS but views on it would be welcome. These should be sent to:

Planning Policy
South Kesteven District Council
Council Offices
St Peters Hill
Grantham
NG31 7FP

e-mail: planningpolicy@southkesteven.gov.uk

PART 1 WHAT ARE WE PROPOSING TO DO?

2. Proposed Local Development Documents and 'Saved Plans'

What is a Local Development Framework?

- 2.1 In broad terms the Local Development Framework (LDF) is a framework for the location and design of development (homes, shops, offices) and for protecting the natural and built environment. It is a "spatial" plan, because it deals with the location and layout of developments and activities and how these affect people and their environment.
- 2.2 It consists of a number of Local Development Documents (LDDs) which set out the spatial strategy, policies and proposals for an area.
- 2.2 There are three types of LDDs:
 - Development Plan Documents (DPDs) – will be spatial planning documents that provide the policy framework for development within the District. These documents should be subject to community consultation in accordance with the requirements of the SCI and will be subject to independent public examination by a Planning Inspector. The Inspector's recommendations will be binding on the Council.

DPDs may cover a range of policy areas, a single subject or geographic area. Individual development plan documents or coherent parts of a single development plan document will be able to be reviewed independently from other development plan documents. When adopted they will form part of the development plan for the District and will be used as the basis against which all planning applications will be determined.

Each time a DPD is adopted the Proposals Map will be revised.

- Supplementary Planning Documents (SPDs) – covering a wide range of issues on which the Council wishes to provide additional policy guidance to supplement specific policies and proposals in development plan documents. They do not form part of the development plan, but are taken into account in determining planning applications, and are not subject to independent examination, although they will need to be subject to community consultation in accordance with the requirements of the SCI
- Statement of Community Involvement (SCI) – this sets out how the community will be consulted on the preparation of LDDs and major planning applications. Once adopted the Council must follow the approach set out in the SCI in the preparation of subsequent documents and consultation on major planning applications.

2.3 In addition DPDs will, as an integral part of the preparation, be subject to a Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA).

Transitional Arrangements

- 2.5 The Planning and Compulsory Purchase Act (2004) contained transitional arrangements to enable the move between the old and new development plan system. The transitional arrangements enabled policies and proposals in existing Local Plans to be 'saved' for a period of three years from commencement of the Act or, for a longer period, should this be necessary, in accordance with the protocol published by Communities and Local Government (CLG) in August 2006.
- 2.6 This means that saved Plans will retain development plan status and, until replaced by new LDDs, their policies will continue to be used in making planning decisions.
- 2.7 The South Kesteven Local Plan was adopted in April 1995 and was saved in its entirety on commencement of the Planning and Compulsory Purchase Act in September 2004. However, due to initial delays in progressing the LDF, the Council extended the period that certain key policies were saved, following the saved policies protocol, in order to maintain a planning policy framework for the District. A list of current saved Local Plan policies can be found in Appendix 1.
- 2.8 Under the transitional arrangements it is not possible to formally save existing approved Supplementary Planning Guidance (SPG). However, the Council considers that the approved SPG listed in Appendix 2 should be retained as a material consideration in determining planning applications, as it elaborates saved policies in the South Kesteven Local Plan, until replaced by DPDs or SPDs.
- 2.9 The Council has a rolling programme for the preparation of Conservation Area Statements under Section 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990. To date statements have been prepared for 16 Conservation Areas. These statements will continue to be used as a material consideration in the determination of planning applications.

Other Plans

- 2.10 The East Midlands Regional Plan (also known as the Regional Spatial Strategy - RSS) was approved by the Government in March 2009 and provides the overall strategic context for development in the East Midlands. It forms part of the Development Plan and all future LDDs will be required to conform to the RSS. A partial review of the RSS commenced in late 2008, led by the East Midlands Regional Assembly (EMRA), although this is intended to transfer to the Regional Development Agency in April 2010. It is anticipated that the revised RSS will be published for consultation in 2010. Details on the progress of the partial review can be obtained from the EMRA at www.emra.gov.uk.
- 2.11 Policies in the Lincolnshire Minerals Local Plan (adopted in 1991) and Waste Local Plan (adopted in 2006) have also been saved and form part of the development plan for the District. Lincolnshire County Council as the minerals and waste planning authority for the area is responsible for the preparation of the Minerals and Waste Development Framework (MWDF), which will replace the Minerals and Waste Local Plans.
- 2.12 The Minerals and Waste Core Strategy (MWCS) is in the early stages of preparation, with consultation on Issues and Options taking place during October and November

2008. Adoption of the MWCS is expected by December 2011. Separate Minerals and Waste Site Specific Allocation DPDs will commence prior to the MWCS being submitted and further Supplementary Planning Documents (SPD) on certain areas in the county affected by minerals development may be produced: these will concentrate on after-uses of mineral sites. Details on the progress of preparing these DPDs can be obtained from the Lincolnshire County Council website¹.

What Local Development Documents are we going to prepare?

2.13 The Council currently intend to prepare the following:

- Core Strategy DPD
- Site Specific Allocations and Policies DPD
- Grantham Area Action Plan

The end date for these DPDs will be 2026, unless they are reviewed prior to this date.

The extent of land affected by policies in DPDs will be mapped on a Proposals Map. This will be updated as necessary when a new DPD is adopted.

2.14 The need for future DPDs and proposed timetables will be kept under review and reported through the AMR.

2.15 The stages of preparing a DPD comprise:

- Pre-production – evidence gathering stage to develop the evidence base to inform the preparation of a ‘sound’ DPD
- Production – preparation of preferred options in consultation with the community and stakeholders and consultation on these. A submitted version of the DPD is prepared in the light of representations received. The DPD is then published and formal representations invited before submission to the Secretary of State.
- Examination – independent examination of document by Planning Inspector to consider ‘soundness’ of Plan. Includes hearing sessions on specific matters determined by the Inspector
- Adoption – Inspector prepares report with recommendations that are binding on local authority. DPD adopted by authority and incorporated into LDF.

2.16 Table 1 sets out a schedule of LDDs the Council proposes to prepare over the next 3 years, including a brief description, the chain of conformity and the timescale in relation to key stages of preparation (milestones). Table 2 sets out a programme for the preparation of the different LDDs in a chart format. Appendix 3 sets out a profile for each LDD. These profiles provide more detail about each document, anticipated timetable and arrangements for their production.

2.17 The following SPDs are also under preparation, as at December 2009:

- Affordable Housing SPD
- Developer Contributions SPD

¹ <http://www.lincolnshire.gov.uk/section.asp?catid=13118&docid=66543>

- North West and Southern Quadrant (Grantham Urban Extensions) SPDs

2.18 The programme for SPD preparation will be kept under review in order to programme documents in accordance with the Council's priorities and the resources available. Further details of the Council's SPD programme will be provided on the Council's website: www.southkesteven.gov.uk.

Table 1 – Schedule of Proposed Local Development Documents

Document Title	Status	Brief Description	Conformity	Milestones				
				Preferred Options Consultation	Publication Stage	Submission To SoS	Examination Hearing Session	Estimated Date of Adoption
Core Strategy	DPD	Sets out the vision, objectives, spatial development strategy and core spatial policies to guide future development in the District. Will be accompanied by a Proposals Map.	With East Midlands Regional Plan (RSS8) and national PPGs and PPSs	26 th June to 7 th August 2006 4 th May to 15 th June 2007	16 th January 2009	21 st August 2009	Commence 18 th January 2010	June 2010
Site Specific Allocation and Policies	DPD	Allocates sites for development including housing, employment and other land requirements. Will be accompanied by a Proposals Map.	With Core Strategy, East Midlands Regional Plan (RSS8) and national PPGs and PPSs	June/July 2010	February 2011	May 2011	August 2011	January 2012
Grantham Area Action Plan	DPD	Provides more detailed policies and proposals for Grantham.	With Core Strategy, East Midlands Regional Plan (RSS8) and national PPGs and PPSs	June/July 2010	February 2011	May 2011	August 2011	January 2012

Table 2 – Programme for Preparation of Local Development Documents

PART 2 SUPPORTING STATEMENT

This section explains and justifies the approach the Council has adopted towards the LDF. It also explains how resources and the evidence base will be managed.

3. Strategic Context

Regional Planning Context

- 3.1 The up to date strategic planning context for the region is provided by the East Midlands Regional Plan (RSS) approved in March 2009, which has a time horizon to 2026. The programming of work on the Core Strategy DPD enabled the Council to take account of the emerging RSS policies and implications for the District. EMRA have confirmed that the Submission Core Strategy is in general conformity with the adopted RSS.
- 3.2 A partial review of the RSS commenced in October 2008 with consultation on options taking place between June and October 2009. This is a focused review and the key issues being covered are:
 - Planning for the impact of projected population growth on the demand for new open market and affordable housing beyond 2026
 - Ensuring that transport infrastructure and services can meet the needs of a growing population in a sustainable manner
 - Dealing with the causes and effects of climate change by generating more power from renewable sources
- 3.3 Submission of the preferred option to the Secretary of State is programmed for March 2010. The preparation of LDF documents will need to be kept under review to ensure that they address, as required, any changes emerging from the partial review to the RSS.

The Sustainable Community Strategy and other Strategies

- 3.4 The new Development Plan system encourages greater linkages in the preparation of LDDs with other strategies and programmes. Of particular importance is the relationship between LDDs and the Sustainable Community Strategy (SCS), both at a strategic (Lincolnshire SCS) and District level.
- 3.5 The Lincolnshire SCS has been developed after a comprehensive public consultation exercise and a detailed review of the available evidence concerning Lincolnshire's communities. It identifies the following priority themes:
 - Vibrant communities where people enjoy life
 - Opportunities for good health
 - One of the healthiest and most sustainable economies in Europe
 - Good connections between people, services, communities and places

- Rich diverse environments, heritage and cultures that residents and visitors enjoy

3.6 The Lincolnshire SCS has been developed with a clear recognition that Lincolnshire needs a strategic vision for the whole of the county, whilst still recognising the different characteristics of the areas within it. Councils in Lincolnshire have agreed, therefore, not to develop separate SCS but rather to identify a set of local priorities through individual District chapters within the overall Lincolnshire SCS.

3.7 South Kesteven Local Strategic Partnership (LSP) has developed three complimentary priorities, which fit under the SCS strategic priority themes: Healthy Living, Sustainable Growth and Community Cohesion. These are compatible with the Core Strategy spatial objectives.

3.8 There are also strategies internal to the Council and as well as external strategies produced by other organisations that also have important spatial implications that need to be taken into account in the preparation of documents. A list of the key strategies is set out in Appendix 4.

3.9 There is a danger that the community and stakeholders will experience 'consultation fatigue' as a result of being engaged in the consultation process of the various emerging strategies and documents. Often it will be the same parties involved in the preparation and consultation on many of the documents. In order to avoid this and to work more effectively there is the opportunity where possible to synchronise community and stakeholder involvement, particularly in the preparation and review of LDDs and the Sustainable Community Strategy. However, unlike the preparation of the Community Strategy the preparation of LDDs has to meet statutory requirements of examination.

4. The Evidence Base

4.1 The preparation of LDDs should be underpinned by a strong evidence base. This also provides baseline information for undertaking the Strategic Environmental Assessment (SEA) and Sustainability Appraisal (SA) which in turn form an important part of the evidence base. The evidence takes the form of both technical work and evidence from dialogue with the community and stakeholders.

Technical Studies

4.2 The Council is, and will be, gathering a wide range of evidence from technical studies to provide the necessary evidence base for the preparation of LDDs. Some of these have been completed others are nearing completion or are yet to be commissioned. A list of relevant studies is included as Appendix 5.

4.3 The Council will, through the AMR, consider the need to update these studies or where appropriate commission new studies. Evidence on other topics and issues will be obtained from a variety of other sources as and when required.

Consultation Evidence

4.6 The Council holds information from a range of other consultation exercises that can contribute to the understanding of the spatial issues that need to be addressed.

4.7 A number of local communities have prepared Parish Plans or are in the process of doing so. Parish Plans can provide a means for local communities to influence the preparation of LDDs and set out their local needs and priorities.

Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA)

4.8 Under the new development plan system a SA and SEA is required to be undertaken as an integral part of the preparation of DPDs. The Government intend that the SA and SEA requirements should be capable of being handled in one assessment process. The process should shape the preparation of documents by being undertaken at key stages in the preparation process, namely:

- Preparation of scoping report to establish sustainability objectives for each DPD
- Prepare an initial sustainability appraisal report of options for publication at the preferred option stage
- Prepare a final sustainability appraisal report for publications with the Submission Core Strategy
- Consult key stakeholders, including key environmental authorities, at each of the above stages
- Take into account the findings of these reports in the decision making process

4.9 While the Council will lead the SA/SEA process, it is anticipated that additional resources and specialist skills may be required.

5. Project Management

Resources

5.1 In general, the principal resources for LDF preparation and the monitoring of progress on the LDF will come from the Planning Policy Team in the Sustainable Communities Directorate.

5.2 In addition to the above, the assistance and expertise of officers from within the Sustainable Communities Directorate, other service areas of the Council and the Local Strategic Partnership will be drawn upon as required. Other agencies and organisations will also be involved in the preparation process to a significant extent in all documents.

5.3 The scope for joint working wherever possible and appropriate, particularly around the commissioning of evidence base studies, with other Lincolnshire authorities and those within the wider Peterborough Partial Housing Market Area (HMA), as well as other organisations, will be kept under review.

5.4 In recent years, the Council has made good use of Planning Delivery Grant (now Housing and Planning Delivery Grant) that has enabled it to engage external consultants to carry out specific evidence base or technical studies where the capacity or expertise is not available in-house. It has also enabled the funding of temporary posts to provide additional capacity within the Planning Policy team. It is anticipated that there will continue to be a need to utilise consultants as appropriate, subject to the availability of funding.

Responsibilities

5.5 The profiles in Appendix 3 set out the management responsibility for the preparation of each LDD. The Planning Policy Service Manager has overall responsibility for programme and resource management of the LDF.

Priorities

5.6 The documents to be prepared reflect the priorities at the current time having regard to the key issues for the District and the strategic and legislative context within which the LDF is to be prepared. However, this will need to be kept under review: circumstances where a change to the programme of documents may be required could include:

- Partial review of RSS
- New legislation, regulations and guidance
- Annual monitoring indicates need to introduce new LDDs to address specific issue

Political Management

5.7 At each stage of the preparation of a DPD approval of draft documents will be via the Council's Cabinet. Reports are also made to the Communities Policy Development Group which has a remit of assisting Cabinet and Council in the development of the policy framework by in-depth analysis of policy issues.

5.8 Whilst the timetable for preparation of DPDs has taken into account the Council's cycle of meetings, the need to adhere to the timescales set out in the LDS may require special meetings of the Communities Policy Development Group or Cabinet to be called. Call-in powers to review decisions made by the Cabinet rest with the Scrutiny Committee.

5.9 Full Council resolution is required for the submission and adoption stage of any plan or strategy forming part of the Development Plan.

5.10 A LDF members working group has also been established to discuss matters relating to the LDF. This group will meet periodically during the preparation stages of DPDs but the frequency of meetings of the group will be kept under review.

Risk Assessment

5.10 The main areas of risk associated with the preparation of a LDF in relation to this LDS are set out in Appendix 6.

6. Monitoring and Review

6.1 The Council is required to prepare an Annual Monitoring Report (AMR) covering the period 1st April to 31st March to be submitted to the SoS no later than the end of the following December.

6.2 The AMR should monitor how effectively the LDF policies and proposals are being implemented and identify any action that might need to be taken to address emerging

issues or problems. It will also report on the progress being made towards implementing the work programme set out in the LDS and meeting the milestones.

6.3 Arising from the AMR, the Council will consider what changes, if any, need to be made to the LDS with a view to bringing forward such changes in March/April of each year. If significant new issues come forward or there is a significant change in circumstances, then changes will be made to the LDS at other times.

APPENDIX 1 – POLICIES SAVED BEYOND 27TH SEPTEMBER 2007

Policy Number	Policy Name
H1	Housing Allocation - Grantham
H2	Housing Allocation - Stamford
H3	Housing Allocation – Bourne
H4	Housing Allocation – The Deepings
H5	Housing Allocation in the Rural Area outside the towns of Grantham, Stamford, Bourne and the Deepings.
H6	Residential Development on sites not allocated at the towns and villages in policies H1, H2, H3, H4 and H5.
H7	Residential Development in settlements other than those listed in Policies H1, H2, H3, H4 and H5 and at Belton
H8	Affordable Housing
H9	Affordable Housing
H11	Sub-Division of Houses into Flats
H12	Restriction on Change of Use of Residential Properties at Grantham and Stamford
E1	Employment Allocation - Grantham
E2	Employment Allocation - Stamford
E3	Employment Allocation - Bourne
E4	Employment Allocation - The Deepings
E5	Employment Development elsewhere within the towns listed in H1, H2, H3 and H4
E6	Employment in the Rural Areas
E7	Employment Allocations – Rural Area
E8	New Employment in the Open Countryside
E11	Safeguarding of Industrial Sites
S1	Existing Town Centre Shopping Areas
S2	New Shopping Development In and Around Town Centres
S3	Non-Retail Uses in Primary Town Centre Shopping Streets
S6	Local Shopping in the Towns
S7	Local Shopping Centres in Major New Housing Developments
S8	Shopping Development in Villages
EN1	Protection and Enhancement of The Environment
EN2	Development in the Countryside
EN5	Prevention of Coalescence
EN6	Open Areas Important to the Character and Setting of Built-Up Areas
EN7	Historic Parks and Gardens
EN8	Protection of Wildlife and Geological Sites
AG1	Agricultural Buildings

AG2	Reuse of Adaptation of Agricultural and Other Rural Buildings
AG3	Development Related to Agriculture
C1	Sites of Archaeological Interest
C2	Other Known Sites of Archaeological Importance
REC1	Protection of Existing Recreational Open Space
REC3	Public Open Space and new Housing Development
REC4	Playing Fields Provision in New Residential Development of more than 100 dwellings or 4 Hectares
REC5	Play Space Provision in New Residential Developments of more than 50 dwellings or 2 Hectares
REC7	Allotments
REC9	The Grantham Canal
REC10	Indoor Leisure Facilities
REC11	Touring Caravan and Camping Sites
T2	Existing Town Centre Car Parks

APPENDIX 2 - MATERIAL SUPPLEMENTARY PLANNING GUIDANCE AND OTHER GUIDANCE

Set out below is Supplementary Planning Guidance and other guidance related to policies in the adopted South Kesteven Local Plan prepared in accordance with Government guidance and considered to be a material consideration in the determination of planning applications.

TITLE	DATE	SAVED POLICY IN ADOPTED SOUTH KESTEVEN LOCAL PLAN 1995
Backland Development	2001	EN1
Bourne Redevelopment Supplementary Planning Guidance	2009	S1
Bourne Shopfront Design Guide	2005	EN1
Conservation Area Appraisals	Various	EN1
Folkingham Village Design Statement	1999	EN1
Garden Extensions	2004	
Grantham Shop Front Design Guide	1997	EN1
Rippingale Village Design Statement	2001	EN1
Stamford Shop Front Design Guide	1993	EN1

APPENDIX 3 – DOCUMENT PROFILES

1. CORE STRATEGY DPD

Document Details	
Role and Subject	Strategic document setting out the vision, objectives and spatial strategy for the District, outlining how the known development requirements for the District will be met to 2026, including the amount of housing and employment land requirements. It will not allocate strategic locations for development in Grantham. It will include core policies to deliver the spatial strategy but not detailed development control policies. It will be accompanied by a Proposals Map which will show spatial policies.
Geographical Coverage	District wide Proposals Map (District wide)
Status	Development Plan Document
Chain of Conformity	East Midlands Regional Plan (RSS8) (March 2009), national PPG and PPS. Sustainable Community Strategy
Timetable	
Stage	Dates
Commencement. Pre-production survey, evidence gathering. Scoping report for SA	March to April 2005
Early stakeholder involvement (Issues and Options)	April to November 2005
Preferred Options and SA consultation	June to August 2006 May to June 2007
Publication of Submission Core Strategy and SA (Regulations 27 and 28)	16 th January to 27 th February 2009
Submission to Secretary of State (Regulation 30) and commencement of examination	21 st August 2009
Pre-hearing meeting	22 nd October 2009
Hearing sessions	Commence 19 th January 2010
Receive Inspector's Report	April 2010 (estimated)
Estimated date for Adoption	June 2010
Arrangements for Production	
Lead Organisation/Department	SKDC/Planning Policy Team

Political Management	Cabinet decision at relevant key milestones. Full Council decision at submission and adoption stages. Communities PDG may also consider versions of the emerging DPD and make recommendations to Cabinet as appropriate. LDF Member Working Group to consider specific issues or versions of emerging documents,
Resources	
Internal	Planning Policy Team; officers within SKDC and partner organisations
External	Programme Officer for examination stage; use of external consultants for specific evidence base studies
Community and Stakeholder Involvement	In accordance with the SCI
Mechanism for monitoring and review	Ongoing monitoring and reporting through AMR

2. SITE SPECIFIC ALLOCATIONS AND POLICIES DPD

Document Details	
Role and Subject	Allocation of land for development (housing, employment and other land uses) to meet development requirements during period to 2026 in accordance with the spatial strategy set out in the Core Strategy DPD. Identification of areas for protection including some Development Control policies. It will be accompanied by a Proposals Map which will show the extent of land affected by the allocations
Geographical Coverage	District wide (except Grantham which is covered by an Area Action Plan). Proposals Map (District wide) and Inset Maps (parts of District)
Status	Development Plan Document
Chain of Conformity	Core Strategy DPD East Midlands Regional Plan (RSS8) (March 2009), national PPG and PPS. Sustainable Community Strategy
Timetable	
Stage	Dates
Commencement. Pre-production survey, evidence gathering. Scoping report for SA	March to April 2005
Early stakeholder involvement (Issues and Options) Consultation on potential Gypsy and Traveller site locations Consultation on potential housing and employment development sites	April to November 2005 6 th August to 14 th September 2007 16 th October to 4 th December 2009
Preferred Options and SA consultation	June to July 2010
Publication of Submission Core Strategy and SA (Regulations 27 and 28)	February to March 2011
Submission to Secretary of State (Regulation 30) and commencement of examination	May 2011
Pre-hearing meeting	July 2011
Hearing sessions	August 2011
Estimated date of Inspector's Report	November 2011
Estimated date for Adoption	January 2012

Arrangements for Production	
Lead Organisation/Department	SKDC/Planning Policy Team
Political Management	Cabinet decision at relevant key milestones. Full Council decision at submission and adoption stages. Communities PDG may also consider versions of the emerging DPD and make recommendations to Cabinet as appropriate. LDF Member Working Group to consider specific issues or versions of emerging documents,
Resources	
Internal	Planning Policy Team; officers within SKDC and partner organisations
External	Programme Officer for examination stage; use of external consultants for specific evidence base studies
Community and Stakeholder Involvement	In accordance with the SCI
Mechanism for monitoring and review	Ongoing monitoring and reporting through AMR

3. GRANTHAM AREA ACTION PLAN

Document Details	
Role and Subject	Detailed policies and proposals aimed at strengthening the role of Grantham as a sub-regional centre and supporting the town's Growth Point status.
Geographical Coverage	Grantham urban area
Status	Development Plan Document
Chain of Conformity	Core Strategy DPD, Site Specific Allocations and Policies DPD East Midlands Regional Plan (RSS8) (March 2009), national PPG and PPS. Sustainable Community Strategy
Timetable	
Stage	Dates
Commencement. Pre-production survey, evidence gathering. Scoping report for SA	July 2007
Early stakeholder involvement (Issues and Options) Consultation on Grantham Masterplan	August and October 2007
Preferred Options and SA consultation	June to July 2010
Publication of Submission Core Strategy and SA (Regulations 27 and 28)	February to March 2011
Submission to Secretary of State (Regulation 30) and commencement of examination	May 2011
Pre-hearing meeting	July 2011
Hearing sessions	August 2011
Estimated date of Inspector's Report	November 2011
Estimated date for Adoption	January 2012
Arrangements for Production	
Lead Organisation/Department	SKDC/Planning Policy Team
Political Management	Cabinet decision at relevant key milestones. Full Council decision at submission and adoption stages. Communities PDG may also consider versions of the emerging DPD and make recommendations to Cabinet as appropriate. LDF Member Working Group to consider specific issues or versions of emerging documents,

Resources	
Internal	Planning Policy Team; officers within SKDC and partner organisations
External	Programme Officer for examination stage; use of external consultants for specific evidence base studies
Community and Stakeholder Involvement	In accordance with the SCI
Mechanism for monitoring and review	Ongoing monitoring and reporting through AMR

APPENDIX 4 – LIST OF RELATED STRATEGIES

STRATEGY

Regional Strategies

East Midlands Regional Plan

East Midlands Housing Strategy 2008-2016

East Midlands Economic Strategy 2006-2010

External Strategies

Big County, Big Skies, Big Future – Lincolnshire Sustainable Community Strategy 2009 - 2030

Second Lincolnshire Local Transport Plan 2006/7 – 2010/
Lincolnshire Biodiversity Action Plan 2nd Edition

Parish Plans

Internal Strategies

Grantham Transport Strategy 2007 – 2021

Grantham Programme of Delivery

South Kesteven Housing Strategy

South Kesteven Economic Development Strategy 2009 - 2014

South Kesteven Sustainable Community Strategy

APPENDIX 5 – EVIDENCE BASE STUDIES AND TECHNICAL REPORTS

STUDY	OUTPUTS	PUBLICATION	REVIEW
Housing Needs Report	Identifies what is 'affordable' in the local housing market, the level of need for affordable housing on a ward basis across the District and policy advice in relation to thresholds.	Fordham Research February 2006	Ongoing monitoring
Affordable Housing Viability Assessment	Study to assess the viability of the proportion and thresholds set out in Policy H3 of the Submission Core Strategy	Levvel December 2009	Ongoing monitoring
Strategic Housing Market Assessment (Peterborough Partial HMA)	Study to aid understanding of the nature and level of housing demand and need both affordable and market housing.	Fordham Research March 2008	Ongoing monitoring and updating
Gypsy and Traveller Housing Needs Survey	Identifies the need for both transit and permanent Gypsy and Traveller pitches in the District.	Fordham Research February 2006 (amended August 2007)	Ongoing monitoring
Lincolnshire Gypsy and Traveller Accommodation Needs Assessment	Assessment of the accommodation needs of Gypsy and Travellers in Lincolnshire with provision of figures for need on an individual district basis	Outside Research and Development September 2007	Ongoing monitoring
Strategic Housing Land Availability Assessment	Assessment to establish whether additional land needs to be identified to meet the regional housing provision targets	SKDC/Rutland County Council/ South Holland District Council November 2008	Annual update
Employment Land Review	Appraisal of employment trends and employment land requirements. Also review of existing allocations and suggestions of areas of search for new allocations, based upon an assessment of need and demand carried out by consultants	Savills October 2005	Update study underway by Nathaniel Lichfield and Partners. Due to report early 2010.
Retails Needs Study	Initially prepared in 2001 and updated in 2004 the study determined the quantitative and qualitative need for additional retail floorspace within the four towns during the LDF plan period.	White Young Green June 2006	Update study underway by Nathaniel Lichfield and Partners. Due to report early 2010.

STUDY	OUTPUTS	PUBLICATION	REVIEW
Landscape Character Assessment	Building upon the Countryside Agency's Landscape Character Areas, identifies detailed Landscape Character Areas within the District and provides the policy and development control details which will be required to develop and implement policies within the LDF.	FPRC January 2007	
Open Space and Allotment Study	Identifies the amount, level of use and deficiencies/oversupply of public open space and allotments	SKDC 2004	Ongoing monitoring
Open Space, Sport and Recreation Study	Assessment of the District's open space and recreation facilities in accordance with PPG17	Leisure and the Environment April 2009	Ongoing monitoring
Green Infrastructure Strategy	Study considered green infrastructure and the opportunities for improving provision, particularly as part of the major development opportunities in Grantham.	Shiels Flynn April 2009	
Grantham Water Cycle Study	Looked at the strategic issues associated with the existing water infrastructure related to the growth of Grantham associated with its Growth Point status	Atkins Stage 1a Outline – 2008 Stage 2a Detailed – 2009	Stage 2b being finalised Stage 2c to be commissioned 2010
Joint Water Cycle Study	Joint study with Rutland County Council and South Holland District Council to consider water infrastructure issues across three administrative areas	Consultants to be commissioned 2010	
Strategic Flood Risk Assessment	The SFRA has undertaken a level 1 assessment of potential development locations across the District, except for Grantham, where a level 2 assessment of sites has been undertaken	Entec June 2009	Level 2 assessment for sites outside Grantham to be commissioned
Lincolnshire Historic Landscape Characterisation	Project to describe the modern landscape of the county in terms of the existing features seen today and of the processes by which they were formed. Will help people to interpret the modern environment with reference back to how it has developed and help to identify what is historically important about particular landscapes.	Project due to be completed by 2011.	
Belton House Setting Study	Joint study commissioned by SKDC and the National Trust to assess the extent of the setting of Belton House and potential impact of development	Atkins November 2009	

APPENDIX 6 – RISK ASSESSMENT

The following table provides a summary of the identified key risks and proposed mitigation to manage such risks.

Risk	Details	Risk Scoring			Management of Risk
		I	L	O	
Changes in Legislation or National Planning Guidance	Changes to LDF system, Regulations and national guidance Effect: Additional work created or work has to be repeated	3	2	6	Monitor forthcoming legislative and major policy changes Regular discussions with GOEM Ensure staff are properly briefed and trained Ensure resources are in place to implement any changes to procedures or handle increased workload
Staff Absence	Absence of key staff due to maternity leave or long term sick leave. Effect: programme slippage	3	2	6	Seek to manage work place stress and to fill any maternity cover with appropriate temporary appointments
Staff Turnover	Ability to attract and retain key staff with appropriate range of skills and experience. Effect: Programme slippage	3	2	6	Encourage team work so all staff have some level of knowledge about all projects currently being undertaken.
Legal Challenge	Effect: Delays to DPD preparation or quashing in full, or part, adopted DPD if challenge successful	4	2	8	Ensure that relevant procedures and regulations are complied with Completion of legal compliance self assessment at each stage Seek legal advice as necessary Ensure DPDs are founded on a robust evidence base with continuous community and stakeholder involvement
Higher than Expected Number of Representations	Affects timescales for considering and responding to representations Effect: Programme slippage	3	3	9	Encourage use of online consultation system and e-mail for making representations Keep under review work programme for administrative support from Business Support Unit

Risk	Details	Risk Scoring			Management of Risk
		I	L	O	
Policy Team Diverted to Other Tasks	Lack of capacity to deliver due to diversion to other priorities which cannot be avoided e.g. RSS review Effect: Programme slippage	3	2	6	May lead to decisions being taken not to prioritise other areas of work so that LDF preparation remains key priority
Failure of External Consultants	Failure to meet project objectives or deadlines Effect: Programme slippage	3	2	6	Ensure objectives are clearly stated in project brief Timescales for delivery are agreed Regular updates and meetings with consultant
Change in Priorities	Annual monitoring indicates need to bring forward other LDDs as priority Effect: Diversion from programmed work	3	2	6	Review need to amend the LDS through the AMR and early discussions with GOEM
Capacity of Planning Inspectorate (PINS) Support Process	Capacity of PINS to respond to growing demand for examinations	3	2	6	This is out of the Council's control but submission of up to date LDS provides PINS with early indication of anticipated programme
Soundness of DPDs	Effect: DPD cannot proceed to adoption if found unsound. Need to start process again	3	2	6	Preparation of robust and up to date evidence base and continuous dialogue with community and stakeholders Ongoing liaison with GOEM, RPB and other key stakeholders Engagement of 'critical friend' to review and advise Completion of soundness self assessment at each stage Keep up to date with best practice through training and PAS website

Risk	Details	Risk Scoring			Management of Risk
		I	L	O	
Political Process	Reporting cycle for Council meetings can be lengthy Greater than anticipated time taken to secure necessary approvals Effect: could add delay to programme	2	2	4	Cycle for meetings taken account of in programme. Consider need for special meetings. Reporting to Senior Management Team to identify any corporate issues early in process Member involvement in early stages of document preparation through LDF working group
Need for Additional Evidence	Representations raise issues that require additional evidence to be gathered Effect: Programme slippage	3	3	6	Front loading of consultation should identify wide range of issues for consideration early in process
Financial	Insufficient budgetary resources Effect: Risk that DPDs will be found unsound	3	2	6	Seek to maintain required level of funding to deliver LDF programme Use of Housing and Planning Delivery Grant Careful project planning to avoid unplanned work Keep under review opportunities for joint commissioning of evidence base studies

Risk Scoring

I = Impact L = Likelihood O = Impact x Likelihood

Impact		Likelihood	
1	Negligible	1	Almost Never
2	Minor	2	Unlikely
3	Major	3	Likely
4	Critical	4	Almost certain

APPENDIX 7 – GLOSSARY OF TERMS

Allocations	Site identified on proposals map for development
Annual Monitoring Report (AMR)	Part of the LDF, the AMR will assess the progress towards the implementation of the LDS and the extent to which policies in the LDF are being successfully implemented. The Council are required to produce an AMR each December.
Area Action Plan (AAP)	DPDs dealing with specific part of District to provide planning framework where significant change is planned or conservation is required.
Core Strategy	Long term spatial strategy and vision for area including key strategic policies and proposals to deliver that vision.
Development Plan	The Development Plan comprises the Regional Spatial Strategy and DPDs contained in the LDF. Decisions on planning applications should be made in accordance with the provisions of the development plan unless material considerations indicate otherwise.
Development Plan Document (DPD)	Spatial Planning Document that is subject to independent public examination. Can cover range of issues and will set out main spatial strategy, policies and proposals of the Council. A Proposals Map will show the spatial policies and proposals of each DPD. It will be updated as necessary when new DPD are adopted.
Examination	All DPDs are subject to examination before a Planning Inspector to consider the soundness of the DPD.
Housing Market Area	Geographical areas defined by household demand and preferences for housing. They reflect the key functional linkages between places where people live and work.
Local Development Documents (LDDs)	Documents that can be included in Local Development Framework. Comprises Development Plan Documents (DPDs), Supplementary Planning Documents (SPDs) and Statement of Community Involvement (SCI)
Local Development Framework (LDF)	Portfolio of Local Development Documents that provides framework for delivering spatial strategy of the area.
Local Development Scheme (LDS)	Rolling three year project plan for preparation of Local Development Documents
Planning and Compulsory Purchase Act 2004	Legislation that introduced new development plan system. Act commenced on 28 th September 2004. Some provisions amended by the Planning Act 2008.
Planning Policy Guidance	Statements of Government policy on range of issues. Being replaced by Planning Policy Statements.
Planning Policy Statement	Statements of national planning policy which must be taken into account when preparing LDDs. Replacing Planning Policy Guidance.
Proposals Map	Ordnance Survey base map illustrating the planning strategy for the District in terms of the main proposals, designations, locations and areas where specific policies apply.

Regional Spatial Strategy (RSS)	Replaces Regional Planning Guidance. Sets out regional spatial strategy and policies. Forms part of Development Plan under new development plan system. New LDDs have to be in accordance with RSS.
Statement of Community Involvement (SCI)	Sets out approach to involving community in preparation, alteration and review of LDDs and in consideration of major planning applications.
Strategic Environmental Assessment (SEA)	Environmental assessment of policies, plans and programmes required under European SEA Directive 2001/42/EC which are likely to have significant effects on the environment. An integrated approach should be taken to SEA and SA.
Strategic Flood Risk Assessment (SFRA)	Provides information on flood risk from all sources of flooding across and from a local authority (or wider) area. SFRA form the basis for preparing appropriate policies for flood risk management for these areas, allocation of development sites and in development control process. The SFRA should be used to inform Sustainability Appraisals.
Supplementary Planning Documents (SPD)	Documents that expand on policies and proposals in DPDs. Do not form part of the Statutory Development Plan. Replace SPG.
Supplementary Planning Guidance (SPG)	Non statutory guidance produced under old development plan system to expand upon policies and proposals in Local Plans. Being replace by SPDs.
Sustainability Appraisal (SA)	Social, economic and environmental appraisal of strategy, policies and proposals. Required for RSS, all DPDs and SPDs. To be undertaken with SEA.
Sustainable Community Strategy	A Community Strategy is a wide ranging strategy focussing on needs, aspirations and priorities of local communities. Intended that LDFs will provide spatial expression to elements of Community Strategy which relate to development and use of land.

REPORT TO CABINET

REPORT OF: Economic Development Portfolio Holder

REPORT NO: PLA 803

DATE: 4th January 2010

TITLE:	Core Strategy Development Plan Document – Amendment to Affordable Housing Policy (H3)	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Frances Cartwright Economic Development Portfolio Holder	
CONTACT OFFICER:	Karen Sinclair, Planning Policy Service Manager 01476 406438 k.sinclair@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required: No
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS:	Cabinet Report PLA723 dated 6 th October 2008 Non Key Decision PLA795 dated 9 th November 2009 Submission Core Strategy DPD January 2009 Letter from Programme Officer, 12 th October 2009 Notes of Core Strategy Examination Pre Hearing Meeting 22 nd October 2009 Affordable Housing Viability Assessment Report, Levvel, December 2009	

1. RECOMMENDATION

That Cabinet recommends to Council that the amendments to Policy H3 set out in Appendix B be agreed and, following consultation, be submitted to the Core Strategy Examination.

2. PURPOSE OF THE REPORT

- 2.1 To enable the Cabinet to consider a proposed amendment to Policy H3 of the Submission Core Strategy.
- 2.2 Policy H3 of the Submission Core Strategy DPD sets out the Council's approach to the provision of affordable housing. The adoption of an affordable housing policy in the Core Strategy would support the Quality Living Priority Theme.

3. DETAILS OF REPORT

- 3.1 The Core Strategy Development Plan Document (DPD) was submitted to the Secretary of State on the 21st August 2009 for examination. The hearing sessions of the examination process are timetabled to take place in January 2010 over seven sitting days, although the hearing session on Housing Needs will not be held until the 17th March.
- 3.2 Following submission, the Inspector appointed to examine the Submission Core Strategy DPD raised in a letter to the Council dated the 12th October 2009, her concerns that '*a viability assessment of the targets and thresholds in Policy H3 does not appear to have been provided to inform the examination into the soundness of this aspect of the Core Strategy.*'
- 3.3 In response to this, it was considered essential a viability assessment of affordable housing provision across the District was commissioned in order to support the inclusion of a robust and deliverable policy in the Core Strategy and ensure that the Inspector was in a position to find the Core Strategy 'sound' on this matter.
- 3.4 Following a procurement process, Levvel were appointed to undertake the assessment to establish whether the thresholds and proportions of affordable housing contained in Policy H3 of the Submission Core Strategy were economically viable and, if this was not the case, to establish the minimum viable and deliverable thresholds and proportions.
- 3.5 The final report has been received and concludes that the proportion of 40% affordable housing set out in Policy H3 is not viable in all of the four towns or Local Service Centres (LSCs) and/or for the whole of the Core Strategy plan period. However, on the basis of the work undertaken by Levvel a figure of up to 35% could be justified. It needs to be recognised that this remains a challenging target and may not be deliverable in all cases. However, Inspector's have, in recent Core Strategy examinations, been prepared to include in Core Strategy's such challenging targets where they are robustly evidenced.
- 3.6 The threshold of 15 units for on site provision is considered appropriate but not the proposed 2 unit threshold which would have applied in the rural parts of the District. The assessment does, however, indicate that a commuted sum in lieu of on site provision would be viable for sites of between 5 and 14 units in all of the four towns and LSCs, although the level of contribution that could be sought on such sites varies across the District.
- 3.7 The executive summary provides more detail on the above and an extract from it is attached as Appendix A to the report.
- 3.8 In light of the assessment findings it is proposed to amend the wording of Policy H3, as set out in Appendix B. The proposed Affordable Housing Supplementary Planning Document (SPD) would provide more detail on viability across the four towns and Local Service Centres, as set out in the Affordable Housing Viability Assessment Report. As SPDs can be more easily updated

this would provide flexibility around changes in viability over the period of the Core Strategy.

3.9 The Inspector has advised that substantive changes to the Core Strategy would require both a Sustainability Appraisal and public consultation if she were to be able to consider them as potential changes to the Submission Core Strategy, however, as there is no legislative provision for consultation on proposed changes at this stage the nature of that consultation would be at the discretion of the local authority. It is considered that the proposed amendments to Policy H3 do amount to a substantive change and consultation will, therefore, be necessary. It is, therefore, proposed to consult with all those who made representations to Policy H3 of the Submission Core Strategy when it was published in January 2009 and any other relevant stakeholder e.g. developers.

4. OTHER OPTIONS CONSIDERED

4.1 Do not amend Policy H3. Although ultimately it will be for the Inspector to determine whether the Council's proposed amendment to Policy H3 is appropriate, proposing a change to the Policy ensures the Inspector is aware of the Council's formal view on this matter.

5. RESOURCE IMPLICATIONS

5.1 There will be some costs associated with consultation on the proposed amendment to Policy H3 but these will be minimal as the majority of consultations will be undertaken electronically.

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

6.1 None identified.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

7.1 None. The Core Strategy, and the policies within it, was the subject of an equality impact assessment. This concluded that they not have any adverse differential impacts on any of the identified equality groups and, as a consequence, a full impact assessment was not required. The overall tenor of the Policy is not altered by the proposed amendments and, therefore, the conclusions of the impact assessment are unaltered.

8. CRIME AND DISORDER IMPLICATIONS

8.1 None arising from this report.

9. COMMENTS OF SECTION 151 OFFICER

9.1 I have no specific financial comments to make in respect of this report. All costs associated with the development of the Core strategy will be adequately resourced as part of the service budget planning process.

10. COMMENTS OF MONITORING OFFICER

10.1

11. APPENDICES:

Appendix A Affordable Housing Viability Assessment Report Executive Summary

Appendix B Proposed amendment to Policy H3

APPENDIX A

Affordable Housing Viability Assessment Report – Executive Summary (extract)

Executive Summary

Key Findings

Comprehensive analysis of the results of all notional schemes assessed can be found in section 5 of the main report.

Sustainable Urban Extensions

Two notional Sustainable Urban Extension (SUE) schemes have been assessed in two value areas. We have assumed appropriate phasing for each scheme.

In respect of the 4000 unit notional SUE in Grantham, the requirement for infrastructure contributions in excess of £10,000 per unit reduces the overall viability of development (infrastructure contributions of £10,000, £14,000 and £23,000 were assessed), and the greater the contribution per unit, the more adverse the viability position.

Furthermore, should middle market conditions only be achieved, it is likely that public subsidy would be required to achieve circa 20% affordable housing assuming infrastructure requirements are not in excess of those tested. Should upside market conditions prevail, the viability position is improved and affordable housing percentages in excess of this are likely to be achievable.

A 1500 unit notional SUE site was assessed in Grantham and Stamford, with reduced levels of infrastructure requirements to the 4000 unit SUE. In respect of Stamford, up to 35% affordable housing was likely to be achievable without grant assuming the market achieved middle conditions. In the lower value area of Grantham, achieving a viable position assuming an affordable housing contribution at this level was more challenging, and delivery of up to 30% affordable housing in the early years would likely require grant funding. Viability pressures do however ease in the later years of the Plan and, given the scale and phased nature of developments of this type, the Council may wish to negotiate affordable housing on a phased basis to take advantage of improvements to the viability position which may occur over time.

General development sites in excess of 15 units

A variety of notional development sites were assessed. The ability to deliver affordable housing varies dependent upon a number of factors including value area, level of S106 contribution, existing or alternative land values of the site, scheme density and the availability of public subsidy.

In the value areas of Stamford and Local Service Centres it is less challenging to achieve higher levels of affordable housing and 30% to 40% affordable housing is likely to be achievable over the life of the Plan without recourse to public subsidy in most market conditions with the exception of the downside.

In Grantham, the viability position of higher density schemes (70 dph) is particularly challenging and even at 50dph, 10% affordable housing may only be achievable with grant even if the market achieves the middle scenario. In the later years of the Plan this position improves.

On lower density schemes in Grantham, the viability of schemes is improved and should the market achieve the upside, 21% to 30% affordable housing is likely to be deliverable without grant. Should middle market conditions prevail, public subsidy may be required (albeit in some cases at 'lower' levels) to achieve circa 21% affordable housing until around 2021 when the viability position improves and from then on higher levels (30%) of affordable housing are more likely to be viable.

In Bourne and the Deepings, despite the location, development economics reflect more the situation in Grantham than in Stamford and the Local Service Centres. That is that development viability is challenging to achieve higher levels of affordable housing albeit the viability pressures are relatively less acute than in Grantham. As with Grantham, density issues apply and lower density schemes can generally achieve greater levels of affordable housing than higher density schemes.

We do however recognise that within this value area there are likely to be particular 'pockets' where residential sales values are in excess of those assumed within this study and development coming forward in these locations are likely to be able to make a greater contribution to affordable housing provision than the levels assumed within section 5 of this study.

Sites below 15 dwellings

We considered the ability of schemes of 5-14 dwellings to deliver a commuted sum in lieu of on site affordable housing. Our analysis found that it was possible to deliver affordable housing below the current PPS3 threshold, but that the proportion of affordable housing that could be viable differed dependent upon the location of development, it's current or existing use and the gross development value of the scheme.

The higher value areas of Stamford and the Local Service Centres could generate a commuted sum equivalent to a maximum of 20% affordable housing on sites of between 5 and 14 dwellings.

The lower value areas of Grantham and Bourne and The Deepings could generate a commuted sum equivalent to a maximum of 10% affordable housing on sites of between 5 and 14 dwellings.

It should be considered that schemes of this size are much more sensitive to assumptions about overall values and tenure mixes, thus relatively small scale increases/decreases from the S106 assumptions used (and other cost and value assumptions) will have an impact upon sites of this size delivering affordable housing by commutation.

Finally, it should be noted that if the market does not perform to at least the middle scenario, it is unlikely schemes of this nature will be able to provide affordable housing contributions.

Commuted sum Methodology

Any methodology for assessing commuted sum payments should be based on the equivalence principle supported by Circular 05/05, PPS3 and Delivering Affordable Housing. The commuted sum should be equivalent to the contribution that would have been provided if the affordable housing had been provided on site and the scale of the developer subsidy should equate to the difference in residual value between a scheme unencumbered by affordable housing and a scheme with affordable housing, having regard to the established existing or alternative use value.

APPENDIX B

Suggested amendments to Policy H3 arising from the Affordable Housing Viability Study Report

Proposed deletions are shown as struck through ~~text~~

Proposed additions are shown in **bold**

All developments comprising **5 or more** dwellings **should make** appropriate provision for affordable housing either:

- within the development site (**sites of 15 or more units**), or
- **As an off site contribution in lieu of on site provision (on sites of between 5-14 units)**

Where affordable housing is to be provided **on site**, a target of ~~up to %~~**35%** of the total capacity of a scheme should be affordable. The affordable element will be expected to include a mix of socially rented and intermediate housing appropriate to the current evidence of local need.

All units should be of an appropriate size and type to meet the need identified by the current evidence of housing need for that ward. To achieve this, targets for affordable housing will be set on every allocated site.

In addition, the council will seek to identify suitable opportunities to deliver about 10 rural affordable housing units each year through the allocation of rural exception sites.

Rural exception sites should be in or adjacent to a village where there is a proven need for local affordable housing. Such houses should be available in perpetuity for local need. Sites should be suitable for development in all other respects and meet all other policy requirements for development.

Together with Registered Housing Providers (RHPs) and land owners the council aims to deliver additional affordable housing in the rural area to meet identified local need. To achieve this, the Council will investigate and identify specific sites or areas of search to allocate specifically for local affordable housing development (exception sites).

In negotiating the level of affordable housing on sites, the Council will have regard to the overall viability of individual development schemes. An Affordable Housing Supplementary Planning Document will set out in detail how these requirements will be calculated on a site by site basis.

REPORT TO CABINET

REPORT OF: Chief Executive

REPORT NO: CM1

DATE: 4th January 2010

TITLE:	Aligning Skills And Resources To Deliver Priorities	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	No	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Linda Neal Leader	
CONTACT OFFICER:	Beverly Agass ,Chief Executive	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required:
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	N/A	

1. RECOMMENDATIONS

Cabinet note the principles of the “Next Steps “approach to aligning resources and building capacity, and agree a presentation to Full Council in January outlining the process .

2. PURPOSE OF THE REPORT/DECISION REQUIRED

- 2.1 The Council has made progress toward achieving key priorities particularly in the areas of waste management and recycling, but there are significant challenges ahead. We need to manage the impact of the economic climate in relation to service delivery ,maximise opportunities to deliver the ambitious growth agenda outlined within the Grantham Growth Programme of Development and help to ensure alongside our partners that our residents have more opportunities and jobs, better health and that they feel safer in their communities. How we deal with the challenges ahead and still continue to deliver will be important – members, partners, officers working together as One Team.
- 2.2 However, our One Team can only deliver if we have shared priorities and values. We have clear plans in place explaining what needs to be done and by whom and that the right skills are in place to deliver real outcomes for local people.

2.3 The purpose of this report is to highlight and outline the steps that we will need to consider how to:

- effectively manage future challenges and address the potential reduction in financial resources available to the Council in the medium to long term
- ensure the relevant skills and capacity are in place to effectively deliver the council's priorities
- continue to improve the way we provide services for the people of South Kesteven.

3. DETAILS OF REPORT

3. **Introduction**

3.1 There is no doubt that the Council has made progress in recent times, however, SKDC is not without its challenges, and there is much more to be done.

- New Communities: realising the opportunity presented by the growth in population and managing growth to build balanced opportunities in Grantham
- Resources: managing and getting the best from people and addressing the potential reduction in financial resources to the Council in the medium to long term
- Community Engagement: recognition of the need to overcome any problems of exclusion as a result of the rurality of some of our communities whilst engaging with residents to drive local priorities based on local circumstances.
- Demographic Change: building partnerships to cope with the future ageing population whilst also addressing the needs of the wider community.
- Performance Framework: rising to the challenges of the Comprehensive Area Assessment performance framework, and the partnership approach to delivering Lincolnshire's Sustainable Community Strategy and the Council's priorities.
- Climate Change: finding local solutions— sustainable development and the challenge of carbon neutrality.

3.2 The LGA's 'Framework for Excellence', the 2007 Comprehensive Spending Review and the Communities and Local Government's Value for Money Framework mean that structural and cultural changes are high up on the agenda for local authorities. Additionally central government is increasingly driving local authorities to carry out their business more effectively and efficiently. Rightly so, as our residents expect choice, voice and value for money.

3.3 We will also see the implementation of partnerships and shared services, the integration of services around residents' needs and a greater emphasis on more for less in the context of tighter resources. We will have to meet these challenges whilst operating in a highly competitive environment. The

Council will need to consider how best to deliver the sustained transformation needed to achieve faster, fitter, more flexible, resident focussed and personalised public services, outlining the need for change.

3.4 **Where we are now**

Our current management structures were designed some time ago now and we need to ensure that the organisation is fit for purpose for successful, effective, and progressive delivery of services to local people. We must ensure that the relevant skills are secured and aligned to deliver priorities.

Occasionally some of our service areas work in isolation and joint working needs further development. This can reduce potential. .

3.5 Some changes have been put in place already, but there needs to be a cohesive and consistent approach to shaping the organisation, its culture and structure to drive through improvements to meet the needs of citizens, customers and communities.

A programme that identifies the "Next Steps" is being developed to help facilitate the changes that will be required.

4.0 **"Next Steps"**

- 4.1 It will be important to establish key building blocks, the right culture, the appropriate skills and capacity within teams. To facilitate this, a route map for aligning resources and delivering improvement is being developed – "next steps". The aim of next steps will be to ensure that, as an organisation, we are business-like, highly efficient, with clear objectives and priorities and that everyone knows what is expected of them and are valued.
- 4.2 Next Steps is also about, placing flexibility at the heart of everything we do, accepting risk and trusting people to try new and innovative ways of working.
By adopting strong, shared values and a business like approach, that also cares about people, we will retain and attract the highest calibre of colleagues to deliver services to our residents.
- 4.3 There must also be sufficient capacity at the centre of the organisation to deal with the ever changing landscape of local government, to deliver key local priorities and to enable the most effective partnership working, whilst at the same time maximising efficiency opportunities.
- 4.4 An integral component of the next steps approach will be to develop an organisational culture to deliver real outcomes and ensure that effective senior management arrangements are in place to provide strategic direction and introduce clearer sharper line management responsibilities. This will free-up key resources to focus on customer delivery issues within service teams, realign skills and managerial support to improve priority services and deliver results.
focus on 'growing' and developing the workforce as the vast majority of improvement comes when the right people with the right knowledge, skills and behaviours are deployed appropriately throughout the organisation.

- 4.5 The next steps programme will focus on continuing to maximise the benefit of working together, help managers and staff have the knowledge, skills, ambition and confidence to make an effective and sustainable contribution to on-the-ground improvement
- 4.6 Building capacity for the future is essential. It is important to recognise that innovative and practical approaches will be needed to build capacity and to focus on 'growing' and developing the workforce as the vast majority of improvement comes when the right people with the right knowledge, skills and behaviours are deployed appropriately throughout the organisation.
- 4.7 The Council is now at a stage where it needs to build on the improvements made to date, and enter into the next phase of improvement by 'raising the performance bar. This will be alongside the implementation of business systems improvements, introduction of effective management arrangements ensuring that skills and resources are better aligned to deliver outcomes in key priority areas.

5. OTHER OPTIONS CONSIDERED

- 5.1 The Council could choose to retain the current arrangements in relation to organisational culture, approach and structure. However, the council needs to anticipate the future demands and challenges, not least from an economic perspective and will need to ensure it is well placed to deliver current and future priorities. To do this, the necessary skills and resources need to be secured and sufficient capacity aligned in priority areas.

6. RESOURCE IMPLICATIONS

- 6.1 It is important that the right skills are in place to ensure the Council has capacity to deliver key projects and priorities. It may therefore be necessary to redirect resources from management and support areas to align with priority outcomes. Any financial implications will be met from existing resources and considered within the budget proposals in Feb/ March.

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

- 7.1 Failure to anticipate and respond to changes will mean the Council could fail to deliver in key priority areas. Wherever possible, partnership opportunities and alternative methods of delivery will also need to be considered. An equality impact assessment will be undertaken in relation to the development of the next steps programme .

8. CRIME AND DISORDER IMPLICATIONS

N/A

9. COMMENTS OF SECTION 151 OFFICER

Any financial implications arising from the review of aligning resources to ensure delivery of the Council priorities will be incorporated into future budget proposals. In the event that any financial impact is incurred in the current financial year then there will be an opportunity to utilise current forecast underspends in respect of salary expenditure to facilitate the progression of the review.

10. COMMENTS OF MONITORING OFFICER

There appears to be no immediate legal implications arising from the review of aligning resources to ensure delivery of the Council's priorities, save for the potential need to consult with those who may ultimately be affected by it. However, to ensure any potential legal issues are picked up it would be prudent for the Monitoring Officer to be informed of the outcome of the review.

11. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

None

12. APPENDICES: None

REPORT TO CABINET

This issue is being considered as an urgent key decision in accordance with Access to Information procedure rule 15. The decision cannot be delayed until publication of the next Forward Plan because it concerns matters of staff health and safety.

REPORT OF: John Smith Healthy Environment Portfolio holder

REPORT NO: ENV 464

DATE: 4 January 2010

TITLE:	Unacceptable Behaviour Policy	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr John Smith Healthy Environment	
CONTACT OFFICER:	David Price Healthy Communities Manager 01476 406328 d.price@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out on 13 th November , no further action required	
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	Attached copy of Policy	

1. RECOMMENDATIONS

That the unacceptable behaviour policy appended to this report be adopted

2. PURPOSE OF THE REPORT/DECISION REQUIRED

To enable the approval of the revised unacceptable behaviour policy and achieve the health and safety of staff and others as set out in the council's health safety policy.

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

The unacceptable behaviour policy replaces the previous violence to staff policy. It confirms the definition of unacceptable behaviour to be actions such as:

- Physical attack, whether visible injury occurs or not
- Sexual or racial attack
- Verbal abuse, where an employee feels that an unacceptable threat has been made against them
- Animal attack , where an animal is used to threaten or as a tool
- An attack against property as a means of intimidating or threatening a member of staff
- Placing unreasonable demands on the council eg continual phone calls or visits
- Unreasonable persistence eg refusal to accept a decision made or accept explanations
- Harassment eg unwelcome and unwarranted behaviour which affects the dignity of an individual or group

The policy sets out the process for managing unacceptable behaviour and how the council will minimise risk to its employees and others. A recording system for incidents of unacceptable behaviour is specified and a process of review of the incident set out. The process includes the provision of an “Exercise with Caution “list. This list is subject to an independent review by the safety adviser and a corporate head prior to any individual being placed on it. Any individual placed on this list is advised of this by letter and remains on the list for a minimum of 3 years. This list is reviewed at regular intervals and made available to staff via service managers.

The revised policy has been through an extensive consultation process with staff, service managers and the management team as well as the JCNG and others such as the police.

4. OTHER OPTIONS CONSIDERED

The policy will enable the statutory responsibilities of the council to be discharged and failure to clarify the council's policy in respect of unacceptable behaviour could lead to the council breaching its statutory duty.

5. RESOURCE IMPLICATIONS

Implementation of the policy will be within existing budgets

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

The policy will clarify the council's approach to dealing with unacceptable behaviour and assist in securing compliance with health and safety legislation.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

No issues

8. CRIME AND DISORDER IMPLICATIONS

N/A

9. COMMENTS OF DEPUTY SECTION 151 OFFICER

As part of this report it has been confirmed by the Service Manager for Healthy Communities that any resource implications can be met from within the approved budget framework. Therefore, adoption of this policy should not result in any additional budget requirement.

10. COMMENTS OF MONITORING OFFICER

The proposed policy incorporates the provisions of the violence to staff policy and extends the types of behaviour and sanctions available to deal with unacceptable behaviour from internal and external customers.

It is proposed the policy is introduced as a matter of urgency to effect the procedures which are required to protect employees of the Council

11. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

12. APPENDICES: a copy of the policy is attached



Unacceptable Behaviour Policy



" your council working for you "

South Kesteven District Council
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CONTENTS

	Page
Unacceptable Behaviour Policy	
Introduction	2
Policy Statement	2
Definition	3
Managing Unacceptable Behaviour	5
Responsibilities	6
Reporting Incident Procedure	11
Compensation	15
Supporting Documentation	
Responsibilities Flow Chart	16
Incident Report Form	18
Employee Guidance Notes	21
Witness Statement Guidance Notes	32
Witness Statement Form	34

Please note that copies of this policy and the supporting documentation including the incident report and witness statement forms can be downloaded from the Health & Safety page on the SKDC Intranet or by contacting the Council's Corporate Safety Advisor.

UNACCEPTABLE BEHAVIOUR POLICY

1. INTRODUCTION

People may act out of character in times of trouble or stress. There may have been upsetting or distressing circumstances leading up to the person's contact with the Council. Behaviour is not viewed as unacceptable just because a person is forceful or determined. However, the actions of people who are angry, demanding or persistent may result in unreasonable demands on the Council's Services, or unacceptable behaviour towards employees*. It is these actions that are considered unacceptable and the aim is to manage these situations under this Policy. The risk of employees encountering unacceptable behaviour is real and will be taken seriously.

This Policy does not cover issues in relation to the unacceptable behaviour of employees, these will be addressed through the Grievance Procedure and Disciplinary & Capability Procedure, as appropriate.

*For the purpose of this Policy employees will include those persons working for and on behalf of the Council such as contractors, agency staff and the like.

2. POLICY STATEMENT

South Kesteven District Council has a responsibility to provide a safe, healthy and civil working environment for its employees and people visiting its premises. It recognises that it has an obligation to strive to eliminate the distress/danger posed by unacceptable behaviour and will be fully supportive of those who are affected by unacceptable behaviour encountered as a result or during the course of their work.

3. DEFINITION

Unacceptable behaviour is grouped under the following broad headings:

Aggressive or Abusive

Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether verbal or written) that may cause employees to feel afraid, threatened or abused. Aggression directed towards employees is unacceptable.

Violence at work is defined as: -

“Any incident in which an employee perceives that they, their family or property have been abused, threatened or assaulted by a person with whom they come into contact in circumstances arising out of or in connection with the course of their employment”. This includes: -

- Physical attack whether visible injury occurs or not.
- Sexual or racial attack.
- Verbal abuse. This is when an employee feels an unacceptable threat has been made against them. It can include sexual or racial harassment.
- Animal attack. This is where an animal is used as a threat or tool of violence.
- Attack against property as a means of intimidating / threatening a member of staff.

Unreasonable Demands

This is where unreasonable demands on the Council are made through the amount of information that is sought, the nature and scale

of service that is expected or the number of approaches that are made to the Council by an individual. What amounts to unreasonable will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the individual. Examples of unreasonable demands include:

- Demanding responses within an unreasonable time scale
- Insisting on seeing or speaking to a particular employee
- Continual phone calls, letters, visits
- Repeatedly changing the substance of the contact or raising unrelated concerns

These demands become unacceptable and unreasonable if they start to impact substantially on the work of the Council such as taking up an excessive amount of employee time to the disadvantage of other functions.

Unreasonable Persistence

This is where individuals persist in contacting the Council when there is no further action or assistance that can be provided. This includes where the Council is unable to provide a level of service other than that already provided. Individuals may persist in disagreeing with the action, assistance or decision taken in relation to their contact with the Council or contact the Council persistently about the same issue. Examples of unacceptable persistence include:

- Persistent refusal to accept a decision made
- Persistent refusal to accept explanations as to what the Council can and cannot do
- Continuing to pursue a matter (for example complaint) without providing any new information

The way in which these individuals approach the Council may be entirely reasonable but it is their persistent behaviour in continuing to do so that is not. The actions of persistent individuals will be considered unacceptable when they take up what the Council regards as being a disproportionate amount of time and resources.

Harassment

This is a term that is generally used to define unwelcome and unwarranted behaviour which affects the dignity of an individual or group of individuals. It includes sexual harassment, racial harassment and bullying. The Council's Equal Opportunities Policy in Employment details issues of harassment and includes a process for reporting and investigating such incidents. The outcome of incidents of harassment may result in an individual being recommended for inclusion on the Exercise with Caution list.

4. MANAGING UNACCEPTABLE BEHAVIOUR

How unacceptable behaviour is managed will depend on the nature and extent. In all cases of unacceptable behaviour which should be agreed between the employee and their Service Manager an "Unacceptable Behaviour Report" should be completed. As part of the investigation by the Service Manager, statements on the witness statement form should be provided by the employee and any witnesses.

It may be that the incident is recorded, investigated and reported in accordance with this Policy and no further action is required to be taken against the individual. However, where the unacceptable behaviour adversely affects our ability to do our work and provide a service to others, it may be necessary to restrict and manage an individuals' contact with the Council in order to protect employees and control the individual's unacceptable behaviour. The Council will aim to do this in a way, wherever possible, that allows the individual contact but under a controlled means in order to protect employees

and others. We may restrict contact in person, by telephone, fax, letter or electronically or by a combination of these.

In cases of aggressive or abusive behaviour we may end direct contact with the individual unless within a controlled environment or through a third party.

Where restrictions/recommended guidance is needed for an individual this will be agreed between the employee and their Service Manager and detailed on the “Unacceptable Behaviour Report” prior to forwarding the report to the Healthy Communities Reactive Duty Officer. Following agreement of such restrictions/recommended guidance the individual will be placed on the Council’s “Exercise with Caution” list and advised of such entry, to include details of restrictions/recommended guidance.

In reported cases of unacceptable behaviour the Police may be involved and further legal action may be taken against an individual.

5. RESPONSIBILITIES

A. The Council will, so far as is reasonably practicable: -

1. Endeavour to minimise the risk to employees by providing a safe, healthy and civil work environment.
2. Provide suitable resources in order to facilitate training for employees who may have to face difficult customers and be subject to conflict in the course of their work.
3. Not tolerate unacceptable behaviour directed towards its' employees or their property by members of the public during or outside working hours, which are as a result of their employment by the Council.

B. Service Managers must ensure their own and their employees' health, safety and welfare at work, so far as is reasonably practicable.

Specifically they must: -

1. Ensure they are familiar with and adhere to this Unacceptable Behaviour Policy, procedure and any relevant guidance.
2. Ensure all risk assessments include a consideration of unacceptable behaviour as part of work activities.
3. Develop and provide clear information on their services' arrangements and workplace procedures for preventing or dealing with situations where unacceptable behaviour may occur.
4. Ensure that employees receive and participate in any training relevant to dealing with customers and preventing issues of unacceptable behaviour.
5. Encourage employees to discuss their concerns in situations where they may feel uneasy or worried.
6. Ensure their employees report incident(s) of unacceptable behaviour even if they do not wish further action to be taken.
7. Ensure all reported incidents of unacceptable behaviour are investigated fully. This includes completion of the "Unacceptable Behaviour Report" form and the taking of statements on the approved forms. Where applicable photographs and other relevant evidence should be provided.
8. Send the completed form, statements and any other documentation to the Healthy Communities Reactive Duty Officer as soon as is reasonably practicable & no more than **1 week** from the date of the incident.
9. Provide suitable support to any employee who becomes a victim of unacceptable behaviour. Human Resources & Organisational

Development will arrange the access to external help, should an employee so wish.

10. Make arrangements for incident reporting, investigation and support to take place in the absence of the Service Manager.
11. Ensure they have a current, up to date “Exercise with Caution” list and inform their employees of the availability of the list and any amendments on a need to know basis.
12. Establish a system for ensuring that entries on the “Exercise with Caution” list are suitably flagged on software systems where these are available.

C. Employees must: -

1. Accept their prime responsibility for their own safety and that of others who may be affected by the work of the Council.
2. Accept responsibility for their own safety should any incident arise through their work for the Council.
3. Follow all policies, procedures and arrangements that apply to their day-to-day work.
4. Participate in training provided by the Council.
5. Report incidents of unacceptable behaviour to their Service Manager & complete the relevant report form, statements etc in conjunction with that manager.
6. Avail themselves of any counselling, welfare or support that is provided and deemed necessary by the employee and/or their manager.
7. Ensure that if they are aware of information from the “Exercise with Caution” list and that the information in their possession is kept safe, secure and confidential.

D. Healthy Communities Reactive Duty Officer must:

1. Provide support and advice to employees and the Service Managers at the time of an incident and during its investigation.
2. Review the incident report form, statements and any other relevant documentation.
3. Consider learning outcomes from the investigation especially relating to incident prevention & potential corporate responsibility.
4. Complete the appropriate section on the incident report form before it is sent to the Independent Adjudicator.
5. Assess the ongoing/current situation with regards to individuals who are at their review date prior to removal from the “Exercise with Caution” list.
6. Ensure that this Policy and its’ procedures are reviewed as necessary and in consultation with employees and management.

E. Independent Adjudicator, a Corporate Head, must:

1. Assess each case on an individual basis challenging information where appropriate.
2. Determine whether the individual should be included on the “Exercise with Caution” list based on the information provided and the likelihood of a similar incident occurring despite best preventative efforts. This should be documented and signed off on the incident report form.
3. Give feedback to the Service Manager and employee as appropriate.
4. Seek further advice from the Healthy Communities Reactive Duty Officer as appropriate.

5. Ensure that each individual placed on the “Exercise with Caution” list (after an incident adjudication) receives the appropriate letter and incident report detail informing them. The list and appropriate letters are held by the Chief Executives PA. The standard letter available can be tailored to suit individual cases.
6. Review the list on a periodic basis with the Council’s Monitoring Officer considering each case on its’ merits. Matters for consideration should include dates, list amendments.
7. After determination, the completed incident report form and relevant documentation should be sent to HR to be placed on the employees’ personnel record.

F. Chief Executive’s Admin Office must:

1. Prepare and send the appropriate letter to individuals who are to be placed on the “Exercise with Caution” list following notification from the Independent Adjudicator.
2. Add the correct details regarding any new incidents to the list, including the originating service and any recommendations.
3. Maintain a file for copies of the report forms, supporting documentation and letters prior to forwarding the originals to HR&OD.
4. Complete the review date as 3 years from the date of the incident.
5. Consult with the Healthy Communities Reactive Duty Officer prior to removing individuals from the list at their review date.
6. Forward the list to all Service Managers at least once a year (April) and in addition as and when the list is updated / amended.

G. Human Resources and Organisational Development Service Manager must:

1. Ensure that individual's records are updated following a reported incident.
2. Arrange support for individuals affected by an incident as deemed necessary and agreed with the employee.

The timescale from receipt of the Incident Report form by the Healthy Communities Reactive Duty Officer to Human Resources and Organisational Development should be a maximum of ONE WEEK.

6. REPORTING INCIDENT PROCEDURE

1. When an incident has occurred, the first priority is the well being of the employee and/or any third party affected. Where appropriate, emergency help should be sought from a first aider, the Ambulance service, A&E at the nearest hospital or the employees' GP.
2. Following an incident, the Police may be contacted and the employee and their Service Manager may be required to provide statements and assist with criminal offence enquiries.
3. As soon as is reasonably possible, the employee and their Service Manager should **together** complete the "Unacceptable Behaviour" report form. The form contains details of the incident and outcomes. Statements should be taken from the employee(s) concerned and any witnesses, using the standard statement forms. Any other relevant evidence should be submitted with the incident form.

4. Careful consideration should be made of the issues surrounding the incident(s) to determine whether steps can be taken to prevent similar incidents occurring. This may require re-examination of the service's risk assessment in conjunction with the Corporate Safety Adviser.
5. Particular attention needs to be paid to trigger actions, contributory factors or critical sequences of events.
6. Service Managers should review and update, as appropriate their service procedures.
7. After consideration of the facts, the Service Manager can recommend on the incident form that the individual be suggested for inclusion on the "Exercise with Caution" list. Consideration should also be given to repeat or previous incidents involving the individual.
8. The Service Manager in conjunction with the employee and any others relevant to the incident/investigation should also put forward any restrictions/ recommended guidance for the individual on the report form. The following are examples of guidance recommendations which can be used to deal with the individual:
 - 1) No home visits should be carried out.
 - 2) Home visits should only be carried out in pairs with open communication link to office base.
 - 3) Where repeated phone calls are being made to staff these should be logged accordingly and where necessary calls are terminated as soon as information is disseminated or the call becomes abusive.

- 4) Senior managers should monitor contact with the individual and co-ordinate this information in order to establish whether the situation is deteriorating for example harassment.

Within the Council Offices/premises the individual should be:

- 5) Seen by 2 staff members, the second to act as a witness.
- 6) Kept in a public area under CCTV coverage where available.
- 7) Not be taken into individual booths/open interview rooms unless these are suitably screened or provided with CCTV.
- 8) Asked to leave and advised that police assistance will be sought where repeated, unnecessary and abusive visits are made.
- 9) Seen by agreed appointments only.

The above recommendations are not exhaustive. The result of the investigation by the Service Manager may result in additional or more appropriate recommendations being attached to the individual on the Exercise with Caution listing.

9. The Service Manager should retain all the original documents relating to the incident for future reference.
10. A copy of the unacceptable behaviour report form, statements and any other evidence should then be forwarded to the Healthy Communities Reactive Duty Officer for their comments and onward submission to the Independent Adjudicator. The Healthy Communities Reactive Duty Officer should receive all documentation as soon after the incident as possible and no later than 1 week from the date of the incident.

11. A Corporate Head acts individually as the independent adjudicator to assess the incident, based on the information provided. They may have to further investigate an incident to ensure they are in full possession of the facts. They have final responsibility to determine whether the individual will be placed on the “Exercise with Caution” list as a result of the incident.

An individual can only be placed on the list where:

- a) An incident has been reported through the “Unacceptable Behaviour” reporting procedure and the incident assessed by the independent adjudicator who has the authority to add a name to the list. The independent adjudicator is obliged to advise the individual that their name and details are being placed on the list for a period of three years. The perpetrator will also be advised of the guidance recommended which is attached to their entry on the list. If after three years there have been no further incidents their name will be removed. This complies with Data Protection Act guidelines.

Or

- b) Information concerning that individual has been provided by a responsible third party such as the police, probation service, health authority, GP, social services. The information provided should be such that additional precautions are taken by such third parties to protect themselves and their employees from such individuals as a result of information held under their jurisdiction. In these cases the individual will be advised that they are on the Council’s list as a result of a referral through a third party and the list will be marked and annotated as to the origin of the individuals’ referral.

12. The “Exercise with Caution” list is a confidential document and should be kept in a secure place, yet accessible to those staff on a need to know basis. It is held and administratively updated by the Chief Executives’ PA. All Service Managers will be provided with the list as and when it is updated and at least once a year (April). It is the Service Managers’ responsibility to decide how that information is used, stored and brought to the attention of

employees within their service. Where such a list is held on an individual service's computer system there must be a known method and nominated person to manage and monitor the records.

13. In addition to supporting employees regarding their welfare & any criminal investigations, the Council will also consider supporting any employees who wishes to make a formal complaint or pursue civil action against an individual.
14. Other appropriate and additional action may be taken against tenants displaying unacceptable behaviour.

7. COMPENSATION

Employees are covered by the personal accident policy held by the Council for injuries arising from assault. Payments are made in line with the details laid out in that policy. Applications for compensation should be made through the Insurance Officer and the HR&OD Service Manager who will take action on the report of the incident and the receipt of medical reports.

Helen Kettle, Healthy Communities

Dated: November 2009

Review: November 2011

Reporting Incident Responsibilities Flow Chart

STEP 1: SERVICE MANAGER

1 WEEK FOR STEP 1

- Complete form in conjunction with employee.
- Consider employee support and the need for inclusion of the perpetrator on the exercise with caution list & guidance recommendations
- Gather information including statements, photos etc, in anticipation of potential further action
- Review risk assessment & operational procedures to prevent reoccurrence of similar incident
- Send a copy of all documentation to the **Healthy Communities Reactive Duty Officer**

STEP 2: HEALTHY COMMUNITIES REACTIVE DUTY OFFICER

MAX 1 WEEK FOR STEPS 2 & 3

- Examine documentation, ensure satisfactorily investigated
- Complete appropriate comments section on form. Include detail re inclusion of perpetrator onto the "Exercise with Caution "list
- Send completed form and any relevant documents to the **Independent Adjudicator** – any one of the Corporate Heads - for comments and consideration of inclusion on the "Exercise with Caution "list

STEP 3: INDEPENDENT ADJUDICATOR

**MAX 1 WEEK FOR
STEPS 2 & 3**

- Complete appropriate comments section on form.
- Include detail re inclusion of perpetrator on the “Exercise with Caution “list.
- Ensure that any person added to the list is informed by letter in accordance with the Information Commissioners Office guidance notes
- Set a review date for the listed person
- Review the list with the Monitoring Officer to ensure that review dates are appropriate for the nature of the incident and have been met.
- Send signed off copy of the completed incident report form and all documentation to **HR &OD**

UNACCEPTABLE BEHAVIOUR INCIDENT REPORT (CONFIDENTIAL)

To be completed by the individual AND their Service Manager

Date of Incident	Time	Location of Incident
Employee Details		
Name	Address	
Job Title		
Section	First Contact Informed	
Perpetrator Details (if known)		
Name	Address	
Sex	Age	
Any Other Details (description)		
Witnesses (if any)		
Name	Name	
Address	Address	
Work Activity at time		
Type of Incident		
<input type="checkbox"/> Physical threat/ attack <input type="checkbox"/> Verbal abuse inc. harassment <input type="checkbox"/> Sexual / racial attack		
<input type="checkbox"/> Animal attack <input type="checkbox"/> Attack on property <input type="checkbox"/> Unreasonable demands		
<input type="checkbox"/> Unreasonable persistence		
LIST OF STATEMENTS & ANY OTHER EVIDENCE ATTACHED (statements should be provided from the employee and any witnesses)		

Nature /extent of injury			
Treatment / Support			
Sick Leave taken	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Dates:
Police Informed	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Incident No.
Healthy Communities Reactive Duty Officer informed		Yes <input type="checkbox"/>	No <input type="checkbox"/>
DECLARATION BY EMPLOYEE: The information provided in this report is accurate to the best of my knowledge			
Signed	Dated		
SERVICE MANAGER to complete the following:			
Actions / recommendations necessary (Consider guidance recommendations and review of risk assessment procedure)			
Suggest inclusion on "Exercise with Caution" list Yes <input type="checkbox"/> No <input type="checkbox"/>			
Recommended Guidance No's.....			
Service Manager Signature	Date		

HEALTHY COMMUNITIES REACTIVE DUTY OFFICER - comments

Inclusion on Exercise with Caution list Yes / No

Recommended Guidance No's.....

Signature: Date:

INDEPENDENT ADJUDICATOR - comments

Inclusion on Exercise with Caution list Yes / No

Recommended Guidance No's.....

Signature: Date:

HR Record updated:

Copy to:

Healthy Communities Reactive Duty Officer for comments & forwarding to the Independent Adjudicator (any Corporate Head).

The Independent Adjudicator to action "exercise with caution" inclusion via the Chief Executive's PA.

Completed form and documentation sent to HR&OD

Employee Guidance Notes

General Guidance

It is both a manager's duty and an employee's responsibility to assess the risk of unacceptable behaviour in service provision.

Through a comprehensive review process employees need to explore collaboratively and in some detail, those duties, interactions with people and/or locations, which could place them at risk of facing unacceptable behaviour.

Where potential problems have been identified managers, working with employees, then need to put in place controls to:

- **Eliminate** the problem by rearranging the task, process, route etc.
- **Substitute** the potentially at risk working practices with other safer ones
- **Contain** the problem in specific locations, times etc.
- Provide adequate supervision and support for any employee who might face an unacceptable behaviour situation
- Ensure all employees receive relevant information on work policies, procedures and practices.
- Provide training & guidance on what to do and how to handle situations to all employees who might face unacceptable behaviour.
- Regularly review operational procedures to ensure safe systems of work are in place and adhered to by employees

- Provide Personal Protective Equipment (PPE) and other such equipment, as appropriate to the work that has to be done, e.g. mobile phone to call for help, personal security alarms etc.

The hazards and the strategies to address them should be recorded in the service specific section of the service risk assessment manual.

The risk assessment review process and choice of appropriate control measure should apply to all employees who undertake that duty, regardless of hours worked.

It is important that short contract/ temporary employees are well informed about the safe working practices that are in place.

Guidance Specific to Office Areas

General Risk Management

Managers should incorporate office specific hazards in their risk assessments.

When at work employees should wear their identity badge at all times, to differentiate themselves from the general public, visitors and intruders.

At lunch breaks and when off duty, employees are advised to avoid displaying their identity badge to ensure privacy.

From time to time managers may need to monitor the behaviour of employees to help individuals to avoid inadvertently aggravating difficult situations.

Training, guidance and support should always be accessible to all employees, regardless of age, race, gender, disability, religion, culture, beliefs, sexual orientation and / or hours worked.

Doors

Secure door entry systems are in place to ensure that only employees, Councillors or authorised visitors access parts of Council buildings.

During the induction of new employees to their service, managers must ensure that employees know the current door entry procedure. Where keypad systems are in operation the need to keep the codes confidential should be stressed, and any breach referred to management.

Doors to reception areas and fire doors should not be propped open to prevent unauthorised access and for fire and safety risks

Reception areas

Good lighting, easy access, an inviting atmosphere, clear signage regarding queuing arrangements, accessible information and reading material for those who have to wait, play space for children, all help create a friendly environment. Such environments assist in minimising the risk of unacceptable behaviour.

Public/waiting areas should be assessed for items that could be used inappropriately or for example as missiles.

Access from public areas to staff work areas should be controlled.

Panic Alarm systems.

If panic alarm systems are in place, managers should ensure that all employees are aware of their existence & the procedure to follow should it be activated. Alarm systems should be maintained and managed in order to ensure that these remain current and effective.

Interview / meeting rooms

In addition to the points raised regarding reception areas, interview rooms should have vision panels, easy exits for employees to use and panic buttons fitted.

There needs to be scope for paired and secure interviews to take place for individuals with a history of unacceptable behaviour. Managers should be aware of and should monitor interviews in progress, on the alert for situations that might put employees at risk.

Lone Working

A lone worker is a person who works by himself or herself without close, direct supervision.

It describes employees who work at a fixed base alone, who work away from a fixed base (making visits, interviews etc.), who work outside normal hours, who are mobile workers or who work at home.

Employees working away from their base on Council business are not necessarily in an environment that they can control. For this reason, the risk assessments for lone working need to be comprehensive and it is vital that employees and their managers work together in both identifying the hazard and risk and the appropriate control measures that will work in practice.

Service and task specific checklists and procedures are therefore crucial to ensure appropriate preparation for the offsite work. There must also be adequate monitoring & contact whilst an employee is away from the base.

The procedures and checklists may define the phones, personal safety alarms etc that an employee must take with them. Phones should be pre-programmed with key contact phone numbers for speed of use in an emergency. All employees that work alone must ensure that they know how to use the particular phone issued.

The procedures should include itinerary arrangements and details, frequency, format and timing of contact with the base. Check back arrangements need to be explicit. Particular attention should be paid to contact arrangements for employees in higher risk situations such as working out of hours and or for those employees who work with people with mental health, drug / alcohol related issues. This may require a manager to be contactable at home.

The procedures and checklists should address action sequences should an employee fail to contact base as planned.

Managers have the responsibility to ensure that the procedures and checklists are up to date for the work involved and that they are followed.

Where procedures and checklists are in place to support employees who work off site and / or alone, employees must make sure they fully understand what they have to do and should seek advice as necessary. Where code word arrangements are in place to alert base employees that a lone worker is in trouble these must be universally understood and should trigger immediate contingency arrangements.

Lone workers must check for prior history and local knowledge so that they are fully briefed and prepared for the work they have to do.

When an employee has been working offsite and they return to their base there should be feedback opportunities built into the procedures.

During Offsite Meetings / Interviews / Appointments

Each employee has to take responsibility for their own personal safety during offsite work. Using common sense to work safely and professionally, employees must follow all procedures and assess risk on an ongoing basis whenever they are away from their base.

This means assessing each activity/ meeting/ interview / location / person for risk of unacceptable behaviour.

Employees should terminate appointments if there is an unmanaged risk of unacceptable behaviour. Lone workers are advised to wear their ID badges.

It is good practice for employees to ensure that they can withdraw/ leave room/ access the door should they feel, during the course of their work, that they are at risk.

If they have used a vehicle to get to the appointment, it should, where possible, be parked with easy access to the driving seat and in a clearly lit and open area.

If an employee is making a home visit, they should remember to respect the other person's home territory. In particular they should try not to offend when in another person's home and be observant of cultural / religious considerations.

All employees who work off site / alone need to be sensitive to signs of unacceptable behaviour and have the confidence to end a meeting if concerned about their personal safety.

Employees should have access to training to recognise the onset of unacceptable behaviour and how to calm / diffuse a situation.

Within the working procedures they should be encouraged to end a meeting and return to the office if an offsite meeting becomes problematic.

If an employee has to work with individuals with a known history of unacceptable behaviour or is required to visit isolated/ vulnerable situations it is the manager's responsibility to ensure that the risk is assessed before the employee undertakes the visit and any known information about the person / location is made available.

A manager has the prerogative to forbid the visit if they feel the risk is too great or if they feel that an employee underestimates the risk

Employees should be aware of the impact of alcohol, drugs, illness or personal stress in creating unpredictable behaviour. Managers, in monitoring day to day activities and reports, can observe traits and

trends that might warrant a revision to the day to day procedures. Specific training is available covering alcohol and substance use.

Timing of appointments offsite is an important consideration i.e. before pub opening hours rather than after closing time.

Travelling in the Course of Work

Employees are expected to drive carefully at all times, avoiding putting themselves at risk.

Before any journey they should leave an itinerary in accordance with their services' operating procedures and should advise their base contact if, for any reason, they have to change the itinerary.

The vehicle should be maintained in good order and suitably fuelled. This should where possible be parked with easy access to the driving seat and in a clearly lit and open area.

If an employee becomes concerned about their personal safety, whilst on Council business, they should re-route themselves to a public, well lit & safe place (possibly within the range of a CCTV camera).

If they are travelling by vehicle they should remain in the vehicle, ensuring that the doors are locked.

Mobile phones should be available inside a car to telephone base for assistance. Help should be readily available & preplanned.

Following an incident arising whilst travelling, an incident report form should be completed. It may also be appropriate for the police to be involved.

Dogs

Aggressive dogs in themselves may threaten and intimidate employees.

Members of the public may also use their dogs to behave aggressively towards other individuals. In such cases dogs are being used as a threatening weapon and the advice to employees must be to withdraw from such a position of vulnerability, return to the office or initially a place of safety. An incident report form should be completed.

Ideally any rearranged meeting would be better taking place in a less threatening environment or with back up present, perhaps a more experienced officer or the police. This should be determined by any entry and guidance on the “Exercise with Caution” list.

Lone Worker Checklist

General Travel, offsite + onsite odd hours +home visits

- Do you know / understand the procedures to follow when you are working alone / offsite?
- Have you previewed the cases you are working on?
- Have you checked whether the individuals you are visiting are on the “Exercise with Caution” list?
- Have you considered whether you feel you need to be accompanied by a colleague?
- Have you made an appointment to visit?
- Are you familiar with the area / environment you are planning to visit?
- Do you know exactly where you are going?
- Have you planned to stay in well lit areas, avoiding dangerous short cuts?
- Have you attended dealing with difficult customer and conflict management courses to enable you to assess the situations?
- Are you aware of the attitudes, behaviours that can annoy clients and provoke unacceptable behaviours?
- Are you aware of your own personal “hot spots”?
- Can you defuse potential problems and manage aggressive reactions?
- Have you left your itinerary & contact arrangements with your base contact?

- Is your mobile phone with you, charged up and can you use it?
- Do you have out of hours contact phone numbers with you?
- Do you have a personal alarm to hand?
- Do you know how to use a personal alarm?
- Have you avoided wearing expensive jewellery or carrying bags that might suggest that you have money or valuables with you?
- Are you dressed appropriate for the job you have to do?
- Do you know what you have to do if you find yourself in a difficult situation?
- Can you park safely and ensure you can get away easily?
- Do you know how to fill in an Unacceptable Behaviour Report form, should an incident arise?

Signs and Signals Which may be an Indication of Aggression / Violence

(Please be aware that the following signs may also appear through a medical condition so you should not assume you are facing aggression / violence. It is more important that you avail yourself of any information that is relevant concerning the individual)

Body

Appears tense & agitated Increase in restless body movements

Voice

Pitch and volume changes
Shouting or muttering
Significant changes in pace of speech
Abrupt replies – with gesticulation
Speech- in general not directed at you
Sudden & unnatural quiet
Name calling, swearing, being deliberately provocative

Hands

Clenching to make a fist
Tapping fingers
Banging fist into palm
Thumping objects
Finger wagging

Arms

Rapid movement
Arms folded
Arms raised

Eyes

Dilated pupils
Increased eye movement
More intense eye contact
Breaking eye contact

Face

Increased muscular tension
Grinding Jaw
Sudden loss of colour

Feet

Tapping

Movement

Jostling, pushing

Unacceptable Behaviour

Witness Statement Guidance

There may be occasions when as part of an investigation into an incident(s) a witness statement is required to be taken or given by an employee. The following is some basic guidance as to contents and completion of the approved witness statement form.

Statement Structure

- **Occupation**, Job title, job responsibilities, service area, length of service
- **Day, date, time and place**
- **Set the scene**, include description of location, address, premises, roads etc.
- **Position of witness(s)**, include why you were there and what you were doing
- **What happened**, full account in a logical order for example: How they arrived/what they did/how they left/result of their actions.
- **What was said**, in direct speech: He said, “____”. I said, “____”. Use exact language used, don't worry about using bad language, say it as it is.
- **Description of any injury caused**
- **Description of person(s), others involved** (Identification evidence)
- **No one had a right to Do whatever. Compensation required? Authority to obtain medical evidence**

- **How did the incident affect you**, did it frighten you? Did it cause any ongoing affects such as stress, loss of sleep etc.

Identification evidence

- **Amount of time observed**, from start to finish of incident.
- **Distance**, in feet, metres or paces
- **Visibility**, daylight or night, daylight or dull, artificial lighting etc.
- **Known or seen the person before & how often**.
- **Any special reason for remembering**
- **Attitude, mannerisms, expressions**
- **Alcohol/drug related**

STATEMENT OF WITNESS

C.J. ACT 1967, S.9:

MAGISTRATES' COURT ACT 1980, SS.5A(3)(A) AND S.5B; CRIMINAL PROCEDURE RULES 2005, R27.1

Statement of

Age of Witness
(If over 18 enter 'over 18')

Occupation of Witness

Address

Telephone Number

This statement (consisting of pages each signed by me) is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.

Dated this _____ day of _____ 200____

Signed:



your council working for you

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