

AGENDA



CABINET

MONDAY, 8 MARCH 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), Councillor John Smith (Portfolio: Healthy Environment) and Councillor Mike Taylor (Portfolio: Assets & Resources)

Committee Support Officer: Jenni Gibson 01476 406152
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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)**
- 3. MINUTES**
Minutes of the Cabinet meeting held on 1 February 2010. **(Enclosure)**

- 4. *WASTE AND RECYCLING POLICIES**
Report number PS001 by the Healthy Environment Portfolio Holder.
(Enclosure)
- 5. *GRANTHAM GROWTH POINT: SINGLE CONVERSATION LOCAL INVESTMENT PLAN HCA**
Report number CHSC0022 by the Housing Portfolio Holder.
(Enclosure)
- 6. FINANCIAL REPORTS FOR 2009/10 – MONITORING INFORMATION AND FORECAST OUTTURN**
Report number CHFCS91 by the Corporate Head, Finance & Customer Services.
(Enclosure)
- 7. PRIORITY ACTIONS AND PERFORMANCE PROGRESS REPORT (TO END OF DECEMBER 2009)**
Report number POI 44 by the Corporate Head, Performance and Organisational Development.
(Enclosure)
- 8. DOG CONTROL ORDER**
Report Number SS0008 by the Healthy Environment Portfolio Holder.
(Enclosure)
- 9. MATTERS REFERRED TO CABINET BY THE COUNCIL, SCRUTINY COMMITTEE OR THE POLICY DEVELOPMENT GROUPS**
- 10. ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.**
- 11. REPRESENTATIONS RECEIVED FROM MEMBERS OF THE PUBLIC ON MATTERS WITHIN THE FORWARD PLAN (IF ANY)**
- 12. REPRESENTATIONS RECEIVED FROM NON CABINET MEMBERS**
- 14. ANY OTHER BUSINESS WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, DECIDES IS URGENT**
- 13. ANY OTHER BUSINESS WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, DECIDES IS URGENT**



MEETING OF THE CABINET
1 FEBRUARY 2010 - 11.00 AM – 11.45 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 (Beverly Agass)
Interim Strategic Director (Tracey Blackwell)
Corporate Head of Finance & Customer Service
(Richard Wyles)
Monitoring Officer (Lucy Youles)
Cabinet Support Officer (Lucy Bonshor)

Non-Cabinet Members : **Councillor Bob Adams**
Councillor Reg Lovelock

CO52. MINUTES

The Minutes of the meeting held on 4th January 2010 were approved as a correct record.

CO53. DECLARATIONS OF INTEREST (IF ANY)

Councillor Smith declared a personal and prejudicial interest in agenda item 4 on account of his membership of a club that meets in Bourne Town Centre within the Bourne Core Area and therefore he did not participate in the vote on the budget in relation to the Capital Programme and agreed to leave the meeting if a discussion was held relating to that programme.

Listening Learning Delivering

CO54. *BUDGET 2010/11 AND INDICATIVE BUDGETS FOR 2011/12 AND 2012/13

DECISION:

General Fund Revenue Estimate

That Cabinet recommends parts a. to n. to Council:

- a. to set a General Fund budget requirement of £16.416M for 2010/11 (inclusive of special expenses) and note the indicative budget requirement figures of £15.893M for 2011/12 and £16.115M for 2012/13**
- b. to set a Council Tax increase of 2.5% for 2010/11 (1.2% inclusive of special expense areas)**
- c. to approve the original base estimate for 2010/11 and indicative base estimates for 2011/12 and 2012/13 as detailed in the summary at Appendix A page 1;**
- d. to approve the Treasury Management Strategy provided at Appendix E;**
- e. to approve increases in Fees and Charges for 2010/11 (in accordance with the Council's Fees and Charges Strategy) as set out in Appendix D**
- f. to approve the Revenue and Capital Reserves statement contained at Appendix C**
- g. to continue the fundamental review of services where the projected income levels show a continued reduction to ensure the allocated resources are proportionally aligned.**
- h. To approve a revised funding allocation of £56K per annum in respect of the town centre partnerships**
- i. To approve a service review programme to ensure all services delivered are cost efficient, aligned to priorities and providing value for money to the taxpayer**
- j. To approve the growth in the base budgets in respect of the following:**
 - o Choice based lettings set up costs (one-off)**
 - o Provision for additional benefits assessor**
 - o Civilian parking enforcement set up costs (one-off)**
 - o Creation of priority action plans provision**
 - o Efficiency initiatives provision**
 - o Service initiatives provision**
- k. To set cash releasing efficiency targets for each service area at corporate level in order for the Council to**

- achieve its overall efficiency target
- l. to approve the use of the Housing and Planning Delivery Grant in respect of the works associated with the Local Development Framework**
 - m. to receive and consider at the meeting, the analysis of the outcome of budget consultation**
 - n. to approve the use of the priority themes and service improvement reserve to financially support the 'next steps' programme**

Capital Programme

That Cabinet recommends parts o. to q. to Council:

- o. to note the forecast outturn Capital Programme for 2009/10 and approve the indicative programme for 2010/11 to 2012/13 detailed at Appendix B pages 1-3**
- p. to authorise the funding proposals subject to an annual review of the financing options by the Corporate Head of Finance and Customer Services, in consultation with the Resources and Assets Portfolio Holder, during the preparation of the Statement of Accounts to optimise the use of Council resources.**
- q. To approve the setting of a cash releasing efficiency target in respect of the Capital programme**

Housing Revenue Account (HRA)

That Cabinet recommends parts r. to v. to Council:

- r. to set dwelling rent increases in accordance with Government guideline rent, of 3.1% providing an average rent of £61.86 (and an actual average rental increase of 1.78%)**
- s. to set an increase in garage rents of 3.1%**
- t. to increase service charges by 3.1%**
- u. to approve the Housing Revenue Account for the year 2010/11 and indicative years 2011/12 and 2012/13 shown at Appendix A page 9**
- v. to approve the setting of a cash releasing efficiency target in respect of the Housing Revenue Account**

Considerations/Reasons for decisions:

- (1) Report number CHFCS87 by the Corporate Head, Finance and Customer Services in relation to:

- Revenue and Capital Expenditure together with the proposed use of reserves
 - Proposals regarding the setting of the Council Tax
 - The Treasury Management Strategy for the Council
 - The level of fees and charges
 - Providing advice to Councillors on the robustness of the Budget proposals and adequacy of balances and reserves as required by the Local Government Act 2003.
 - The addendums circulated at the Cabinet meeting listing changes to report CHFCS87 concerning fees and charges and the result of the budget consultations that had taken place including the six Local Forums.
- (2) The 2010/11 Budget and indicative budgets for 2011/12 to 2012/13 have been drawn up to take account of the Council's various strategies, policies and the financial context, in particular:
- The Corporate Plan
 - The Council's priority theme action plans
 - The Medium Term Financial Plan (MTFP)
 - Service Strategies and Plans
 - The economic downturn
 - The 2009/10 forecast outturn
- (3) The proposals have regard to accounting requirements and external factors affecting the budget;
- Capital Charges
 - Prudential Code
 - Integrated Service and Financial Planning
 - Efficiency Agenda
 - National settlement and three year budget planning
- (4) A balanced budget has been produced however current and future resources are tight reflecting the fact that the four main income streams of Government Grant, specific grant, fees and charges and Council Tax are, and will continue to be, constrained at a time when the economic climate is uncertain and customer expectations are increasing;
- (5) Comments on the risks and factors taken into account when formulating the budget;
- The possibility that the Government will cap excessive levels of Council Tax increases for Local Authorities
 - Achieving the Council's efficiency savings target
 - Anticipated grant settlement for 2011/12

- Economic downturn
 - Financial costs relating to the proposed transfer of the national Concessionary Fare Scheme
 - Procurement of the Leisure Services
 - Continuing reduction of fees and charges income
 - Balancing of the Building Control account
 - Investment income
 - Housing Revenue Account Capital Programme
 - Level and use of the Council Reserves
 - Indicative budgets for future years
 - Housing Revenue Account
 - Insurance Reserve
- (6) Noting the comments of the Resources PDG and acknowledgement of work undertaken by the PDG on fees and charges;
- (7) The speech commending the budget proposals by the Resources & Assets Portfolio Holder.

DATE DECISIONS EFFECTIVE:

Minute C054 is a Policy Framework Proposal and therefore stands referred to the next Council meeting on 1st March 2010.

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

**Contact: Cabinet Support Officer - Lucy Bonshor
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Agenda Item 4

REPORT TO CABINET

REPORT OF: Portfolio Holder-Healthy Environment

REPORT NO: PS001

DATE: February 2010

TITLE:	Waste and Recycling Policies	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
PORTFOLIO HOLDER:	Councillor John Smith	
CONTACT OFFICER:	Bob Whewell/Pat Swinton	
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	1. Waste Strategy for England 2007 (DEFRA) 2. EU Landfill Directive (1993/31/EC) 3. Letter from Defra 12 October 2007 re classification of waste	

1. RECOMMENDATIONS

1.1 That the existing policies set out in Appendix 1 be confirmed with the following amendments:

- a) That residents be offered the option of purchasing an additional silver bin at a cost of £26 per bin and additional clear sacks at a cost of £1.25 per pack of 15 sacks, all prices including delivery.
- b) That the joining fee for the green waste service be increased to £26 to reflect the cost of bins and delivery charges.
- c) That residents be offered the option of purchasing an additional green bin at a cost of £26 per bin, including delivery.
- d) That all schools and colleges in the district are offered a recycling service subject to a successful Capital Assets Management Group bid for capital funding for bins, and no additional revenue costs, from April 2010.
- e) That there be no change to the policy in respect of charging for green waste collection.

That a further report on the feasibility of providing a direct commercial waste/recycling collection service in competition with the private sector be

prepared.

That all litter bins be replaced over a 20 year programme with combined recycling/litter bins of varying capacity.

That these policies be reviewed on an ongoing basis as the need arises.

2. PURPOSE OF THE REPORT/DECISION REQUIRED

The purpose of this report is to identify and record the current policies and procedures which are in place within Street Scene Services and review them in light of the Council's current priority themes and changes in refuse collection and street cleansing operations over the last 2-3 years, and recommend appropriate policy changes.

3. DETAILS OF REPORT

Service Delivery Policy Issues

There are a number of existing working practices and policies which shape the services provided by Waste & Recycling Services.

In general, these have arisen from legislative requirements, past Council decisions relating to service provision, reactions to financial situations, compliance with government requirements, reaction to public demand or adopted by custom and practice.

The Council's current priority themes are:

- ❖ Customer First
- ❖ Good for Business
- ❖ Quality Organisation
- ❖ Quality Living

These priority themes have been generally taken into account when options have been considered and are reflected in the recommendations made.

Appendix 1 summarises, in table form, the council's existing key policies relating to waste management related services, and indicates the reasoning behind any recommended changes.

It is important when considering policy issues to take account of the fact that the Council has a statutory duty to provide the majority of the waste management services currently provided.

How, and with what frequency they are carried out, however, is a matter for the Council, with the exception of provisions contained within the Household Waste Recycling Act 2003, which requires local authorities to collect at least two materials for recycling (excluding green waste) by December 2010, unless the cost of doing so would be unreasonably high or comparable alternative arrangements are available.

In relation to services where charges are made, it is also important to note that local authorities are entitled to recover their costs, but are not permitted to make a profit.

Charges for bins can therefore only reflect the cost of the bin, delivery, and any administrative and storage costs incurred.

The recommendations made in this report were endorsed by the Communities PDG at its meeting on 17th December 2009.

4. OTHER OPTIONS CONSIDERED

Appendix 1 sets out various options considered as part of this review. Some of these options are clearly retrograde steps, but nevertheless they are options available to the Council and are identified for completeness.

5. RESOURCE IMPLICATIONS

Capital bids have been submitted for replacement litter/recycling bins over a 20 year period, and wheeled bins for recycling at schools and colleges. These are in the sums of £22,750 per annum for litter/recycling bins, and a one-off sum of £12,000 (with a compensating recurring revenue income from recycling credits) of £2,655. Pay back should accrue within 5 years. There are no ongoing revenue implications.

All of the other recommendations are self-financing.

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

The opportunity to acquire additional silver wheeled bins will reduce the possibility of refuse collectors being injured from cuts from sharp objects in side waste bags.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

An equality impact assessment has been carried out, and several issues have been identified for action arising from this. These include staff training issues, consultation with minority groups, survey data, reporting format for requests and complaints and alternate formats and languages for information offered to the public.

8. CRIME AND DISORDER IMPLICATIONS

None identified

9. COMMENTS OF SECTION 151 OFFICER

This report contains a number of specific recommendations that will have a significant impact on the Council's revenue budgets. These proposals need to be considered in the context of the medium term financial plan and the anticipated financial difficulties the Council will be facing in the medium term. Cabinet and the Resources PDG are currently working on the proposals in respect of the budget proposals for 2010/11 and any recommendations arising from this report will be taken into consideration.

10. COMMENTS OF MONITORING OFFICER

The Council must consider all options available for current service delivery in line with priority themes. This report sets out current waste services, current policy, proposed additional services and the proposed changes to current policy.

The proposals include the introduction and increase in charges to be made. All proposed charges and increases must be introduced in accordance with the Fees and Charges Strategy.

11. COMMENTS OF OTHER RELEVANT SERVICE MANAGERS

None identified

12. APPENDICES:

APPENDIX 1 - CURRENT POLICIES RELATING TO WASTE & RECYCLING SERVICES

APPENDIX 1

Policy Reference	Description of existing service provision/policy	Alternative Options	Considerations	Recommendation
HOUSEHOLD REFUSE COLLECTION				
HRC1	Provide 1 black 240 litre wheeled bin or pink sack (bulk delivered annually) free of charge.	<p>Do not provide any receptacle and require householders to provide their own.</p> <p>Offer choice of variable bin size (120, 240 and 360 litre capacity) to cater for differences in family size.</p> <p>Offer facility of additional bin, where requested by householders, at a charge of £26 per bin – or additional pink sacks, at a charge of £1.25 per pack of 15 sacks. Both prices to include delivery charges.</p> <p>OR Offer facility of additional bin – or additional pink sacks, at no charge to householder.</p>	<p>The current method ensures standardisation of bins, and that they fit vehicle lifting equipment.</p> <p>Smaller families (including persons living alone) may prefer a smaller, easier to handle bin. Customer offered more choice.</p> <p>As side waste is not currently accepted, larger families producing more than the capacity of their 240 litre bin of waste per fortnight now have to either take it to a HWRC, (burning fuel) store it for up to 4 weeks, (risk of fly infestation) or illegally abandon it.</p> <p>Customers thought to report bin as missed after it has actually been collected, then re-filled. (The rate of missed bin reports increased by 51% (from 57 to 86) in reference period "black</p>	<p>No changes proposed.</p> <p>To maintain current standardisation, no changes are proposed.</p> <p>Consider offering facility of additional bin, at a charge of £26 per bin – or additional pink sacks, at a charge of £1.25 per pack of 15 sacks. Both prices to include delivery charges.</p>

			<p>bin" collection weeks when no side waste was taken).</p> <p>It does not appear to be logical to offer side waste removal for recycling material but not for putrescible waste, particularly as collection is now fortnightly and the risk of fly infestation is increased in the summer months.</p> <p>Risk of negative effect on recycling rates and ethos of recycling, although no evidence of this, particularly as recycling bin now just as available to householder as black bin.</p>	
HRC2	Collect waste on alternate weekly collection cycle.	Revert to weekly collection.	The costs of this would be prohibitive. (circa £1.5M)	No change proposed
HRC3	Black Bins to be placed at edge of property on a boundary closest to the highway.	Collect from "back door"	The costs of this would be prohibitive as it would slow up collections and additional rounds would be required. Public now used to putting bins out.	No change proposed

HRC4	Bin lid to be closed.	No sensible alternative	This was to prevent potential damage to lids from lifting equipment, and contain the load to prevent wind-borne litter.	No change proposed
HRC5	No side waste collected.	As an alternative to HRC1 above, collect side waste from black bins.	Collecting side waste is time consuming as vehicles are now designed to mechanically empty a wheeled bin. Side waste has to be picked up, placed in an empty bin which has to then be emptied again. Customers thought to report bin as missed after it has actually been collected, then re-filled. (The rate of missed bin reports increased by 51% in reference period "black bin" collection weeks when no side waste was taken).	Consider offering facility of additional bin, at a charge of £26 per bin – or additional pink sacks, at a charge of £1.25 per pack of 15 sacks. Both prices to include delivery charges. (See also HRC1 above)
HRC6	Provide assisted black bin collection (collect & return bin or sack from normal stance) to elderly or disabled residents following assessment.	Provide no assistance.	This would be both unpopular and possibly unlawful (Disability Discrimination Act). Goes against council priorities.	No change proposed

HRC7	Separate collection of domestic food waste	No service currently provided. Provide service	There is currently no requirement on waste collection authorities to provide this facility. Need for this may be reviewed as part of LMWM Strategy.	No change proposed
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HOUSEHOLD RECYCLING COLLECTION

R1	Provide 1 x silver 240 litre wheeled bin or clear sack (bulk delivered annually) free of charge.	<p>Do not provide any receptacle and require householders to provide their own.</p> <p>Offer choice of variable bin size (120, 240 and 360 litre capacity) to cater for differences in family size.</p> <p>To sell or provide free of charge or free for collection an additional silver bin on request.</p> <p>Offer recycling service to all schools from April 2010</p>	<p>The current method ensures standardisation of bins, and that they fit vehicle lifting equipment.</p> <p>Smaller families (including persons living alone) may prefer a smaller, easier to handle bin. Customer offered more choice.</p> <p>Side material is collected but harder to handle than if contained in silver bin. A second bin would provide an easier and safer method. It would also provide a storage place for the individual house hold and could increase recycling rates.</p> <p>28 schools previously with recycling banks lost facility when bring sites closed. 22 of these now have a fortnightly</p>	<p>No change proposed</p> <p>No action on differing bin sizes, to maintain current standardisation</p> <p>Offer facility of additional silver bin, at a charge of £26 per bin – or additional clear sacks, at a charge of £1.25 per pack of 15 sacks. Both prices to include delivery charges.</p> <p>Offer all schools recycling facility subject to successful CAMG bid for capital funding for bins, and</p>
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			collection service within existing resources. Offering service to schools and colleges generally (68 in SKDC area) should increase amount of material recycled and attract recycling credit payments. School recycling yield counts in statutory targets.	no additional revenue costs.
R2	Collect recycle on alternate weekly collection cycle.	Revert to weekly collection.	The costs of this would be prohibitive.	No change proposed.
R3	Silver Bins to be placed at edge of property on a boundary closest to the highway.	Collect from "back door"	The costs of this would be prohibitive.	No change proposed.
R4	Bin lid to be closed.	No sensible alternative	This was to prevent potential damage to lids from lifting equipment, and contain the load to prevent wind-borne litter.	No change proposed.
R5	No black bags in the recycling collection	No sensible alternative.	This was to prevent load contamination.	No change proposed.
R6	Collect all side waste.	Offer facility of additional silver bin, at a charge of £26 per bin – or additional clear sacks, at a charge of £26 per 52 sacks. Both prices to include delivery charges. Offer facility of free additional silver bin.	Side material is now collected but harder to handle than if contained in silver bin. A second bin would provide an easier and safer method. It would also provide a storage place for the individual household and could increase recycling rates.	Offer facility of additional silver bin, at a charge of £26 per bin – or additional clear sacks, at a charge of £1.25 per pack of 15 sacks. Both prices to include delivery charges.
R7	Provide assisted silver bin collection (collect & return bin or sack from normal stance) to	Provide no assistance	This would be both unpopular and possibly unlawful (Disability	No change proposed.

	elderly or disabled residents following assessment.		Discrimination Act)	
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GREEN WASTE COLLECTION				
GW1	Provide 1 green 240 litre bin at a one-off charge of £20.	<p>1 Increase charge to £26 to reflect delivery costs from April 2010</p> <p>2. Offer the option of a second green 240 litre bin at a cost of £26</p>	<p>Previous charge excluded delivery costs.</p> <p>There is now no waiting list for green bins.</p>	<p>Increase charge to £26 to reflect delivery costs from April 2010</p> <p>Offer the option of a second green 240 litre bin at a cost of £26</p>
GW2	Collect green waste on fortnightly cycle all year round (apart from the two week period over Christmas and New Year) free of collection charge.	<p>Suspend collections in all or some Winter months.</p> <p>Make an annual charge for collection. (A £20 charge per annum would raise approx. £0.5M (current service cost) assuming no-one dropped out) If 75% dropped out revenue would be circa £123,000 plus vehicle & labour savings. A small survey shows 2 of 5 authorities (40%) contacted charge for collection. A separate internet search showed that where charges are made, they vary from £20 to £60 per bin per annum</p>	<p>Very little financial saving although resources can be used for green waste and other work during winter months.</p> <p>Potential of significant reduction in percentage composted if people drop out. This would adversely affect council's recycling targets but have no effect on the statutory target for SKDC.</p>	<p>No change proposed.</p> <p>No change proposed</p>

GW3	Number of green bins limited to 1 only.	Allow additional green bins to be purchased by householders	There is now no waiting list for green bins.	Allow additional green bins to be purchased by householders at a cost of £26 inc. delivery.
HOUSEHOLD BULKY WASTE COLLECTION				
HBWC1	Collect white goods & furniture on prepayment of a fixed fee of £10 per first item and £5 per additional item, except in case of fridges/freezers which is £10 per item.	Offer free service	May reduce fly tipping. There would be a considerable revenue loss.	No change proposed
HBWC2	Collect kitchen units and bathroom suites on prepayment of a variable fee following assessment	Offer free service	May reduce fly tipping. There would be a considerable revenue loss.	No change proposed
HBWC3	Collect asbestos using a contractor for a variable fee following assessment	Offer free service Take in-house	Specialised collection and storage equipment very expensive. Special training required for staff. Special disposal arrangements required. Currently using a specialist contractor which appears to be the cheapest option	No change proposed

STREET CLEANSING

SC1	Provide litter bins	Cease litter bin provision Provide on-street combined recycling and litter bins on main areas with a high foot fall.	No statutory duty to provide litter bins but they do contribute positively to the appearance of the district. The provision of litter bins is one of the most visible elements of a local authority's commitment to keeping streets free from litter and provides a public relations opportunity to display the corporate logo/messages. Increase the recycling rate. Bring to the attention of the public the need to recycle.	That all litter bins be replaced over a 20 year programme with combined recycling/litter bins of varying capacity.
SC2	Empty litter bins to a defined frequency	No sensible alternatives		No change proposed
SC3	Mechanically sweep selected streets to a defined frequency	Sweep when complaint received	District would not be as clean. Potential hazards (e.g. wet leaves, broken glass).	No change proposed
SC4	Manually sweep selected streets to a defined frequency and standard	Sweep when complaint received	District would not be as clean. Potential hazards(e.g. wet leaves, broken glass).	No change proposed

SC5	Issue Street Litter Control notice to premises, mainly retail food shops. There is an obligation on the owners of such premises to ensure that the area around the shop is kept clean and tidy	Cease to issue notices	Cleaning standards may deteriorate.	No change proposed
SC6	Manual litter pick of defined areas to a defined standard	Litter pick when complaint received	Standard is set out in the Code of Practice on Litter arising from the Environmental Protection Act.	No change proposed
DEAD ANIMALS				
DA1	Collection of dead animals from roads and footpaths.	No practical alternatives.	Public health risk	No change proposed.
DA2	Collection of dead domestic animals from households.	<i>No service currently provided.</i> Offer service free of charge Offer service from 1 st April 2010 on prepayment of marginal fee of £5	Would be restricted to small domestic animals normally living within the household. Sensitive issue for families Improved customer service.	No change proposed
CLINICAL/MEDICAL WASTE				
MW1	Collection of sharps boxes from houses free of charge	Impose collection charge	Provides important public safety service. Charge likely to attract adverse publicity	No change proposed
MW2	Receive syringes at depot during normal office hours		Provides important public safety service	No change proposed
MW3	Offer advice on safe disposal of syringes		Provides important public safety service	No change proposed

MW4	Provide an additional black wheeled bin for medical waste on request on provision of written confirmation from doctor.	Impose charge for bin rental	Provides important public safety service Charge likely to attract adverse publicity	No change proposed
ABANDONED VEHICLES				
AV1	Arrange removal of abandoned cars by contractor following statutory process	Take removal in-house.	Service provision is a statutory requirement Removal in-house requires specialist lifting equipment not currently in fleet.	No change proposed
AV2	Charge the registered keeper of an abandoned vehicle, where possible for the removal, de-pollution and destruction of the vehicle in line with statutory charges	Provide service free of charge	Free service would "reward" offenders and possibly increase the number of abandoned vehicles.	No change proposed
FLYTIPPING & FLYPOSTING				
FTP1	Removal of fly tipped material from public land	No sensible alternatives		No change proposed
FTP2	Removal of fly tipped material from private land at land owners' expense	Provide free service		No change proposed
FTP3	Carry out investigations and enforcement where applicable			No change proposed
FTP4	Issue fixed penalty notices to individuals caught fly posting. (sum of £75)			No change proposed

GRAFFITI REMOVAL				
GR1	Remove graffiti on prepayment of an assessed charge on private land	Provide free service		No change proposed
GR2	Remove graffiti on public land where there is a statutory duty to do so.			No change proposed
GR3	Issue fixed penalty notice to an individual caught performing the offence. Pass information on to the ASB team in relation to "tagging" (i.e. where offender style identifiable).			No change proposed
LITTERING				
L1	Issue fixed penalty notices to individuals seen by an authorised officer of the District Council to be dropping and leaving litter			No change proposed
L2	Issue fixed penalty notices to the registered keeper of vehicles which litter has been seen coming from using the Environmental Protection Act			No change proposed
COMMERCIAL WASTE				
CW1	Advise commercial premises on the storage and disposal of commercial waste.	Offer a direct commercial waste/recycling collection service. Appoint a contractor to collect commercial waste <i>on behalf of the Council</i> .	The Council has a statutory duty to provide a collection service <u>direct if requested to do so</u> , or arrange for its collection by a private sector contractor, and must recover its' costs.	Examine feasibility of providing direct commercial waste/recycling service.

EDUCATION – WASTE MATTERS				
ED1	Provide educational talks to societies, children, schools and individuals on all aspects of street scene and enforcement.	Cease to provide service.	Savings minimal. Loss of investment in our future citizens.	No change proposed
DOG CONTROL				
DG1	Issue fixed penalty notices in line with legislation	Use more up to date legislation in form of dog control orders	Consultation required. Report prepared.	Report to Council seeking authority to consult
DG2	Control entry of dogs to specific areas. No measures currently in place.	Use legislation contained in the Clean Neighbourhood and Environment Act to create an order that prohibits dogs from entering particular areas, specifically enclosed children's play areas. Fixed penalty notice for the sum of £75 can be issued by an authorised officer should a dog owner fail to comply	A consultation with the public would need to be held and the strict guidelines contained within the legislation adhered to during this period and also in the setting of the orders. There is public demand for this provision. A publicity campaign would be required and signage is essential.	Report to Council seeking authority to consult
DG3	Require that dogs be put on a lead when entering certain areas. No measures currently in place.	Use legislation contained in the Clean Neighbourhood and Environment Act to create an order that requires individuals in control of a dog to put it on a lead at the request of an authorised officer entering particular areas. Fixed penalty notice for the sum of £75 can be issued should a dog owner fail to comply	As above.	Report to Council seeking authority to consult

Initial Equality Impact Assessment

Section: Street Scene		Officers undertaking assessment: Bob Whewell-Interim Corporate Head (Healthy Environment) Gwen Came-Enforcement Officer Elaine Claridge-Equalities Project Officer
Name of policy, procedure etc: Waste & Recycling Policies	Date of Assessment: 14 th January 2010	Is this a new or existing policy? Amendments to existing policies
Policy Aims		
<p>Briefly outline the policy/procedure/service by putting it into context and describe its aims, objectives and purpose</p> <p>These are a range of policies relating to waste management within the district. They cover domestic refuse storage and collection, recycling and green waste collection (all of which include the provision of, number and size of refuse containers, collection frequencies, bin placement etc), assisted collections, bulky refuse collection, clinical waste collections, collection of dead animals from households, commercial waste, street cleansing (including frequencies, litter bins, fly tipping and fly posting, graffiti removal, dog control), and enforcement measures.</p> <p>The objective is to make clear the level of service that the public can expect from the council, and what the council requires of the public.</p>		
<p>Who is intended to benefit from the policy?</p> <p>All Residents, and for some services, visitors to the district.</p> <p>Travellers using the site at Travellers Rest.</p>		
<p>Who implements the policy, and who is responsible for the policy?</p> <p>The policies are implemented by officers from Street Scene Services. Responsibility rests with the service manager.</p>		
<p>Who are the main stakeholders in relation to the policy?</p> <p>Residents, visitors, temporary residents, street scene personnel, local businesses, schools, members of the council, motorists/truck drivers passing through the district.</p>		

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

Some services have an input from Lincolnshire County Council in respect of household residual waste disposal. A local private contractor is involved in the processing and sale of recycling materials. Numerous UK companies are involved in the provision of goods and services to enable the services to be carried out.

The accountable body is the Council, as the Waste Collection Authority for South Kesteven.

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 service places the customer first. The majority of the services provided are anonymous in that they are provided to all by calling at every household every week regardless of who lives there, (refuse collection type services) or are provided to or on behalf of the whole community (street cleansing type services). Assistance is given to residents who require aid in removing bulky refuse from inside their homes, and who are physically unable to put their bins out for collection for any reason.

The measures generally contribute to environmental protection and enhancement and ensure a clean environment in our towns and villages.

The service contributes to Quality objectives and the street cleansing service scored a high satisfaction rating (68% compared to the Lincolnshire average of 67.2%) in 2008. In addition, on the national stage, the district had a higher than average recycling rate within the top 10% of councils. Refuse collection costs were in line with the national average of all waste collection authorities. Waste collected per head was below national average, and street cleansing costs were below national average.

In general the policies or recommended changes to policy set out in the report should enhance further the quality of life in the district.

Evidence

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

Data on the service is gathered from a variety of sources, including population details (census and mid year estimates), number of domestic hereditaments of various types, lengths of highways, tonnages of waste collected (landfill or recycling plant weighbridge data), number of missed bins, number of complaints and service requests, benchmarking comparisons with other authorities, vehicle

mileage records and local and national PI's. A demographic profile has been prepared at corporate level, for the whole district.

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

All residents and most visitors use or benefit from the service, directly or indirectly. Population figures obtained from the SKDC website, census website or directgov website are used to obtain numbers. Approx 3,000 residents (5.1% of population) (2009 data) take advantage of assisted collections. These are generally elderly residents, residents with physical disabilities, and visual impairment. This data is held on the "Mayrise" database.

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.

Following completion of the service area assessment, a questionnaire may be prepared for each household to identify future areas for action and any shortfall in current procedures.

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

There are both statutory and local PI and targets.

Local

SK191	Tonnes of Household Waste Recycled
SK192	Tonnes of Household Waste Composted
SK193	Household Waste collected (% change kg/head)
SK194	Abandoned Vehicles -% investigated 24hrs
SK195	Abandoned Vehicles -% removed 24 hrs
SK207	Cost of Household Waste collection (per property)

Statutory

NI 191	Residual household waste per head (Kg)
NI 192	% Household waste recycled and composted
NI 193	Municipal waste landfilled (Tonnes)
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
NI 196	Improved street and environmental cleanliness - fly tipping

The 2010 service Plans include equality targets. These will be determined for this service area when the service area impact assessment is completed.

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

Different aspects of the policies have been consulted on at various times over the years via a number of platforms such as SK Today which is delivered to all residents, community forums and the Communities Policy Development Group which is attended by the elected representatives of all residents and is open to the general public. A report on dog control orders will be subject to public consultation after it has been considered by the council in Spring 2010. The council's web site is also used to issue information and receive comments and there is a facility for the public to comment. The public can also comment by telephone, letter, email and personal visit. All comments are recorded for appropriate action.

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.

Households with larger families generally produce more waste material. The council do not take account of this in its existing policy. This issue is addressed in the report.

5.1% of households require and receive assistance in handling their waste bins due to physical or sensory disability.

The Council's current policy in relation to green bins is to make a charge (a joining fee) to residents wishing to participate. This may disadvantage low income households.

The report also proposes to offer the opportunity for residents to purchase additional black and silver bins where they regularly produce large quantities of waste (for example where there is a large family). This may also disadvantage low income families.

Any extra bins purchased will benefit from the assisted collection scheme.

If the proposals are accepted by Council, the new arrangements will be widely advertised via the web site, SK Today and via customer services direct contact in addition to other agencies such as MIND, MENCAP, and Age Concern.

Action will be taken to ensure that information offered is available in alternate formats and languages.

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

Staff and resident feedback has been used when reviewing the policy revisions proposed. Feedback from staff arises from day to day operations, from residents

via email, web site comment, letters and direct contact. The Mayrise system summarises some complaints and requests.

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

Yes. The new Covalent system is capable of monitoring all diversity strands. All complaints are received and processed by customer services.

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

A service area impact assessment is currently being prepared and this will identify any further action required.

Impact

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

Race - Not known due to lack of monitoring but information requires to be offered in alternative formats

Gender - Not known due to lack of monitoring

Age - There is positive discrimination via the assisted collection schemes.

Religion - Not known due to lack of monitoring

Disability - There is positive discrimination via the assisted collection schemes

Sexual Orientation - Not known due to lack of monitoring

Transsexuality - Not known due to lack of monitoring

A new corporate monitoring form for 2010 includes all the above groups.

Do these differences amount to an adverse impact?

Not yet known

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

No. There is no feedback or evidence to suggest this at present but consultation will be carried out at a future date.

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?

Non-internet users would be less well informed of the council's policies. It is not always possible, timely or economic to communicate in any other way in relation to some matters (such as recent weather emergency/service disruption information).

Future Actions

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

Provided the actions set out in the Action Plan are carried out to address the issues identified, there does not seem to be anything to be gained from this. As stated, the majority of the policies are provided to all residents with no reference to age, gender, race, sexual orientation, religious belief, disability or personal circumstances. Positive discrimination is offered to anyone who may need assistance.

ACTION PLAN

Action	Completion Date	Responsibility	
Ensure that information offered is available in alternate formats and languages.	June 2010	Service Manager and Communications Team	
Develop a format for regular reports relating to requests and complaints received from customer services to street scene	June 2010	Service Manager and Customer Services	
Examine possibility of requesting feedback from all or a sample of residents via survey form which will request equalities monitoring information.	June 2010	Service Manager and Equalities Team	
Identify contacts for minority groups with a view to future consultation.	March 2010	Service Manager	
Staff training in procedures	December 2010	Service Manager	

Date Full Impact Assessment should commence N/A

Review Date

Review Date

Review Date

Signed:

Date: 14th January 2010

REPORT TO CABINET

REPORT OF: Corporate Head, Sustainable Communities

REPORT NO: CHSC0022

DATE: 22 February 2010

TITLE:	Grantham Growth Point: Single Conversation Local Investment Plan	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Frances Cartwright, Economic Development and Planning Portfolio Holder	
CONTACT OFFICER:	Teena Twelves, Corporate Head Sustainable Communities	
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 Your Council and Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	None	

1. RECOMMENDATIONS

It is recommended that Cabinet approve the joint Local Investment Plan as the basis for a future investment agreement which will provide a detailed financial plan for delivery of the Grantham Growth Point project.

2. PURPOSE OF THE REPORT/DECISION REQUIRED

Members are asked to consider the attached draft Local Investment Plan (LIP) for submission to the Homes and Communities Agency (HCA) as the basis for developing a local investment agreement between the HCA and the Grantham Growth Point Strategic Board.

The document will be used to inform, engage and help co-ordinate service planning, investment and activities in and around Grantham across a range of organisations.

3. DETAILS OF REPORT

The LIP for Grantham has been prepared to provide the necessary strong direction to focus engagement between local and national government through the single conversation approach. The document will enable the production over the next year of the local investment agreement that will include specific details of the HCA interventions and worked up project

appraisals.

Grantham is the pilot area in Lincolnshire and the Peterborough Partial Housing Market Area for developing the Single Conversation approach; this document and the work that flows will be used in further developing the Single Conversation approach across the wider local sub-region.

The document also sets out a vision and plans for Grantham including both growth and regeneration. In particular:

- To begin to tell Grantham's ambitions consistently and holistically to the range of Public and Private sector organisations that can contribute Grantham's development – to influence their investment plans
- To provide core information about Grantham's planned growth which can be used in a range of ways to let current and future communities know about changes proposed and invite their views and involvement in shaping change
- To co-ordinate delivery of the agreed Vision for development and regeneration of Grantham – taking account of long, medium and short term timeframes

By engaging local partners in a 'Single Conversation' on all aspects of housing and regeneration, the HCA aims to connect local ambition with national targets. Through this approach, HCA agree and secure delivery at local level in support of national objectives. By working in an open and transparent way with local authorities and others the HCA aim to become local government's best delivery partner, able to secure more and reach better outcomes for each place.

'Single Conversation' refers to comprehensive coverage – taking into account the full range of housing, infrastructure, regeneration and community activities required in an area. In implementing the Single Conversation the emphasis is on the priorities for a local area – and whilst they are set out in local plans and captured in this document, it is accepted that this is an ongoing, evolving and dynamic process. There will always be an element of negotiation and adjustment but, at the core of the approach is working towards shared visions and objectives for places.

The Grantham Local Investment Plan covers both the Spatial Vision for Grantham – from the broad Grantham context and areas which are the focus of development or regeneration – to the themes through which change will be delivered: Housing, Economy and Employment, Transport, Environment and local services.

This first strategy and plan set out a "work in progress" position – we recognise and capture further work that needs to be done in planning, shaping and delivering high quality development – there is a strong commitment to continue to move forward on all fronts.

This plan also sits within the developing context of the Lincolnshire Sustainable Communities Strategy. Both County and District authorities are planning their priorities and ways of working in the context of shared objectives, more joined up planning to delivery them and closer working to achieve outcomes.

A full copy of the latest draft LIP is attached for information purposes. Officers will continue to engage with the HCA in order to update and refine the document before it is used to inform a Local Investment Agreement between the HCA and the Growth Point partners.

The LIP reinforces the existing funding priorities for the Grantham Growth Point and does not create any additional financial commitments for the Growth Point partners, as the plan has been drawn up in line with the District and County Council's agreed capital programmes. As the investment agreement is developed following on from the investment plan, the partners will seek further HCA funding towards the capital and revenue costs of delivering the priority

Growth Point projects. The next funding round will apply to the three year period 2011/12 to 2013/14 and will replace the Growth Point funding which will cease with effect from 01 April 2011.

4. OTHER OPTIONS CONSIDERED

An alternative option would be to not sign up to the Local Investment Plan. However it is not felt that this would be an appropriate way forward, as engagement in the pilot phase of the Single Conversation has offered an opportunity to promote the Grantham Growth Point which would otherwise be missed.

5. RESOURCE IMPLICATIONS

The LIP reinforces the existing funding priorities for the Grantham Growth Point and does not create any additional financial commitments for the Growth Point partners, as the plan has been drawn up in line with the District and County Council's agreed capital programmes.

The LIP will be used to inform production of an investment agreement to seek further additional capital and revenue funding from central government via the HCA to support the priority projects of the Growth Point.

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

There is a risk that the investment plan and investment agreement will not result in sufficient resources being delivered for the Growth Point projects.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

The investment plan provides an overarching strategy within which future proposals for the development of Grantham will be assessed and considered. The individual projects and proposals will be subject to full public consultation and impact assessment through the planning process.

8. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from the report.

9. COMMENTS OF SECTION 151 OFFICER

The Local Investment Plan brings together the key strategic direction points in respect of the delivery of the Grantham Growth project. The resources required to deliver elements of the LIP are within existing budgetary frameworks by the respective partners. The LIP will also be used to formulate a investment agreement in order to identify and secure future funding necessary to deliver the priority projects of the Growth Point.

10. COMMENTS OF MONITORING OFFICER

The proposed investment plan is a joint submission by this Council and Lincolnshire County Council. Both councils jointly manage the Grantham Growth project. The proposed plan will enable joint working between the various agencies involved in the project.

11. APPENDICES:

Appendix 1: Grantham Growth Local Investment Plan

Local Investment Plan for Grantham

A Pilot for the Single Conversation

**Grantham Growth Board
February 2010**

DRAFT

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Preface

This Strategy and Local Investment Plan for Greater Grantham has been prepared to provide the necessary strong direction to focus engagement between local and national government through the “Single Conversation” approach. The document will enable the production over the next year of the local investment agreement that will include specific details of the HCA interventions and worked up project appraisals. Grantham is the pilot area in Lincolnshire for developing the Single Conversation approach; this document and the work that flows will be used in further developing the Single Conversation approach for Lincolnshire, also taking account of related Growth areas.

The document has wider purposes too in setting out the ambition for Grantham by way of a vision and plans including both growth and regeneration:

- To begin to tell Grantham’s story consistently and holistically to the range of Public and Private sector organisations that can contribute to Grantham’s development – to influence their investment plans
- To provide core information about Grantham’s planned growth which can be used in a range of ways to let current and future communities know about changes proposed and invite their views and involvement in shaping change, including through the production of the Grantham Area Action Plan (a Development Plan Document within the emerging Local Development Framework for South Kesteven)
- To co-ordinate delivery of the agreed Vision for development and regeneration of Grantham as a Growth Point – taking account of long, medium and short term timeframes

The Homes and Communities Agency (HCA) was formed in December 2008 as the national housing and regeneration agency for England. Its sponsor government department is Communities and Local Government (CLG).

By engaging partners and stakeholders in a ‘Single Conversation’ on all aspects of housing and regeneration, the HCA aim to connect local ambition with national targets. Through the approach, HCA agree and secure delivery at local level in support of national objectives. By working in an open and transparent way with local authorities and others the HCA aim to become local government’s best delivery partner, able to secure more and reach better outcomes for each place.

‘Single Conversation’ refers to comprehensive coverage – taking into account the full range of housing, infrastructure, regeneration and community activities required in an area. In implementing the Single Conversation approach, the emphasis is on the priorities for a local area – and whilst they are set out in local plans and captured in this document, it is accepted that this is an ongoing, evolving and dynamic process. There will always be an element of negotiation and adjustment but, at the core of the approach is working towards shared visions and objectives for places.

The Strategy and Local Investment Plan covers both the Spatial Vision for Grantham – from the broad Grantham context and areas which are the focus of development or regeneration – to the themes through which change will be delivered: Housing, Economy and Employment, Transport, Environment and Local Services.

This first strategy and plan sets out a “work in progress” position. In the plan we recognise and capture further work that needs to be done in planning, shaping and delivering high quality development – there is a strong commitment to continue to move forward on all fronts.

The strategy and investment plan also sits within the developing context of the Lincolnshire Sustainable Communities Strategy and Local Development Framework for South Kesteven. Both County and District authorities are planning their priorities and ways of working in the context of shared objectives, more joined up planning to deliver them and closer working to achieve outcomes.

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1. Context and Vision

Introduction

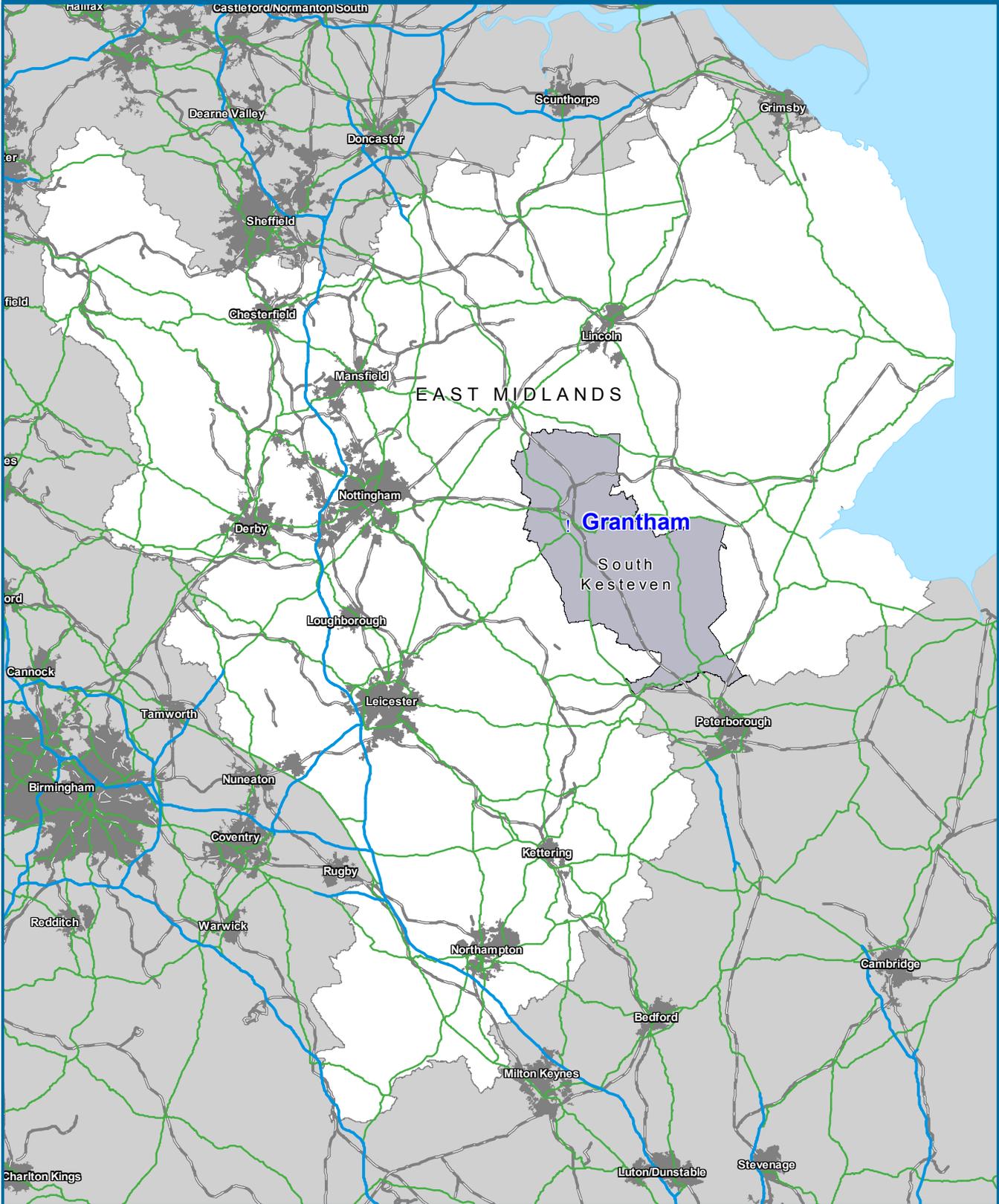
The town of Grantham is the largest town in southern Lincolnshire, and one of four towns prioritised for growth in the A1 corridor in the East Midlands. Grantham had a population estimated at just over 45,000 in 2007 and a travel to work population rising to over 60,000. It is an important sub-regional centre which complements the larger urban centres of Lincoln, Peterborough, Nottingham and Leicester. Grantham's strategic road and rail location along side the A1, A52 Nottingham/Derby east coast link and the A607 Lincoln to Leicester road are key routes which serve the town. The East Coast Main Line has an hourly rail service calling at Grantham, providing a fast and effective link to London's Kings Cross, or north to Edinburgh (Map 1).

As a well connected town, Grantham is an attractive location for employers and has traditionally been a centre of the food and engineering industries. Located on the river Witham and known as the birthplace of Sir Isaac Newton, Grantham is an ancient and red-brick town functioning as a market town with retail, employment, leisure and other facilities. Grantham is surrounded by attractive countryside with a rich heritage of historic houses and parkland, including Belton House and Harlaxton Manor.

Grantham has the capacity to support sustainable growth as part of the ambition for the town. This will provide the means to strengthen the role of the town in ways which ensure a good quality of life, safety, health and well being for existing and new communities. The majority of the development opportunities are located in two urban extensions –the north west quadrant and southern quadrant– and in the town centre and canal basin areas. Associated investments will be made, as an integral part of the place making agenda for the town, in:

1. the transport network including a strategic east-west link from the A1 to A52 as part of the southern quadrant, public transport extensions, safe and attractive walking and cycling routes.
2. a range of employment sites with good connections
3. a network of green infrastructure, capitalising on the waterways
4. retail, leisure, health, education and other facilities.

Map 1: Grantham: Regional Location and Transport Links



- Motorways
- Main roads
- Rail

Lincolnshire
COUNTY COUNCIL

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<http://shared.research-lincs.org.uk>

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Context

Our vision for the future development of Grantham seeks to draw upon the town's natural strengths. In particular, these comprise:

- Its appeal as a residential location;
- Its excellent transport connections;
- Its potential as a business location; and
- Its ambitions for the future and readiness for growth.

Grantham has many positive aspects including a good quality of life; lack of widespread deprivation, high economic activity rates and good external transport links. In addition, the strategy also has buy-in from key local landowners and developers who are ready and able to invest in the town, despite the current economic climate.

In order to develop and meet its potential, the town faces a series of key challenges such as:

- The retention of younger skilled workers
- The provision of higher paid higher skilled jobs in knowledge based sectors
- The need for a higher quality provision of commercial floorspace
- Specific local transport and traffic issues and other local service improvements
- A fragmented town centre offer
- The lack of affordable housing to meet all requirements.

If these challenges are addressed, the town could suitably accommodate significant and sustainable housing, ensuring that Grantham fulfils its enormous potential as a location of choice for a wide range of people and businesses.

Grantham has the capacity to accommodate accelerated housing both in terms of:

- its supply of sustainable, deliverable sites which can support the increased rate of new development, and
- its clear strengths as a sustainable location for economic growth - ensuring that the creation of jobs and community infrastructure can be effectively delivered in tandem with population growth

Building upon the Growth Point concept and through this plan developing a place making strategy, Grantham can realise its ambitions, particularly in terms of:

- Delivering and unlocking the potential of key development sites whilst protecting biodiversity
- Providing a wider variety and better quality of low carbon homes
- Promoting local transport links including integrated green pathways, and improving air quality through traffic management
- Improving local services providing new community facilities in development areas
- Improving the town centre's leisure, culture and retail offer
- Diversifying its employment base and attracting higher value, higher paid employment
- Retaining the younger skilled residents
- Encouraging healthy lifestyles and tackling health and social inequalities

Housing growth for growth's sake will not lead to an improved Grantham. However, if the place making agenda is taken forward and key challenges such as those mentioned above are tackled along with the delivery of additional housing, an increased population and more jobs in higher value sectors, Grantham will represent an even more attractive place in which to live, work, shop and visit.

Underpinning and shaping all development is the aim to achieve excellence in design and environmental standards. The partnership is ambitious and Grantham can deliver against regional and national targets, increasing and fulfilling its role as a sub-regional centre.

Developing the Vision

In July 2008, a Visioning Workshop was held in order to gain an understanding of what Grantham of the future should be, and to highlight the assets and challenges for the town. The headline and detailed vision set out below are based on the results of the workshop aligned with other key local strategies –principally the South Kesteven Community Strategy and the Local Development Framework. The vision has been approved by South Kesteven District Council and more detailed consultation on realising the vision will be carried out as part of the Grantham Area Action Plan (a Development Plan Document within the emerging Local Development Framework for South Kesteven).

The Vision for Grantham

By 2026 Grantham will have developed as a key economic centre in Lincolnshire and the sub region, based on its accessible location and transport connections, offering quality and choice of retail, leisure, learning, residential, and employment opportunities for all.

The vision will be achieved by improving the economy, infrastructure, connectivity, and environment of Grantham through realising inclusive housing, balanced growth and development opportunities, to provide benefits for all.

The urban extensions and other significant development opportunities available provide the critical mass and opportunity to reinforce this future. Development will be achieved in ways which ensure a good quality of life, safety, health and well being for existing and new communities, as well as conserving and enhancing Grantham's heritage and environment.

Economy - To realise Grantham's potential as a sustainable sub-regional centre through investing in quality infrastructure and high quality sustainable development which takes advantage of the waterways, unique topography of sites and gateways to the town.

Infrastructure - To unlock urban extensions in northwest and southern quadrants of the town, other opportunity sites, facilities and services for the benefit of existing and new communities.

Connectivity - To capitalise on connections with Grantham's sub-region and regional centres, improve digital connectivity, and improve internal connectivity between neighbourhoods and a compact town centre including through better management of movements into and through Grantham.

Environment - To achieve balanced growth and a high quality natural and built environment for the town as a whole, which promotes sustainable use of natural resources, a network of green infrastructure, and which reconnects the town with its historic role and character.

Inclusive housing growth - To deliver housing through a mixture of public and private sector initiatives, aiming to create a range of types and sizes of open market housing catering for young professionals, families and older people. Alongside this the needs of those who are unable to access the housing market will be supported through development of a range of affordable housing products, including social rented housing, sub-market rented housing, and different low cost home ownership options, from restricted equity schemes to traditional shared ownership.

The Spatial Vision

The Grantham Growth Board will work with identified local delivery partners to achieve a balanced mix of development as the key sites in Grantham are developed:

North west quadrant

The site has the potential to provide up to 3,500 dwellings, plus some additional employment, education and community facilities. The first tranche of development known as Poplar Farm was allocated for residential development in the 1995 Local Plan. A planning application for 1,800 dwellings at Poplar Farm has been approved subject to the agreement of the planning

obligations. a local centre, school, open space and link road will be included within the development.

Southern quadrant

The sustainable urban extension site to the south of the town offers the potential for new mixed use residential and employment development, with integrated community and educational facilities. The overall development is likely to provide up to 4,000 new homes alongside new local shops, schools, open space and community facilities, and the first phase will deliver a new employment area adjacent to the A1. This first phase which was granted planning permission in 2009 will support the delivery of a new access to the A1 which will be the terminal point of a relief road provided as part of the wider development, improving east west linkages across the town, and offering the potential to remove traffic pressure (particularly HGVs) from the town centre.

Town centre

The town centre of Grantham has great potential to grow and develop. The area is the subject of a detailed masterplan (2007) which set out a strategy for the development of the town as a sub-regional centre. The regeneration of the town centre is planned to provide mixed-use development, including retail, leisure, office, transport, and education.

The land adjacent to Grantham Station presents an ideal opportunity for a high profile redevelopment to improve this crucial gateway to the town. With London just over an hour a way by train, the station, the approach and immediate surrounding area has a huge volume of daily commuter traffic. The area offers enormous potential for a mixed development of business, retail and residential uses and will form an integrated link to the town centre. A detailed feasibility study and development brief has been completed for the Station Approach site.

Further studies of town centre sites are planned for 2010, and will focus on improving retail offer and the night time economy as well as both commercial and community use. An overarching theme will be improved pedestrian access, connectivity, and the public realm in general.

Canal basin

The canal basin is an industrial area on the fringe of the town centre. The Grantham canal is partially filled in but has great potential for the regeneration of the town in the longer term. An appraisal is being undertaken for the Canal Basin redevelopment.

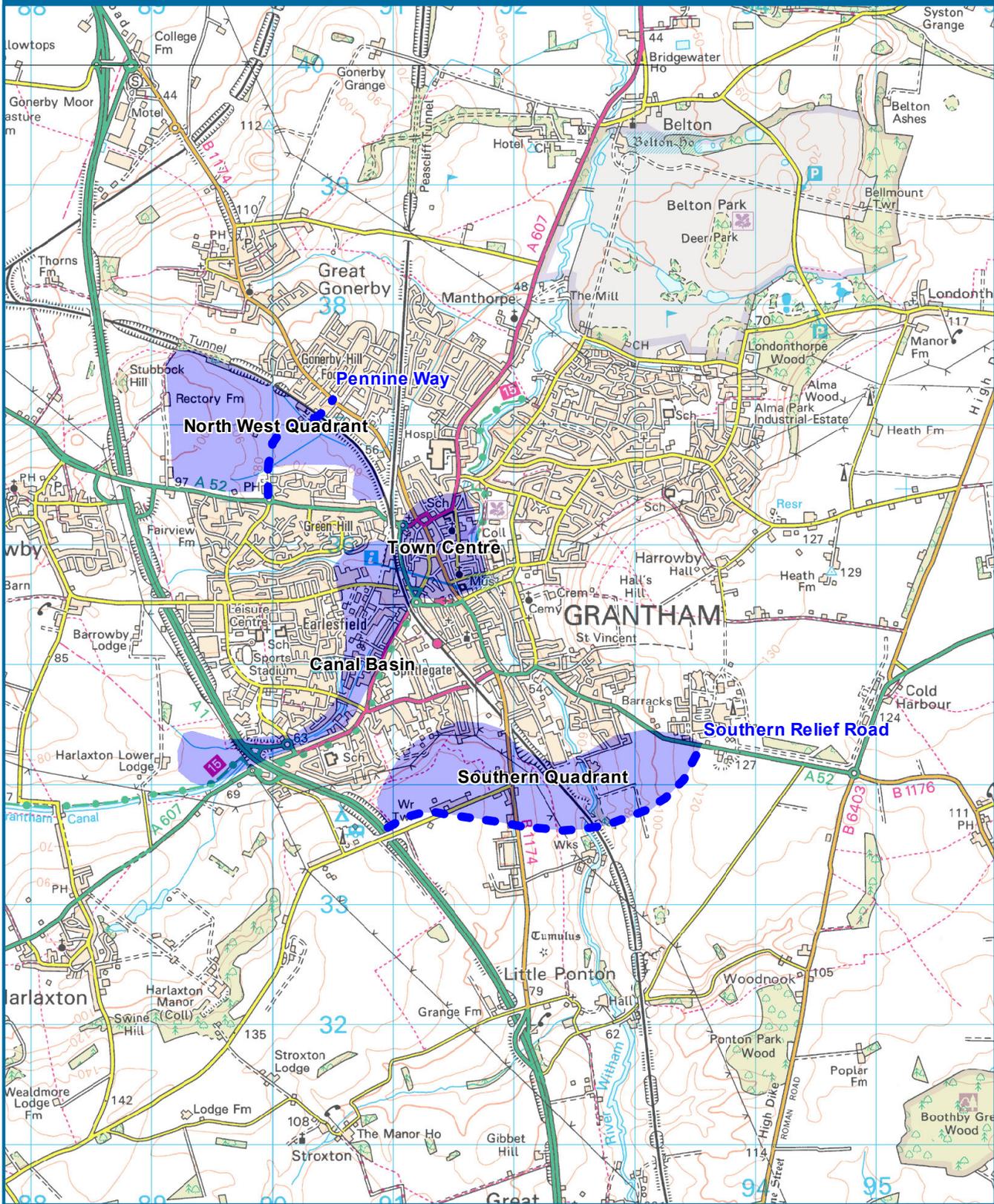
The redevelopment of the Canal Basin is expected to provide a new high quality residential and business district, supported by a range of retail, leisure and visitor facilities. The area has the potential to create a new office quarter, diversifying the town's residential offer and creating a high quality visitor destination, each of which will play an important role in transforming the image and perceptions of the town.

Taking other development opportunities

The 2007 Urban Capacity Study identified potential windfall sites in Grantham which could become available for residential use over the period to 2016 and deliver an estimated 1000 units of housing. These will be important sites to secure the delivery of a stable housing trajectory, and may offer opportunities as sites for affordable housing development. Such schemes will be considered for support where they reflect the objectives of the ambition shown in this document by contributing to the local economy and providing local employment, having a positive impact or making a contribution towards the local transport infrastructure, having regard for the environment, including the green environment, and local heritage and cultural assets, and supporting the creation of a vibrant and vital town centre. Such schemes, whilst on a smaller scale than delivery in the urban extensions, will help to deliver a balanced community, and contribute to provision of appropriate infrastructure and community resources, and therefore may be considered. However, it is recognised that funding, particularly for affordable housing, will be targeted to the priority areas of most strategic importance, and in particular that affordable housing is a key element needed to ensure the delivery of balanced communities in the new urban extensions.

Map 2 shows the key investment sites.

Map 2: Grantham: Main Development Sites



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Lincolnshire County Council 10002570 2010

Delivering the vision

Governance

Well-established governance and delivery arrangements are in place to deliver the Vision and growth plans for Grantham. Led by the two Local Authorities, the Leaders of both Councils and the Economic Development Portfolio Holders are represented on the Grantham Growth Board. The operation and suitability of the governance arrangements has been reviewed during 2009 with the assistance of Atlas, to ensure it is satisfactory for the Single Conversation process. The Commissioning Group are putting the revised governance in place.

The Board and working relationships are intentionally as informal and non-bureaucratic as possible with transparency and accountability assured through the respective Local Authority decision processes. Equally, there is the need to engage effectively with all organisations that can make a strategic and practical contribution to Grantham's sustainable growth. The Board prioritises and agrees expenditure within the overall Grantham programme, subject to respective authority decision process requirements. Governance comprises the following groups:

- Strategic Board
- Commissioning Group
- Strategic Stakeholder Group
- Sub groups and project teams

Appendix 1 shows the governance structure, roles and relationships.

Resources

Funding and effective deployment of skilled and experienced people are required to ensure that these plans come to fruition. In addition to financial support, we are keen to gain benefit from HCA staff time and expertise to work alongside Council staff and other partners.

Lincolnshire County Council has a strong track record of delivering economic infrastructure, utilising highways and economic development capital programmes. It has facilitated development in a number of ways, dependent upon the scheme, including forward funding new schemes or supporting cash flow pressures in programmes. LCC is examining the specific requirements of the Southern Relief infrastructure and is currently undertaking designs for it. The level and type of intervention and support required from LCC is currently not fully identified. Cost and other considerations will clearly influence LCC's decisions, particularly in the current financial climate. However LCC gives this scheme a high priority and the commitment to preparation work demonstrates the degree of priority.

LCC also has a strong track record in undertaking major projects utilising a range of funding sources – for example through a long term Waterways strategy for the County. The LCC/SKDC team involved in the Grantham Programme are working in partnership, and actively working on bringing together SRIP and LCC funding to provide a more strategic, commissioned approach following changes to the Strategic Sub-Regional Partnership.

It is extremely difficult to forecast the actual costs of delivering growth plans for the town – particularly given that this will occur over such a long time span – so we have broken down this plan into short (1 yr), medium (3 years) and longer term (over 3 years) timeframes. There is clearly more certainty on short term budget and funding availability. We have set out the principles and detailed requirements of funding and staff support requested in the Investment Plan Section.

The growth point team has been funded from growth point funding with match funding from LCC. We would look to use HCA funding contributions to continue to fund the revenue costs of keys posts to deliver key projects and service the governance arrangements and structure of the project delivery team.

Thematic objectives of the Investment Strategy

The first Programme of Development for the Growth Point was prepared in 2007, and was updated and revised in 2008. Since then, projects have been prioritised and delivered, a Visioning Workshop was held in July 2008, and work has progressed on the Local Development Framework for the district. There are five thematic objectives derived from this work which guide the growth point programme, regeneration and investment plans for 2010-2026, subject to amendments which arise as part of the Grantham Area Action Plan. Part 3 gives further details about how each theme is consistent with and contributes to the relevant regional, county and local strategies, and Lincolnshire LAA priorities. The next section shows the strategic fit between the themes and the principal regional, county and local strategies. The evidence base for the themes is contained in these strategies.

1. Housing

To grow Grantham's population by delivering a step change in the level of new housing development in the town, primarily through the development of four key sites – the Town Centre, the Canal Quarter, the North West Quadrant and the Southern Quadrant. Provide new dwellings of sufficient variety in terms of sites, sizes, types, tenures and affordability to meet the needs of the population.

2. Economy and Employment

Deliver sustainable economic growth, increasing the economic contribution of Grantham to the region's economy through opening up development sites, improving digital connectivity, attracting high quality investment and skilled jobs.

3. Transport and accessibility

Fully capture and exploit the value of the town's excellent location and transport connections, deliver an integrated and efficient local public transport system, walking and cycling routes, and improve internal connectivity between neighbourhoods and a compact town centre including through better management of movements into and through Grantham.

4. Environment

Improve the environmental quality of the town, to protect and enhance the area's heritage and natural assets, provide a network of multifunctional green space, promote and demonstrate sustainable use of natural resources and play a lead role in tackling climate change.

5. Local Services – health, leisure, facilities and services

Increase and maximise the quantity and quality of investment in local people and services, and regenerate the deprived areas of the town. Deliver town centre renaissance and re-connect the town to its local waterways through seeking a major increase in retail provision, bringing enhanced quality and choice, whilst keeping the centre compact and retaining the best and most valued aspects of its existing character.

2. Regional and local strategic context

This section demonstrates how the vision for Grantham and the associated growth and investment will assist the implementation of regional and local policies relevant to the area. Table 1 shows how each theme directly contributes to, or is consistent with, regional plans and Table 2 illustrates the relationship with local strategic plans.

Table 1. Strategic fit between regional strategies and Grantham Investment Strategy Themes

Regional Strategies Regional visions and key objectives	Grantham Investment Strategy Themes				
	A. Directly contributes to regional strategy			B. Consistent with	
	1. Housing	2. Economy and Employment	3. Transport and accessibility	4. Environment	5. Local Services
Integrated Regional Strategy					
<ul style="list-style-type: none"> • A vibrant and competitive economy • Cohesive and diverse communities • A rich, diverse and attractive natural and built environment and cultural heritage • Sustainable patterns of development 	A	A	A	B	B
	All themes				
East Midlands Regional Plan (March 2009) Core Objectives					
<ul style="list-style-type: none"> • Address need and extend choice of housing • Reduce social exclusion • Environmental quality of settlements • Improve health and well being • Improve economy and employment • improve accessibility • protect and enhance the environment 	A			B	A
		A		B	B
			A		B
				A	

1. Housing	2. Economy and Employment	3. Transport and accessibility	4. Environment	5. Local Services
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Policy 4

- ensure that the agreed Growth Point Programmes of Delivery at Lincoln and Grantham are achieved both in overall numbers of dwellings and in the agreed phasing of development;
- consolidate and where appropriate strengthen the Sub-Regional Centres of Boston, Grantham and Spalding

All themes

A

A

Regional Economic Strategy

- To provide the physical conditions for a modern economic structure, including infrastructure to support the use of new technologies
- To develop a strong culture of enterprise and innovation, creating a climate within which entrepreneurs and world-class businesses can flourish
- To create high-quality employment opportunities and to bring about excellence in learning and skills, giving the region a competitive edge in how we acquire and exploit knowledge

A

B

B

B

A

Regional Housing Strategy (to 2010)

To help create sustainable communities in which the housing needs and choices of all the people of the East Midlands can be met at a price they can afford.

Regional Housing Investment Strategy

Around 40% of the additional 2750 homes that South

Table 1 shows that the vision and investment objectives for Grantham are wholly in line with regional sustainability and spatial plans to locate growth in an accessible urban centre with good local and strategic connections. The growth plans take into account the employment, services, natural assets and heritage issues, and thus contribute to and are consistent with the objectives of the regional plans.

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Table 2. Strategic fit between county and local strategies and Grantham Investment Strategy Themes

Sub-regional Strategies Visions and key objectives	Grantham Investment Strategy Themes				
	A. Directly contributes to sub-regional strategy				
	B. Consistent with the sub-regional strategy				
	1. Housing	2. Economy and Employment	3. Transport and accessibility	4. Environment	5. Local Services
Lincolnshire Sustainable Community Strategy					
1. Communities in 2030 ...					
Lincolnshire has many vibrant communities where people enjoy life.	A	B	B	B	A
People get on well and respect each other.					
Everyone feels safe					
There are enough homes in good condition that are affordable and suit people's needs.					
Local environments are well cared for.					
There are opportunities for social, recreational, sporting and cultural activities.					
People influence, contribute to and take part in their communities.					
People have choices about their lives and are treated with dignity.					
2. Health in 2030 ...					
Everyone, whatever their background or age, has opportunities for good health.				B	A
More people enjoy good health for longer.					
The gap between the most and least healthy has reduced.					
People are actively involved in their own and others health and wellbeing.					

1. Housing	2. Economy and Employment	3. Transport and accessibility	4. Environment	5. Local Services
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3. Economy in 2030 ...

Historic Lincolnshire has one of the healthiest and most sustainable economies in Europe.

Clusters of economic excellence.

A much more diverse economy supported by high quality training for skills.

Our top 30 UK university leads on research and transferring knowledge into the county.

A

B

4. Connections in 2030 ...

There are good connections between people, services, communities and places.

There is convenient access to services.

Widespread use of digital technology.

A safe, well managed transport network.

A

A

A

5. Environment in 2030 ...

Lincolnshire's rich diverse environments, heritage and cultures are recognised and enjoyed by all.

Balancing the needs of people, our heritage, the economy and nature.

We have embraced the challenges of climate change.

Residents and visitors enjoy our heritage and environmental attractions.

Alongside our flourishing economy, the countryside, coastline and towns are much richer in biodiversity than in 2000.

B

A

B

	1. Housing	2. Economy and Employment	3. Transport and accessibility	4. Environment	5. Local Services
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South Kesteven Community Strategy

1. To support and stimulate lifelong learning and cultural activity to enable our residents of all ages to maximise their individual potential and employability.

2. To create an economically prosperous community that encourages investment, supports business development and job creation and enables local people to achieve their full potential

3. To create an attractive, sustainable and clean environment for all to enjoy and to ensure that South Kesteven has the best possible integrated, accessible and safe transport systems

4. To secure decent homes for all

5. To improve health and to encourage healthy living

6. To strengthen social cohesion and improve community safety by reducing crime, disorder and the fear of crime

LDF Core Strategy Vision

South Kesteven will become by 2026

"A successful rural district supported by excellent social and transport infrastructure. Grantham will have developed as a key economic centre not only in Lincolnshire but also sub regionally. Stamford, Bourne and The Deepings will have equally developed their distinctive market town roles. Rural communities will have remained viable by achieving development that supports their needs. All of this will have been achieved in ways which ensures a good quality of life, health and well being

		B			A
	B	A			A
			A	A	B
	A			A	A B
	A	A	A		A
					A

1. Housing

2. Economy
and
Employment

3. Transport
and
accessibility

4.
Environment

5. Local
Services

A

for everyone as well as celebrating the distinctiveness of the districts countryside and heritage."

The objectives of the County and District community strategies do not have a spatial element to them. The investment strategy for Grantham and the Grantham Area Action plan (part of the LDF) will set out the spatial aspects. The analysis shows that the growth plans will make a contribution to most of the objectives of the plans and are consistent with all the objectives.

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3. Investment Strategy Themes – strategic fit and links to the evidence base

This section considers the strategic fit in more detail for each investment objective, showing how investment in each theme contributes to specific regional, county and local strategies.

1. Housing

Investment objective - *To grow Grantham’s population by delivering a step change in the level of new housing development in the town, primarily through the development of four key sites – the Town Centre, the Canal Quarter, the North West Quadrant and the Southern Quadrant. Provide new dwellings of sufficient variety in terms of sites, sizes, types, tenures and affordability to meet the needs of the population.*

Table 3: Strategic fit with housing strategies and the LAA

<p>Regional Housing Strategy 2008-2016 To help create sustainable communities in which the housing needs and choices of all the people of the East Midlands can be met at a price they can afford.</p> <ul style="list-style-type: none"> • a robust understanding of need and housing market conditions in the region. • everyone is able to both access and afford suitable housing to meet their needs. • improve the co-ordination of housing’s contribution to economic development • raising the quality of design in housing, and the creation of sustainable homes. • develop a framework within which regional and local partners can develop 	<p>Lincolnshire Housing Strategy 2009-2014 Priorities:</p> <ul style="list-style-type: none"> • 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 <p>Themes</p> <ol style="list-style-type: none"> 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 	<p>South Kesteven Housing Strategy 2010-2013 Priorities:</p> <ul style="list-style-type: none"> • Meeting a range of needs for housing and support • Maximising our resources • Delivery of a quality, affordable housing environment <p>Actions linked to Grantham Growth Point delivery:</p> <ul style="list-style-type: none"> • Develop a local strategy based on information about housing needs and aspirations of older people • Review the Private Sector Housing funding policy to target funding in area based renewal and to effect key policy objectives • Engage in the Single Conversation with
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Regional Housing Strategy 2008-2016
sustainable and cohesive communities.

- ensure that rural affordable housing need is correctly addressed
- improve the co-ordination of provision which meets the housing needs of vulnerable people.
- provide a robust response to the housing implications of our ageing population.

Regional Housing Investment Strategy
Around 40% of the additional 2750 homes that South Kesteven District Council are seeking by 2016 are likely to be in the Grantham area. Of these 30% overall are to be affordable.

LAA Priority – Create better communities through growth and improved housing provision

NI154 Net additional homes provided

NI155 Number of affordable homes delivered

NI156 Number of households living in temporary accommodation

Lincolnshire Housing Strategy 2009-2014
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 venerable people
8. To manage the housing implications of an ageing society

South Kesteven Housing Strategy 2010-2013
the Homes and Communities Agency and secure funding for new housing and the Grantham Growth project

- Develop the urban design framework for the District
- Review the affordable housing delivery partnership
- Adopt a policy to support negotiation of an appropriate level of intermediate and affordable housing on proposed new housing developments

The growth point will make a strategic contribution to the housing strategies and the LAA indicators. Conditions for the development of extension sites are set out in the LDF Core Strategy Submission for South Kesteven (January 2009) as follows:

'An urban extension is expected to comprise a full range of local facilities, and should be developed in accordance with established design principles and concepts which reflect local circumstances, infrastructure and design objectives.

It is considered that urban extensions to Grantham should seek to achieve the following objectives:

- minimise the total amount of land required for development, whilst ensuring that there is sufficient land available to provide a mixed-use development with a wide range of facilities and services capable of fostering a high degree of self-sufficiency;

- retain and preserve land and/or landscape features that are protected, or considered locally important, unless appropriate mitigation strategies can be successfully implemented or there are no other feasible alternatives;
- locate development around existing physical and social infrastructure to minimize the development of new infrastructure and to ensure that existing residents can benefit from new development;
- implement sustainable urban drainage systems to minimize impacts on groundwater quality and quantity; promote energy efficient layouts and buildings and encourage the harnessing of renewable sources of energy;
- ensure that areas of new residential development are successfully integrated with existing residential areas;
- enhance the local environment through the creation of wildlife corridors and refuges and through careful consideration of the landscape;
- promote the use of active, overlooked streets and areas of open space to provide community safety;
- ensure that development is based around existing good quality public transport links and improve the quality and frequency of public transport links where possible;
- ensure that there are safe, attractive, short and direct linkages for pedestrians and cyclists between housing areas and employment, retail, leisure and education facilities, and public transport links.

Information on housing is available from the Housing section of the South Kesteven website, where you can find or request a range of publications and documents including the Council's Housing Strategy, the Lincolnshire Housing Strategy, the Lincolnshire Homelessness Strategy, the Lincolnshire Youth Strategy, and the Strategic Housing Market Assessment 2008.

2. Economy and Employment

Investment objective - *Deliver sustainable economic growth, increasing the economic contribution of Grantham to the region's economy through opening up development sites, improving digital connectivity, attracting high quality investment and skilled jobs.*

Table 4: Strategic fit with economy and employment strategies and the LAA

Regional Economic Strategy	Lincolnshire ED strategy in 2030:	Lincolnshire's Investment Plan (The SRIP) 2010-2011	South Kesteven Economic Development Strategy Objectives
<ul style="list-style-type: none"> • To provide the physical conditions for a modern economic structure, 	<ul style="list-style-type: none"> • Lincolnshire builds on its assets and strengths to become one of the highest- 	<ul style="list-style-type: none"> • Encouraging Enterprise • Stimulating Innovation • Investor Development 	<ul style="list-style-type: none"> • The inward investment challenge - "Attracting

- including infrastructure to support the use of new technologies
- To develop a strong culture of enterprise and innovation, creating a climate within which entrepreneurs and world-class businesses can flourish
 - To create high-quality employment opportunities and to bring about excellence in learning and skills, giving the region a competitive edge in how we acquire and exploit knowledge

- quality and most sustainable economies in Europe.
- Clusters of economic excellence in agriculture, food manufacturing, power engineering, leisure and creative industries are critical to the world's economy after the recession.
 - These clusters are part of a very much more diverse economy supported by high quality training for skills.
 - Our top 30 UK university leads on research and transferring knowledge into the county, within a high-quality education system.

- Employment, Learning and Skills
- Land, Property and Development
- Transport and Accessibility
- Achieving Equality

Grantham commitments:-
 Completing the network of innovation centres across the county, for example by bringing forward a Grantham Incubation and Innovation Centre.

- inward investment”
- The skills challenge - “Diversifying our skills”
 - The productivity challenge - “Improving our local output”
 - The entrepreneurship challenge - “Growing our local businesses”
 - The knowledge and technology challenge - “Increasing our knowledge economy”

LAA Priority – Improve skills and conditions for the economy

NI 091 Participation of 17 year olds in education or training

NI 117 16 or 18 year olds who are not in education, training or employment (NEET)

NI 152 Working age people on out of work benefits

NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher

NI 171 New business registration rate

NI 174 Skills gaps in the current workforce reported by employers

3. Transport and accessibility

Investment objective - *Fully capture and exploit the value of the town's excellent location and transport connections, deliver an integrated and efficient local public transport system, walking and cycling routes, and improve internal connectivity between neighbourhoods and a compact town centre including through better management of movements into and through Grantham.*

Table 5: Strategic fit with transport strategies and the LAA

Regional Transport Strategy	Lincolnshire Local Transport Plan	Grantham Area Transport Strategy 2007-21
<p>1. Support sustainable development in the Principal Urban Areas, Growth Towns and Sub-Regional Centres</p> <p>2. Promote accessibility and overcome peripherality in rural areas;</p> <p>3. Support the Region's regeneration priorities</p> <p>4. Promote improvements to inter-regional and international linkages that will support sustainable development</p> <p>5. Improve safety across the Region and reduce congestion, particularly within the Principal Urban Areas and on major inter-urban corridors</p> <p>6. Reduce traffic growth</p> <p>7. Improve air quality and reduce carbon emissions from transport by reducing the need to travel and promoting modal shift away from the private car, and encouraging and supporting innovative transport technologies.</p>	<p>Lincolnshire Local Transport Plan</p> <ul style="list-style-type: none"> • to assist the sustainable economic growth of Lincolnshire, and the East Midlands region, through improvements to the transport network • to increase public transport usage by improving : <ul style="list-style-type: none"> - the quality of vehicles and infrastructure - the reliability, frequency and journey time of services; and - bus/rail integration • to improve access to key services by widening travel choices, especially for those without access to a car • to make travel for all modes safer and, in particular, reduce the number and severity of road casualties • to remove unnecessary HGVs from affected communities through : <ul style="list-style-type: none"> - appropriate traffic management measures - highway improvements; and - encouraging the use of alternative 	<p>Grantham Area Transport Strategy 2007-21</p> <p>Strategy outcomes</p> <ul style="list-style-type: none"> • Reduced private vehicle levels on streets in the town centre area • Safer environment with increased pedestrian space and facilities • Improved management of on and off-street parking • Sufficient parking provided to aid the economic success of the town centre • Improved reliability of bus services • Improved levels of bus services accessible to all users • Improved connectivity between bus and rail • Improved waiting environment for public transport users at key locations • Clear and attractive links between public transport services and the town centre • Reduced number & severity of bridge hits • Maximised efficiency of key junctions • Increased level of walking & cycling

Regional Transport Strategy

Lincolnshire Local Transport Plan
modes of transport

- to maintain the transport system to standards which allow safe and efficient movement of people and goods
- to protect and enhance the built and natural environment of the county by reducing the adverse impacts of traffic
- to improve the quality of public spaces for residents, workers and visitors by creating a safe, attractive and accessible environment
- to enhance air quality, particularly within declared Air Quality Management Areas

Grantham Area Transport Strategy 2007-21
trips throughout the town

- Reduced proportion of car trips to all new developments
- Economic growth achieved alongside an increase in sustainable travel
- Improved air quality within the Air Quality Management Area

LAA Priority – Get connected

People killed or seriously injured in road traffic accidents

Access to services and facilities by public transport, walking and cycling

Local indicator(s) about people being virtually connected – being developed

4. Environment

Investment objective - *Improve the environmental quality of the town, to protect and enhance the area's heritage and natural assets, provide a network of multifunctional green space, promote and demonstrate sustainable use of natural resources and play a lead role in tackling climate change.*

Table 6: Strategic fit with environment strategies and the LAA

Regional Environment Strategy 2002

People and heritage component:

- manage the historic environment so that the resource is conserved;

South Kesteven Green Infrastructure (GI) Strategy

Principles for managing and developing environmental GI Assets

Give priority to the conservation and

Grantham Area Action Plan Scoping Report

Cultural Heritage

- to conserve and enhance

- ensure that all elements that underpin the concept of local distinctiveness are conserved and managed;
- equip people with the skills and knowledge so that they value the environment and can contribute to its enhancement;
- work in suitable partnerships in the region to ensure that all East Midlands people have safe access to a diverse, well managed environment of which they can be proud;
- encourage the use of environmentally friendly methods of travel;

Air component:

- minimise greenhouse gas emissions and protect the environment when adapting to the challenges and taking up the opportunities which climate change will bring;
- reduce the region's contribution to the emissions of air pollutants;
- seek to support the implementation of energy efficiency and renewable energy schemes to at least the level of the targets set out in the Regional Planning Guidance

Land and land use component:

- conserve and manage our natural heritage of geology, geomorphological landforms and processes so that the best is protected during development affecting it;
- value the soil as a resource and protect the most important and vulnerable types;
- protect important environmental assets and minimise any adverse environmental impact at all

management of all existing protected habitats and floodplains, which form the foundation of the environmental GI network. Overall the aim should be to connect existing fragmented and isolated patches of habitat, enhancing the connectivity of the network and increasing their biodiversity value and ability to adapt to climate change.

Principles for managing and developing cultural GI Assets

The district's cultural GI Assets include environmental destinations, such as nature reserves, historic villages and towns, historic parks and gardens and open access land. They also include promoted cycleways and footpaths which connect local towns and villages with each other and with environmental destinations.

General principles are:

- Provide access for all – no stiles and maximise opportunities for disabled access.
- Consider gateways to the countryside – from local towns and villages. These are the points where the promoted routes begin. There should be good signage, bus stops, car parking and, if possible, public toilets.
- Provide high quality signage and interpretation – designed to encourage

Grantham's heritage, respecting historic buildings, links and views

Biodiversity

- to provide a network of multifunctional greenspace which secures a net gain in biodiversity, provides for the sporting and recreational needs of the population, promotes healthy lifestyles and enhances the quality of the natural and built environment.

Water

- to reduce the risk of flooding by ensuring the appropriate location and design of new development, having regard to the likely impact of climate change.

- stages of mineral working;
- achieve an agricultural system which is economically viable whilst protecting and enhancing the environment;
- protect and appropriately manage all ancient and semi-natural woodland and increase the extent of multi-purpose forests and woods that deliver environmental, as well as social and economic benefits;
- use appropriate high quality materials and design to optimise the environmental benefits of built development, contributing to the 'urban renaissance';
- optimise the use of brownfield sites of all kinds, whilst recognising them as environmental assets;
- promote and support sustainable waste management practices and minimise the impact of waste on the environment;

Water component:

- continue to protect and improve the quality of the region's natural water resources for all uses;
- continue to protect and improve surface, bathing and groundwater quality;
- protect rivers and their floodplains as a natural resource and to increase floodplain capacity wherever possible;
- ensure the conservation and enhancement of the natural and historic coastal assets by working with natural processes wherever possible;
- **Natural heritage component:**
- conserve and dramatically enhance biodiversity according to regional BAP priorities;

appreciation and enjoyment of the environment.

- **enhance the character and quality of the region's landscape by protecting the best and improving the rest.**

LAA Priority – Tackle the causes and effects of climate change

CO2 reduction from Local Authority operations

Reduced per capita reduction in Carbon Dioxide emissions across Lincolnshire – a local programme of work focused on changes measured in the medium to long term by NI186

Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented – we will work with the Lincolnshire Biodiversity Partnership (BAP) to ensure that their Biodiversity Action Plan is completed

An opportunity identified in the South Kesteven Green Infrastructure Strategy is

- to promote hinterland route(s) to countryside to the north west of Grantham, including links to and around the village of Allington.

5. Local Services – health, leisure, facilities and services

Objective – Increase and maximise the quantity and quality of investment in local people and services, and regenerate the deprived areas of the town. Deliver town centre renaissance and re-connect the town to its local waterways through seeking a major increase in retail provision, bringing enhanced quality and choice, whilst keeping the centre compact and retaining the best and most valued aspects of its existing character.

Table 7 shows the strategic fit with current children's and adult services plans and the relevant LAA targets. More work is required to this section as the investments in local services are developed as part of the growth plans, and further studies are completed e.g. the Open Space and Green Infrastructure Study.

Table 7: Strategic fit with Children's and Adult Services, and the LAA

County Children and Young Peoples Plan

County Adult Social Care Services

The eleven priorities for Lincolnshire are:

Be Healthy:

- Promote a healthy start to life
- Promote healthy lifestyles
- Reduce health inequalities

Stay Safe

- Promote safety, prevent harm and death

Enjoy and Achieve

- Maximise the potential of children and young people through high levels of achievement and attainment
- Ensure children and young people have the confidence, commitment and aspirations to enjoy themselves, benefiting from the wider opportunities available in schools and their community

Make a Positive Contribution

- Ensure children, young people and families are listened to, informed and are part of making things happen
- Enable children and young people to engage in community activities

Economic Wellbeing

- Prepare all young people to fulfil their potential in education, training and employment.

:

Priority Areas

• **Personalisation of Services**

How we give real choice and control to people and the carers who need services across Lincolnshire

- Transport
- Support services to reduce isolation
- Opportunities to day time activities and employment
- Respite services
- Carers services
- 24 hour flexible care
- Access to information
- Supported housing

• **Promoting Well-being**

How we look at the broader aspects of how people live their lives and addressing issues such as health, engaging and involving, employment, transport and leisure

• **Safe Guarding of Vulnerable Adults**

Making sure that all those who have a role in supporting vulnerable people understand their responsibilities and how to discharge them.

County Children and Young Peoples Plan

Service Management

- **Work in partnership to deliver early, timely, accessible services which meet local needs**
- **Invest in prevention to deliver efficient, effective services that improve outcomes for children**

LAA Targets

Early Years foundation stage

Achievement at level 4 English and Maths key stage 2

Achievement of 5 or more GCSEs A* - C grades

School persistent absence rate

Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest

Looked after children reaching level 4 in English at Key Stage 2

Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Mathematics)

Children who have experienced bullying

Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths *

County Adult Social Care Services

LAA Targets

People with a long term condition supported to be independent and in control of their condition.

Achieving independence for older people through rehabilitation / intermediate care.

Social Care clients receiving Self Directed Support per 100,000 population

Carers receiving needs assessment or review and a specific carers service or advice and information

The extent to which older people receive the support they need to live independently at home

Percentage of vulnerable people achieving independent living*

Adults with learning disabilities in employment*

4. Principles of delivery

It is difficult to forecast the actual costs of delivering the vision for the town – particularly given that this will occur over such a long time span – so we have broken down this plan into short (1 yr), medium (3 years) and longer term (over 3 years) timeframes. There is clearly more certainty on short term budget and funding availability. We have provided best estimates of the likely total costs of delivering growth at each of the key development sites as well as the key infrastructure and other enabling projects that will be required to both deliver these projects and enable our vision for the town to be realised. We have indicated a range of possible funding bodies and mechanisms for each of these, and where possible quantified this and provided an indication of the likely funding which CLG may provide to fill any gap.

We are keen to demonstrate within this investment plan that any funding will be complementary and will include funding and capacity from a range of public and private investment, as indicated by the following table:

Site	Main Sources of Funding and Capacity
Southern Quadrant	Private, HCA, LCC,
North West Quadrant	Private, HCA, , LCC
Town Centre Redevelopment Canal Basin	Private, SKDC, CLG, LCC, Network Rail, EMDA, LE, HCA Private, SKDC, LCC, British Waterways, EMDA, LE, DEFRA
Other Urban Capacity Sites	Private, SKDC, HCA

Planned HCA support

There is a strong mix of experienced officers in a well-developed joint working culture between Lincolnshire County Council and South Kesteven District Council, and strong engagement with regional advisors and observers. However, direct involvement of HCA staff is needed to provide additional skills, experience, capacity and to ensure the Grantham programme benefits from best practice and problem solving elsewhere. This involvement will be delivered through the Regional Team, Atlas and when required the Knowledge and Skills Directorate. HCA involvement is also required to:

- improve and support high level engagement of key agencies, particularly: Highways Agency, Network Rail, Environment Agency, and CABE.
- deliver the new large housing growth areas which require masterplanning, design, development option and delivery expertise.
- assist with the “intelligent client” role, including: project and programme scenario planning, financial modelling, approach to setting and negotiating developer contributions, dialogue with land owners and developers and planning performance agreements.

- shape detailed delivery mechanisms on housing, employment and transport theme activities – to ensure both HCA and local resources are deployed across the necessary matrix of theme and area based planning and delivery.
- input to future reviews of the implementation plan in the light of joint experience.

More details about specific planned support are given in the project details contained in the tables below.

The local partnership is confident it can deliver on development projects and regeneration schemes in the town centre, including Station Approach, but there is an overall lack of capacity in planning, so additional support, advice and capacity would be of help covering the range of planning perspectives and input across the areas.

Thematic issues, objectives and plans

1. Housing

Theme:	Housing
Current Issues:	Need to accommodate housing growth. Need for affordable housing
Objectives	Delivery of both Sustainable Urban Extensions and associated key infrastructure
Actions Planned:	The Northern quadrant will deliver from 2010 onwards with the Southern quadrant beginning on site in late 2013 Affordable housing requirements are set by the emerging policy in the South Kesteven Core Strategy which is based on a recent affordable housing viability assessment. This suggests a viable affordable housing requirement of 20% in early years rising to 30% later in the plan period. Review of preferred developer partnership in relation to affordable housing provision. Consideration of Council land holdings being used for the provision of affordable housing.
Partners	SKDC, HCA, LCC, Landowners, developers, RSLs & utility providers,
Outputs	Housing trajectory delivered. Affordable housing viability assessment met.
HCA Support	Expertise in delivery mechanism of affordable housing. Support on SUEs as outline in Section 5 below Funding to support Affordable Housing Assistance with development of Council land i.e. sharing best practice and experience from around the Country.

2. Economy and Employment

Theme:	Employment
Current Issues:	Lack of good quality commercial floorspace Relatively small labour force Reliance on traditional industries Variable availability of digital technologies
Objectives	To close the gap which currently exists between the proportions of the town's jobs in knowledge based sectors and those of the national economy. Ensure that the local economy benefits from the physical development of the town Ensure that the town can meet increased demand for employees to support the increased population. Provide the necessary good quality, appropriate and flexible employment land and premises. Ensure that local people can benefit from the increase in locally-based higher-paid and higher-skilled, knowledge based jobs.
Actions Planned	Promote, facilitate, support and increase in knowledge based employment. Support employment in construction as development in this plan takes place. Support retail, distribution & leisure employment to serve the increased local population. Increasing and improving the provision of economic infrastructure, including digital services. Work with the Strategic Skills Agencies, Grantham College and other training providers to ensure that local people are adequately skilled to under take jobs provided in the town going forward. Progress the Grantham Innovation Centre project through bids for SRIP, <i>emda</i> and European funding.
Partners	LCC, SKDC, Emda, Strategic Skills Agencies, Grantham College, other training advisors
Outputs:	Current forecasts are to provide an additional 4,800 jobs by 2016 above 2005 figures in order to provide jobs for an additional 6,800 people.
HCA Support	Apprentices on all HCA funded schemes Shared knowledge on maximising employment from development. Sharing best practice from other SUEs across the country.

3. Transport and Accessibility

Theme: Transport and Accessibility

Current Issues:	<p>Congestion within town centre HGVs passing through town centre Issues with bridge strikes on several roads within the town Reliance on the car as a mode of transport</p>
Objectives	<p>To reduce the traffic -flow in the town centre, in particular HGVs Reduce the amount of bridge strikes Encourage a modal shift from the car to more sustainable modes of travel.</p>
Actions Planned:	<p>Support link road for Northern Gateway. £1.5m scheme to improve the town centre bus service (which could be extended to cover the SUEs as appropriate) Provision of Southern Link road to address both the needs of the SUE and to provide linkages from west to east for HGVs (thereby reducing HGV traffic in the town.</p>
Partners	<p>LCC, SKDC, Network Rail, Highways Agency, public transport providers, DfT.</p>
Outputs	<p>Achieve an agreed design, cost certainty, risk management and commercial agreement with Network Rail over the course of the period to 2011 for both the Pennine Way link and the Southern link road Provision of improved bus service.</p>
HCA Support	<p>Broker role as necessary.</p>

4. Environment

Theme:	Environment
Current Issues:	Issues with water supply, flooding and sewer and sewerage capacity in the Northern Gateway. Biodiversity protection and improvements Requirement for green infrastructure.
Objectives	To ensure that the environment is protected and enhanced where possible. Creation of new habitats where possible Provision of sustainable housing growth
Actions Planned:	Studies as outlined in the outputs section of this report. Ensuring that the environment is considered in the masterplanning process of the SUEs Working with partners to resolve environmental issues from the outset. Consideration of a Regional Park.
Partners	LCC, SKDC, Environment Agency, Utility Providers, Landowners, developers.
Outputs	Complete second stage of water cycle study Update the strategic flood risk assessment Open Space and Green Infrastructure Study.
HCA Support	Capacity building as required. Sharing of best practice from other SUEs

5. Local Services – health, leisure, facilities and services

Objectives and plans are included for –

Access to public services

Education

Adult social care

Fire and Rescue

More information will be given in future iterations of the plan

Theme:	Local Services: Access to Public Services
Objectives	To ensure that there is good access to public services within the town.
Actions Planned:	LCC and SKDC are working together through the New Ways of Working programme on potential opportunities for co-location and improved customer service
Partners	LCC, SKDC
Outputs	Asset management review

HCA Support	N/A
Theme:	Local Services: Education
Current Issues:	<p>Expanding population will require additional educational facilities within the town. The proposed Sustainable Urban Extensions are located where the nearest schools are full and, based on local projections of future school numbers, will continue to be full.</p> <p>It is equally important that accessibility to education facilities for existing residents is maintained. The accessibility standard used is walking distance to primary education; walking or cycling distance to secondary education. The aspiration is that all potential pupils can be admitted to schools in the town, with quality learning environments, accessible safely and sustainably.</p> <p>There are already at least 300 places provided in temporary mobiles in the secondary sector, with significant excess pressure being put on the permanent capacity and infrastructure.</p>
Objectives	<p>Grantham College has aspirations to expand. To ensure that the increased population has access to education at primary, secondary and further education levels</p>
Actions Planned:	<p>Primary schools to be provided in both SUEs Improved secondary educational facilities:-</p> <ol style="list-style-type: none"> 1. A new Academy formed from Grantham Church VA High School and Grantham Central Technology College. This would maintain current capacity but one site should provide better learning facilities, higher environmental standard and other benefits. 2. A merger of Grantham National Junior School, Little Gonnerby Infants School and Harroby Infants to provide a new primary school. This would result in similar capacity but again in better facilities, on one site, in a more viable school. <p>A new secondary school to serve the south of Grantham, in addition to increased capacity in existing schools.</p>
Partners	Potential expansion of Grantham College
HCA Support	LCC, SKDC, Grantham College, Learning and Skilld Council, schools, landowners and developers
	Assistance with S106/Community levy mechanisms
	Short-term “gap” funding
Theme:	Local Services: Social Care
Current Issues:	Social care strategy in the form of Extra Care Housing
	Growth of the elderly population and growing numbers of

Objectives	<p>people with disabilities and complex needs.</p> <p>Across all client groups, increase capacity and the diversity of supported living services away from residential care and to modernise and develop alternatives for day services and respite. This means appropriate and sufficient housing (market and affordable) alongside support and repair solutions.</p>
Actions Planned:	<p>Grantham is highlighted as one of the five action zones for older people.</p> <p>Provision of the 48 unit Springfield Park scheme in the town to be delivered by LACE housing.</p> <p>Development of schemes as appropriate.</p> <p>Ensuring a sufficient mix of dwelling types in line with LCC/SKDC plans</p>
Partners	LCC, SKDC, HCA, NHS/DoH, Care providers, RSLs
HCA Support	<p>Funding as appropriate</p> <p>Participation in the Lincolnshire Extra Care Forum.</p>
Theme:	Local Services: Fire and Rescue
Current Issues:	Population growth will result in new / increased demands for Fire and Rescue services. There will be a need for new / improved premises, vehicles and equipment;
Objectives	Provide services in line with the LCC Integrated Risk Management Plan, and Fire and Rescue Service Plan.
Actions Planned:	<p>Liaison with Anglian Water to ensure that water infrastructure, such as fire hydrants, and sufficient mains pressure are available for fire fighting requirements.</p> <p>Access to open water supplies and funding for new resources will be secured on new development where appropriate, using planning conditions, "Section 106 obligations" and other mechanisms</p>
Partners	LCC, Anglian Water, SKDC, landowners and developers
Theme:	Local Services: Cultural Services and Adult Education
Current Issues:	Population growth will result in new / increased demands for Fire and Rescue services. There will be a need for new / improved premises, vehicles and equipment;
Objectives	Develop a high-quality building stock that meets the needs of existing and future service users.
Actions Planned:	<p>To promote Lincolnshire's culture and cultural activity within Lincolnshire</p> <p>Promote synergies with other service providers, including co-location.</p> <p>Belton Lane Library – new build facility in partnership with SureStart and the health sector</p>

Grantham Library & Museum – take forward potential co-location to improve efficiency, service provision and access

	Explore opportunities for cultural services in the Grantham Canal Basin
Partners	LCC, SKDC, schools, colleges, nurseries, landowners, developers and private organisations
HCA Support	Assistance and funding as appropriate

5. Spatial delivery

Overview

Our approach is to plan for, and facilitate, Grantham-wide development, whilst prioritising specific areas to bring forward housing, employment and green and leisure facilities in balance – we will focus on both the big picture and its component parts in parallel. We have prioritised the town centre regeneration areas in the short to medium term – whilst also undertaking detailed preparation to bring delivery of the Southern Quadrant as soon as possible.

The new strategic infrastructure in the Southern Quadrant is essential in reducing congestion and constraints in the town centre, so further town centre and canal basin improvements can then be brought forward in the medium to long term. Planning delivery of the new strategic infrastructure for the Southern Quadrant will be undertaken in parallel with master planning for the Southern Quadrant as the respective solutions on road and transport infrastructure and the style and quality of environment in the new urban extension are essential to establishing successful long term growth for Grantham. Work is underway to identify and agree the principles underpinning development in the area.

The relationship between the North West Quadrant and the Southern Quadrant is a key consideration in achieving balanced and effective growth and minimising strain on existing infrastructure whilst putting new infrastructure in place. Building long term relationships with landowners and developers will help ensure phasing and other issues are worked through.

The Station Approach development will bring much needed office development to increase footfall in the town centre, provide new, additional and safeguarded jobs, support business growth and diversification and change perceptions about Grantham as a business location. This development will demonstrate that the town welcomes new development and increase confidence from other investors and the local business community that further developments and improvements will happen.

Whilst the focus is on these areas, ongoing planning of how theme activities impact upon the whole or part of the town is core to our delivery approach. The Board, commissioning group and project teams provide the mechanisms to ensure the relationships and impact of one area of activity on another are kept in view. Marketing, communications, business and community engagement with a range of interest groups will ensure that views and activities of a wide range of individuals, organisations and partnerships are kept in view and supported and encouraged – especially if they help meet the objectives of high quality growth, development and regeneration,

North West Quadrant

Commentary:

A sustainable urban extension site to the north west of the town, offering the potential for new mixed use residential and employment development, with integrated community and social infrastructure.

The overall development is likely to provide up to 3,500 new homes which will be delivered as part of a Sustainable Urban Extension.

**Investment Strategy Thematic Connections:
(Housing/Economy and Employment/Transport/Environment/Local Services/Town Centre)**

Housing, Economy and Employment, Transport, Environment, Local Services

Key Projects:

**Secure Planning for Phase I development (Poplar Farm) and complete s106 agreement
Preparing Development Masterplan to show linkages with Phase I and subsequent phases.
Preparation and Submission of Planning Application for later phases**

Assets/Resources/Budget/Grants etc

**Growth Point Fund (to 2010/11)
Lincolnshire County Council
South Kesteven District Council
Private Sector**

Delivery Mech (Public/Private):

It is envisaged that this development will be brought forward by the private sector with support from the public sector as appropriate.

Key Milestones:

**Planning Permission for Phase I, Poplar Farm Granted subject to s106: 2009
Confirmation of Core Strategy Allocations: 2010 (for subsequent phases)
Develop Masterplan 2011
Start on Site: 2010**

Position Statement:

Planning permission for Poplar Farm granted in 2009, subject to agreement of s106.

Early Masterplanning discussions underway.

Land owners approached.

Outputs: 3,500 housing units
Employment space
New strategic highway
Social and community infrastructure including primary school spaces

HCA Support Masterplanning support from Regional Team
Affordable housing/S106 input
Potential funding

South Quadrant

Area: South Quadrant

Commentary: A sustainable urban extension site to the south of the town, offering the potential for new mixed use residential and employment development, with integrated community and educational facilities.

The overall development is likely to provide up to 4,000 new homes which will be delivered as part of a Sustainable Urban Extension, alongside new local shops, schools, open space and community facilities.

A new employment area adjacent to the A1 will be developed as an early phase of this development. This development will support the development of an improved strategic access to the A1. A planning application has been submitted and approved for this project.

A new relief road will be provided as part of the development, improving east west linkages across the town, and offering the potential to remove traffic pressure (particularly HGVs) from the town centre. Design work for this infrastructure has been commissioned.

Investment Strategy Thematic Connections:
(Housing/Economy and Employment/Transport/Environment/Local Services/Town Centre)

Housing, Economy and Employment, Transport, Environment, Local Services

Key Projects:

Preparing Development Masterplan
Strategic Land Acquisition

**Design of Relief Road and Viaduct
Preparation and Submission of Planning
Application (whole scheme)
Delivery of Distribution Hub
Construction of Relief Road and Viaduct**

Assets/Resources/Budget/Grants etc

**Growth Point Fund (to 2010/11)
Lincolnshire County Council
South Kesteven District Council
Private Sector
Central Government
Network Rail**

Delivery Mech (Public/Private):

It is envisaged that the public and private sector will together to develop a masterplan for the implementation of the Southern Quadrant.

Subject to negotiation, availability of finance and legal issues it is possible that the public sector will forward delivery key enabling infrastructure to facilitate the forward delivery of housing in accordance with the masterplan with the public purse being reimbursed by developer contributions as and when houses are constructed and sold.

The distribution hub will be delivered entirely by the private sector.

Key Milestones:

**Planning Permission for Distribution Hub –
Granted: 2009
Confirmation of Core Strategy Allocations:
2010
Completing Forward Design of Relief Road
and Viaduct: 2012
Develop Masterplan 2011
Submission of Planning Application 2012
Start on Site: 2014**

Position Statement:

**Planning permission for Distribution Hub has been granted (2009).
Design of Relief Road and Viaduct well underway – preferred route identified by Growth Point Board**

Consultant appointed to begin initial Masterplanning exercise.

Land owners approached.

Outputs:

**4,000 housing units
120,000 sq m of employment space
and new strategic highway – (3,000 m**

HCA Support

approx)
Social and community infrastructure including primary school spaces
Intelligent client role in masterplanning from Atlas.
Input in to masterplanning process as potential funder.
Development of delivery mechanism with Regional Team.
Role of broker with other national agencies as required.
Potential funder.

Town Centre

Area:

Grantham Town Centre

Commentary:

The Town Centre currently presents a fragmented offer, punches below its weight and is in need of improvement to ensure increased footfall, connectivity and better services for local people.

The area is the subject of a detailed masterplan which set out the most appropriate town centre uses.

The regeneration of the town centre is planned to provide mix-use development, including retail, leisure, office, public realm, transport, education and destination.

The town centre has been broken down into three intervention areas as follows:

- Station Approach
- Greyfriars/Market Place
- Wharf Place

Investment Strategy Thematic Connections:
(Housing/Economy and Employment/Transport/Environment/Local Services/Town Centre)

Housing, Economy and Employment, Transport, Environment, Local Services, Town Centre

Key Projects:

Station Approach
Complete Development Brief (2009)
Adopt Development Brief as SPG (2010)

Commence Strategic Land Acquisition (2009)
Commence Detail Design and Site Investigation work (2009)
Prepare and submit Planning Application (2010)
Commence Feasibility Study for Incubation Centre (2010)

Works to bring Station Approach (road) to adoptable standard (2012)
Start on site (development land) 2012

Wharf Place

Complete Development Brief (2010)
Adopt Development Brief as SPD (2010)
Promote site for development

Greyfriars/Market Place

Complete Development Brief (2010)
Adopt Development Brief as SPD (2010)
Market Place Public Realm Improvement Works Commenced (2009)
Public Realm Improvements Completed (2013)
Promote site for development

Assets/Resources/Budget/Grants etc

Growth Point Fund (to 2010/11)
Lincolnshire County Council
South Kesteven District Council
Private Sector
Central Government

Delivery Mech (Public/Private):

Wharf Place and Greyfriars/Market Place
Development Briefs have been funded and commissioned by the public sector and once adopted as planning policy will be used to promote implementation by the private sector.

Public realm improvements will be implemented by the public sector.

Station Approach

Development Brief has been funded and commissioned by the public sector. Once adopted as SPG the first phase site clearance and servicing (including bringing road up to adoptable standards) will be undertaken by the public sector.

Further phases of clearance and development will be implemented by the private sector.

**Assistance on acquisition strategy as necessary.
Affordable housing input.
Potential funding.**

Canal Basin

Area: Grantham Canal Basin

Commentary: This area comprises a disused (and in part in filled) waterway, surrounded by low quality industrial uses and low value housing.

An Economic Feasibility Study has been undertaken for the Canal Basin redevelopment and a detailed developers masterplanning exercise has now been completed.

The redevelopment of the Canal Basin will provide a new high quality residential and business district, supported by a range of retail, leisure and visitor facilities. The redevelopment of this site will play a key role in creating a new office quarter, diversifying the town's residential offer and creating a high quality visitor destination – each of which will play an important role in transforming the image and perceptions of the town.

**Investment Strategy Thematic Connections:
(Housing/Economy and Employment/Transport/Environment/Local Services/Town Centre)**

Housing, Economy and Employment, Transport, Environment, Local Services, Town Centre

Key Projects:

Seek identification of the site into the emerging Grantham Area Action Plan

Identify existing land ownerships and start strategic land acquisition assembly.

Assets/Resources/Budget/Grants etc

**Growth Point Fund (to 2010/11)
Lincolnshire County Council
South Kesteven District Council
Private Sector
Central Government**

Delivery Mech (Public/Private):

It is envisaged that this development will be brought forward by the private sector but

with the public sector providing ongoing support, possible key infrastructure interventions and partnering (in respect of it's land holdings)

Key Milestones: Complete Site Assembly Strategy (2009)
Completion of Developers Masterplan (2010)
Adoption of Grantham Area Action Plan (2012)
Complete Site Assembly (2020)
Submit Planning Application (2021)
Start on Site: 2025

Position Statement: Developers Masterplan completed.
Site Acquisition Strategy completed.
Land owners approached.

Outputs: 800 – 1,000 housing units
3,500 sq m Food and Drink Space
1,500 sq m Leisure
New highway infrastructure
Social and community infrastructure

HCA Support Maintain watching brief.

Other infrastructure

Education The current major plans for improved educational facilities are:-

- A new Academy formed from Grantham Church VA High School and Grantham Central Technology College. This would maintain current capacity but one site should provide better learning facilities, higher environmental standard and other benefits.
- A merger of Grantham National Junior School, Little Gonnerby Infants School and Harroby Infants to provide a new primary school. This would result in similar capacity but again in better facilities, on one site, in a more viable, school.

Social care 48 unit “extra care housing” scheme at Springfield Park in Grantham, which is currently being delivered by LACE housing.

Public realm Grantham Town Centre Improvements to improve the street scene

Funding source: **LCC SKDC and Growth Point**

Public transport

Bus Infrastructure

HCA Support

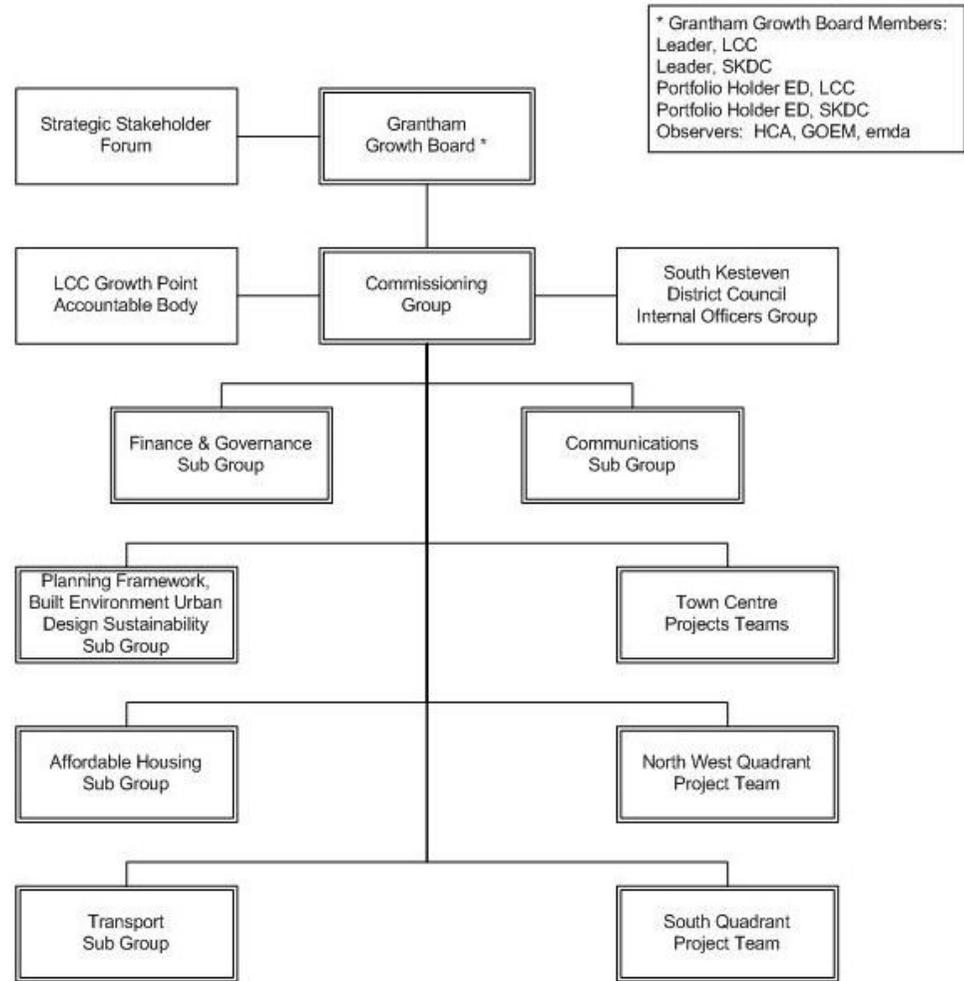
Funding source: **LTP, LCC, S106**

Maintain watching brief.

Table 8: Summary of investment projects (listed by spatial categories and short/med/long term) and cross referenced to the spatial themes

Quadrant	Housing	Transport	Employment Space	Other Infrastructure
Southern quadrant	✓✓✓	✓✓✓	✓	✓
North West Quadrant	✓✓✓	✓✓	✓	✓
Town centre	✓	✓✓	✓✓	✓✓
Canal basin	✓	✓	✓✓	✓✓

Appendix 1 Governance



LSP
SCS

County
Level

Lincoln/
Gainsborough/
Newark Growth
Points

Strategy
And
Vision

LSP

LSP

District/
Grantham
level

Single Conversation Board
Grantham Growth Point Board

<p>Business and Community Lens</p> <ul style="list-style-type: none"> • Strategic representation 	<p>Place Shaping Agencies</p> <ul style="list-style-type: none"> • Strategic representation
<ul style="list-style-type: none"> • Engagement and communication 	<ul style="list-style-type: none"> • Policy and technical advice
<p>Specific consultations and engagement</p>	<ul style="list-style-type: none"> • Delivery Partnerships • Specific projects and studies

- Spatial Development Policy: LDF, Master planning, Site Briefs, Housing
- Quality setting: design guidelines
- Infrastructure Delivery Plan: utilities, transport, green infrastructure, education, community facilities, arts/culture, land ownership.
- Funding plan (for above)
- Place marketing, including – lobbying and influencing
- Community engagement and communications.

Shaping
strategy into
Delivery

Detailed Delivery Plans, covering:

- Area Project
- Theme

Including: delivery groups, site assembly, disposal, feasibility studies, funding applications, planning applications, pre-planning support, project management of individual schemes.

Delivery:
Direct,
commissioned,
facilitated

DRAFT

REPORT TO CABINET

REPORT OF: Resources and Assets Portfolio Holder

REPORT NO: CHFCS91

DATE: 8 March 2010

TITLE:	Financial reports for 2009/10 – Monitoring Information and forecast Outturn	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	N/A	
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 Email: r.wyles@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required:
Equality and Diversity	N/A	
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	CHFCS49, CHFCS61, CHFCS74	

1. RECOMMENDATION

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

2. PURPOSE OF THE REPORT

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

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

Members are very aware of the financial difficulties the Council will be facing in the medium term. The anticipated forecast position will enable options to be considered in respect of the spending proposals for the remainder of the year or alternatively it can replenish the revenue reserve.

3. DETAILS OF REPORT

General Fund Revenue Budgets

The forecast for the year end as at 31 December 2009 projects a variance of £405k which is summarised in the table below

Corporate Area	Budget	Spend To Date	Forecast	Variance
	£'000	£'000	£'000	£'000
Finance & Customer Services	2,418	2,390	2,416	(2)
Healthy Environment	5,302	3,490	5,107	(195)
Partnership & Improvement	3,551	2,323	3,026	(525)
Resources & Org Development	2,643	2,514	3,103	460
Special Expenses Area	643	394	631	(11)
Sustainable Communities	3,543	2,551	3,411	(132)
Total	18,100	13,662	17,695	(405)

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

Healthy Environment

- A small number of the Building Control staff are temporarily undertaking work within Environmental Protection service to cover vacancies and this initiative is utilising in-house skills and resources.
- Waste Management is forecasting an underspend on salary and transport related costs following a service review and the introduction of alternative ways of working.

Partnerships and Organisational Improvement

- There is currently a forecast underspend in respect of budgets on the 'Invest to save budget' and Community Fund budget.
- Salary related underspend in the Business Transformation service is anticipated following a deferral of staffing recruitment.
- The Communications Service is forecasting an underspend on salaries and a saving in respect of consultancy costs as SKToday is now being prepared in house. This saving will contribute towards the Council's efficiency target.

Resources and Organisational Development

- A full year impact of business rates and leisure management fee costs have been factored into the forecast outturn as the anticipated savings on leisure services are not going to be achieved. Council has approved an in-year supplementary estimate to the budget framework (report CHFCS.61) in order to meet these unanticipated costs. The financing decisions in respect of the outturn position will be taken as part of the closure of the accounts.

Sustainable Communities

- Both the Building control and Development control services are forecasting a shortfall on income of £60k and £85k respectively. A service review has recently been undertaken in the Building Control service in order to reduce costs. These proposals, once fully implemented, should assist the service in reaching a surplus position in 2010/11. In respect of Development control there are a number of major planning applications anticipated which should improve the position during the final quarter.
- There is an anticipated underspend in the economic development service due, in part, to the vacant Economic Development officer post and additional funding received in respect of Economic Development initiatives.

- Delays with the commencement of the Choice Based Lettings initiative due to on-going discussions with other partners. This is expected to result in an underspend within the Housing Solutions Service. It is anticipated that this will be used in the next financial year to contribute to any one-off set costs.

Housing Revenue Account Budgets

The budgeted deficit on the HRA for 2009/10 was £1.823m and the current forecast outturn position is a reduction of £0.364m in the deficit to £1.422m.

HRA	Budget	Actual To Date	Forecast	Variance
	£'000	£'000	£'000	£'000
Income	(20,519)	(15,298)	(20,052)	467
Expenditure	22,341	15,260	21,510	(831)
(Surplus)/Deficit	1,823	(38)	1,422	(364)

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

- As part of the resident involvement work a reduction is anticipated on the Tenant Compact contribution.
- There is a decrease in the forecast rental income after applying the impact of the rent reduction, however this is being partly offset due the void rate currently being lower than budgeted for.
- Following the rent reduction there is a decrease in the negative housing subsidy payment required which is mainly off set by the reduction in rental income due as highlighted above
- There are forecast underspends on Grounds maintenance and employee related costs within Tenancy and Neighbourhood Services.
- Within the improvements service there is a underspend within specified works.
- There is currently a scheme manager vacancy within the Sheltered Housing team.

Capital Budgets

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

	Budget	Projected Outturn	Variance
General Fund	£4.625m	£2.325m	(£2.300m)
HRA	£4.631m	£4.280m	(£0.352m)

General Fund

The following variances should be noted for the general fund:

- Land assimilation options are being considered in respect of the Bourne core area development with key strategic sites being identified. However it is not anticipated that all of the provision will be spent in 2009/10
- A 'better homes' grant underspend is predicted due to delays with survey work that is required in order to allocate grants.
- Slippage on 'warm front top up' grants due to reduction in demand.
- There is an ongoing review of the area office upgrade requirements and this project will continue into the next financial year.
- The energy efficiency initiatives (boiler replacement) project in respect of the Grantham Council offices is expected to continue in 2010/11 (£250k) and a specification that ensures the most energy efficient solution is being prepared.
- A document image processing system for the Revenues service is being procured although an element of the implementation will occur in 2010/11.

HRA

The following variances should be noted for the HRA:

- There has been a delay in the service introduction of Choice based letting the capital related expenditure is therefore going to slip into the 2010/11 financial year.
- An overspend on Passenger lifts has been identified as there are additional costs required to complete this scheme. There are Health and Safety requirements concerning this programme which mean it needs to be completed within 2009/10 (£43k).
- There is a potential overspend on heating and ventilation as part of the communal boiler replacement programme.

- A underspend is now predicted on the Kitchen and Bathroom programme (£231k). There was an original spending plan of £408k for the remaining programme within 2009/10 but part of this budget allocation (£177k) has been diverted to resolving health and safety issues that have arisen.

The forecast outturn of the 2009/10 capital programme has been reviewed and its findings have been taken into consideration when formulating the capital programme for 2010/11. Schemes and projects that are showing either slippage or delays have been incorporated into the new programme where necessary. The proposed capital programme will be presented to Council on 1 March 2010.

4. OTHER OPTIONS CONSIDERED

None applicable

5. RESOURCE IMPLICATIONS

None applicable

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

None applicable

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

None applicable

8. CRIME AND DISORDER IMPLICATIONS

None applicable

9. COMMENTS OF SECTION 151 OFFICER

My comments are included in the report.

10. COMMENTS OF MONITORING OFFICER

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

11. APPENDIX:

None

CABINET

REPORT OF: Corporate Head of Partnerships & Improvement

REPORT NO: POI 44

DATE: Monday 8th March 2010

TITLE:	Priority Actions & Performance Progress Report – to end of Quarter 3 (end of December 2009)	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	N/A	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Ray Auger: Access and Engagement	
CONTACT OFFICER:	Sam Selby, Performance Management Officer, Performance Management & Engagement	
INITIAL IMPACT ASSESSMENT: Equality and Diversity	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

That Cabinet notes the progress made on delivering the council's key priority actions, the performance highlights and exceptions, and the steps being taken to address below target performance following the third quarter of 2009/10.

2. PURPOSE OF THE REPORT

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

This report shows the progress on actions and performance measures contributing towards the Good for Business priority for this year up to the end of December.

Appendices section of this report shows the key actions and performance measures for each of the councils Priorities.

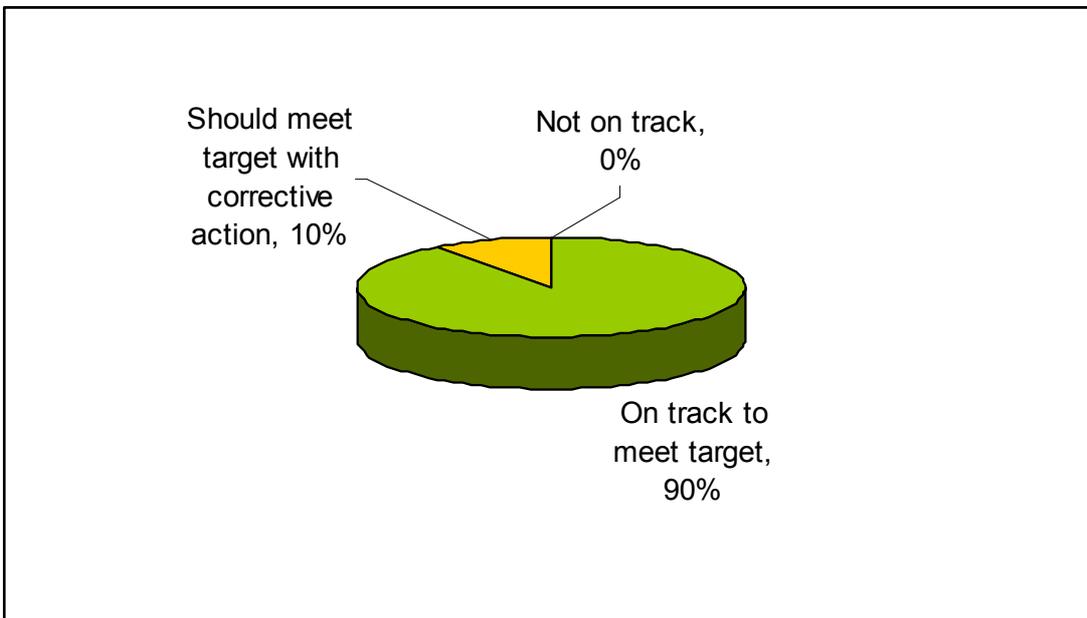
3. DETAILS OF REPORT

Good for Business

The aim of the Good for Business priority theme is to work in partnership to promote the growth of local businesses and develop the economy in our district.

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

As shown, 19 of these are on track to achieve the expected outcome, 2 require a measure of intervention. The detailed progress of these actions can be seen in the appendices section of this report (page 10 onwards).



Key actions summary

Project/Actions to deliver the Good for Business Priority

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

Status	Action Code	Title
	G4B 1.1	Assess and undertake land assimilation for development in Bourne town centre
	G4B 1.2	Facilitate the delivery of improvements within Bourne town centre
	G4B 1.3	Undertake land assimilation of key strategic sites in Grantham
	G4B 1.4	Facilitate the opening of new quality retail development within Grantham
	G4B 1.5	Agree a development brief for sites adjacent to Grantham rail station
	G4B 1.6	Agree a development brief for town centre retail sites
	G4B 1.7	Work with the private sector to bring forward major new housing developments, with associated highways, community & leisure facilities for Grantham
	G4B 2.1	Adopt the LDF Core Strategy following Examination
	G4B 2.2	Publish the Site Specific Allocations and Policies Preferred Options for consultation
	G4B 2.3	Publish Grantham Area Action Plan Preferred Options
	G4B 2.4	Determine planning applications for new road route for new housing development
	G4B 2.5	Plan for integrated approach to infrastructure and service development needs aligned to project growth to 2026
	G4B 3.1	Develop and begin to implement an inward investment action plan focused on innovation and enterprise
	G4B 3.2	Support new business sectors through the development of business innovation centres
	G4B 3.3	Enable development of new high value office accommodation for up to 50 businesses
	G4B 3.4	Provide assistance, support or information to new business enquiries
	G4B 4.1	Carry out a business promotional campaign in partnership with key enterprise agencies
	G4B 4.2	Work with education and skills providers to increase participation in education & training to increase participation of 16 to 18 year olds
	G4B 4.3	Pay 80% of local businesses in 10 days
	G4B 4.4	Assist existing businesses with information, advice and support for development
	G4B 4.5	Develop and begin to implement a business improvement and support action plan to increase business confidence

Highlighted achievements:

- **Facilitate the delivery of improvements within Bourne town centre (G4B 1.2)**

Review of case for original plans near completion. Awaiting final outcome of retail study, and the need to take account of latest private sector developments around Bourne. Alternative development options in progress. Site acquisitions are now progressing.

- **Undertake land assimilation of key strategic sites within Grantham (G4B 1.3)**

The overarching relocation strategy covering all Growth Point projects has been approved by Growth Point Board. Initial negotiations for acquisition of key sites are underway.

- **Facilitate the opening of new quality retail development within Grantham (G4B1.4)**

The work on development briefs for key sites at Greyfriars and Wharf Place is now underway. The key milestones for the projects have been agreed.

- **Agree a development brief for sites adjacent to Grantham rail station (G4B1.5)**

Public consultation on the draft Development Brief closed on the 20th November. The issues raised in the consultation responses are currently being considered. Preparation of a report for on the adoption of the Development Brief by the council is underway.

- **Agree a development brief for town centre retail sites (G4B1.6)**

Work on development briefs now underway. The key milestones for the project have been agreed.

- **Work with the private sector to bring forward major new housing developments, with associated highways, community & leisure facilities for Grantham (G4B1.7)**

Discussions with landowners and key stakeholders on taking forward the master planning work for both Urban Extensions continues to be progressed. Proposals for specialist support in the master planning for the Southern Quadrant have been evaluated. Preferred consultants have been appointed and programme of support underway.

- **Publish Grantham Area Action Plan Preferred Options (G4B 2.3)**

The first stage of the planning process is complete: the Sustainability Appraisal of the Area Action Plan has been completed with the publication of the Scoping Report. A revised programme of consultation is now being drafted.

- **Determine planning application for new road route for new housing development (G4B 2.4)**

Support for master planning work has now been secured and began is beginning in January 2010. Road route options have been designed and are under discussion with key partners.

 **Exceptions not on track:**

- **Provide assistance, support or information to new business enquiries (G4B 3.4)**

The employer survey returns have been received and are undergoing analysis, although there has been a short delay as a result of changes in staff personnel to the survey returns being completed, which has meant that a delivery target date has been exceeded. A service level agreement has been drafted for business start up workshops through 2010/11 and the procurement process is underway.

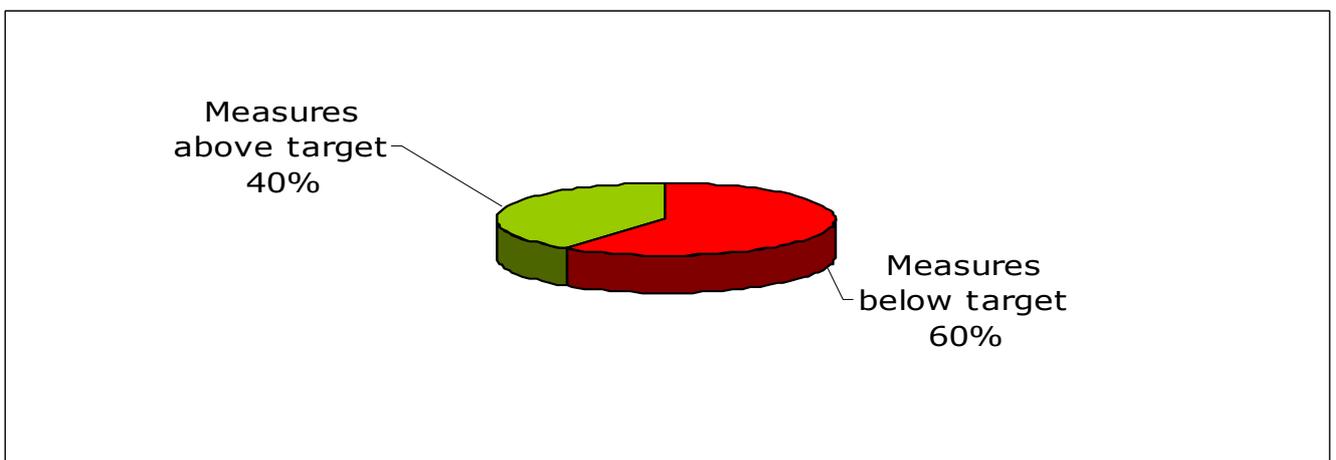
- **Develop and begin to implement a business improvement and support action plan to increase business confidence (G4B 4.5)**

A partnership working group is now established with Lincolnshire County Council to promote inward investment in South Kesteven, although work around this has not progressed to schedule following staff changes. Initial drafts of Grantham Growth promotional material have been produced. The 2010 Business to Business event is being planned with a focus on inward investment and business support.

Performance Measures Summary

Detailed in the following tables and graphs are 6 key performance measures which contribute towards the Good for Business priority.

As shown on the table, 2 of these measures are on target to achieve the expected result however 3 measures are currently not on track to meet their expected result



Progress on key performance measures for April to December 2009

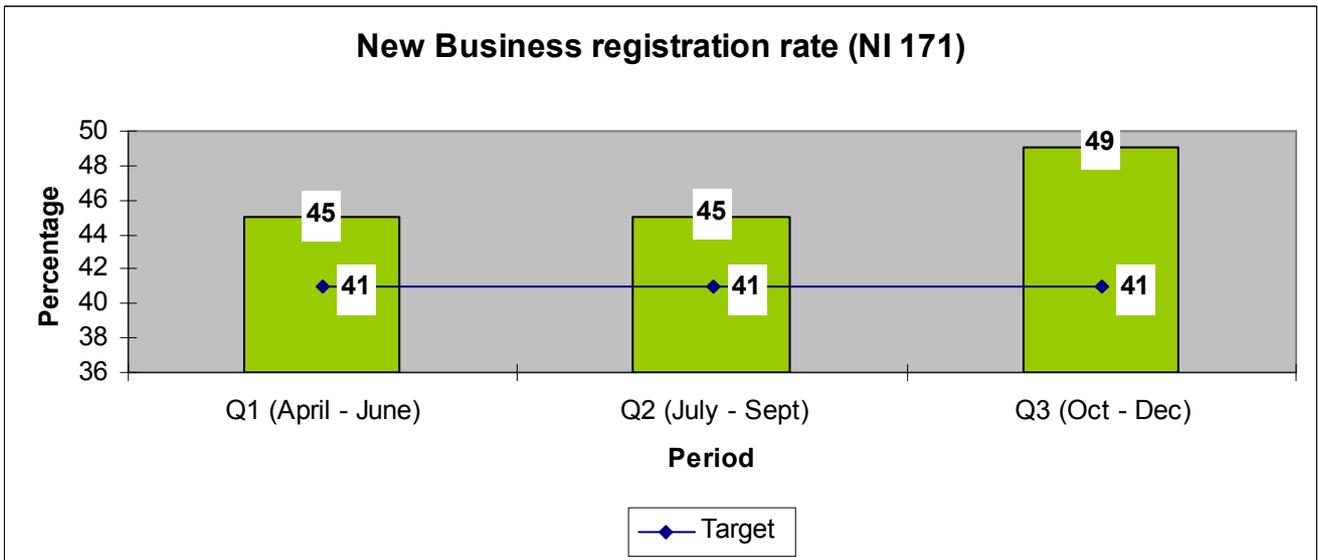
	Performance indicator is above current target and performing better than previous years		Performance indicator below current target or performing worse than previous years
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	Improved performance against previous quarter and/or previous years results		Performance is below previous quarter and/or previous years results		No change
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Status	Code & Short Name	Q1 2009/ 10		Q2 2009/ 10		Q3 2009/ 10		2009/ 10 Annual Target	2008/0 9 Results	2008/09 Annual Target
		Result	Target	Result	Target	Result	Target			
	SK267 % of local suppliers paid within 10 days or less from receipt of invoice	87.65%	87%	85.84%	87%	85.95%	87%	87%		
	SK279 Value of NDR collected against forecast	£12,745,002	£12,552,469	£23,077,526	£23,009,038	£33,718,370	£33,962,357	£37,460,617		
	SK209 % of Non-domestic Rates Collected	33.41%	32.85%	60.48%	60.22%	88.39%	88.88%	98.20%	97.50%	98.60%
	NI 172 Percentage of small businesses in an area showing employment growth	27.0%	5.0%	-1.0%	5.0%	14.35%	5.0%	5.0%	27.0%	2.0%
Data Only	NI 151 Overall Employment rate (working-age)	79.9%		78.8%		78.4%			79.1%	
	NI 171 New business registration rate	45.0	41.0	45.0	41.0	49.0	41.0	41.0	45.0	41.0

Highlighted achievements

Note: Red, Green and ambers are based on the quarters performance against target.

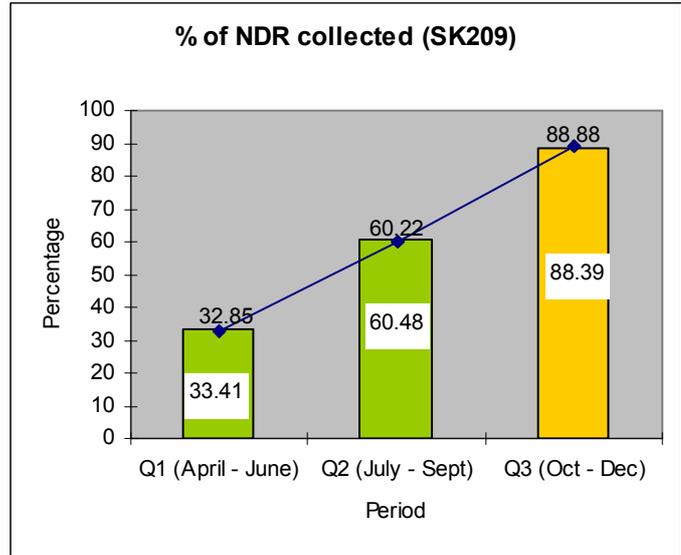
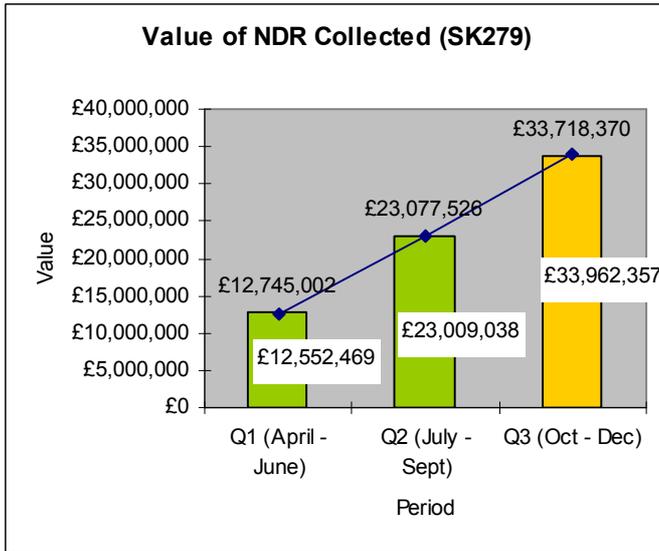


New Business registration rates have increased in the South Kesteven area despite the fact we are in a recession. Despite this compared to national results this is bottom quartile performance (49.55% - top quartile 69.2%)



Our current results place us just above the national average and comparing ourselves against other councils we fall into the top quartile (13.80%).

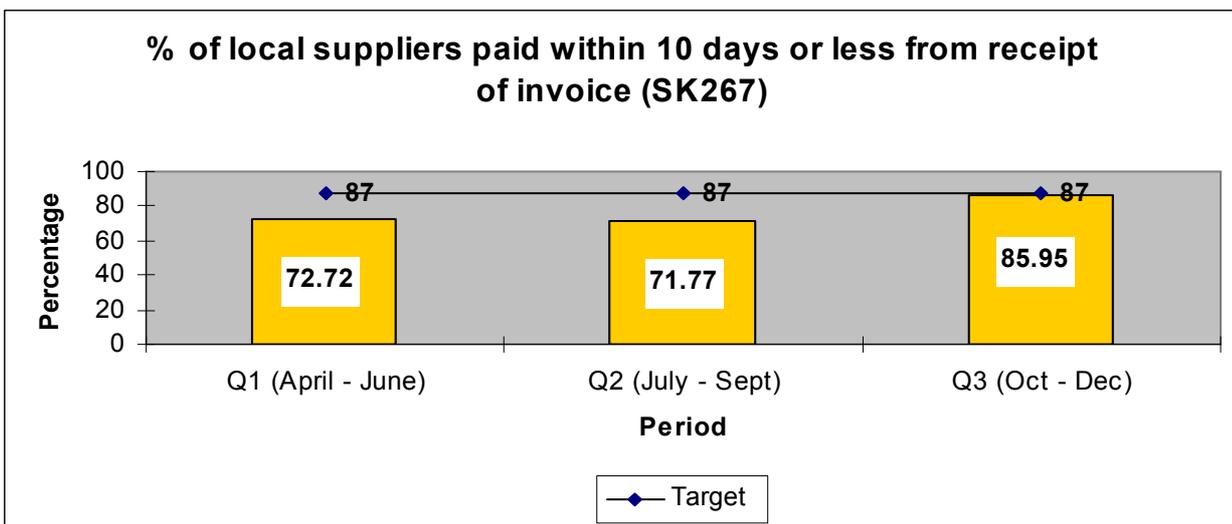
Measures that are performing below target



The collection rate is down by approximately £250,000. The shortfall is a result of two factors:

- 1) Around £180,000 of the 2009/10 business rates due has been deferred to 2010/11 under the Governments deferment rules for 2009/10.
- 2) A small number of businesses have arrears totalling £130,000 in respect of the financial year 2009/10.

The underlying trend is showing an improvement therefore recovery action will continue as planned during last quarter of 2009/10 to achieve annual target.



The Council is committed to paying local suppliers and businesses promptly in order to assist with their cash flow management during these difficult economic conditions. This commitment has been demonstrated by signing up to the Prompt Payment Code set up by the government to assist the business community. Whilst performance is only marginally below target, a review of will be undertaken to facilitate a more efficient processing time of local supplier invoices. The quarterly performance has been performing just below tolerances all year, but has shown an improvement in during quarter 3.

Details of each priority's key performance measures against their targets and progress made on priority actions can be found in the appendices (page 10 onwards).

4. RESOURCE IMPLICATIONS

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

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

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

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

6. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

None to report.

7. CRIME AND DISORDER IMPLICATIONS

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

8. COMMENTS OF SECTION 151 OFFICER

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

9. COMMENTS OF MONITORING OFFICER

This report is made to Cabinet to inform it of the progress being made on the performance measures relating to priority action plans. This is a new format for reporting performance.

Appendices – Detailed Tables of Key Priority Actions

Customer First

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

Priority Actions

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	CF 2.1	Develop an improved compliment/complaints/comments process to enable customers share their experience of our services	<p>Progress: A new customer feedback system has been fully implemented throughout the council. Initial results have been analysed and a need for further training has been agreed.</p> <p>Actions being taken: Further training will be provided during January.</p>	31 Mar 2010	Clare Boswell; Sharon Yates
	CF 2.2	Improve consultation process (in accordance with consultation toolkit) with customers.	<p>Progress: A variety of consultations have been carried out during this year. A summary of consultations and improvements, decisions and outcomes which have been made as a result of customer engagement is currently being compiled.</p> <p>Action being undertaken: Currently undertaking a review of consultations undertaken and decisions and outcomes which have been made for the authority overall.</p>	31 Mar 2010	Sharon Yates
	CF 2.3	Identify customer needs in order that they can access a range of Council and other public sector services in one place	<p>Progress: Understanding our customers and learning from feedback has been built into the learning plan for 2010.</p> <p>ACTION BEING TAKEN: Consultation with customers for their preferred access options through the online-customer-panel and other surveys anticipated for completion by 31 March 2010.</p>	31 Mar 2011	Sharon Yates

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	CF 3.2	Develop a programme to capture and measure 'avoidable contact' across all services	Progress: Initial avoidable contact reports to be sent to internal teams early in the new year by the end of February. It is anticipated the programme will continue to be developed in 2010/11 and so a new action due date of 31 July 2010 is proposed.	31 Mar 2010	Clare Boswell
	CF 4.1	Develop 'fit for purpose' joint customer access arrangements with partners (including the County Council) in Bourne and Stamford	Progress: In-principle agreement reached in respect of Bourne Community Access Point (CAP) project. An outline proposal to maximise the use of the building to meet the needs of the customer has been agreed and will be formally agreed in ACTION BEING TAKEN: More detailed plans being developed early in 2010.	26 Feb 2010	Clare Boswell
	CF 4.2	Introduce a quality customer experience at all customer services centres	Progress: We intend to use consultation with external customers early in the new year to identify what qualifies as 'quality experience' in the eyes of the customer. From the results, we will determine an appropriate action plan.	31 Mar 2011	Clare Boswell

Detailed Tables of Key Performance Measures for Customer First

	Performance indicator is above current target and performing better than previous years		Performance indicator below current target or performing worse than previous years	↑	Improved performance against previous quarter and/or previous years results	↓	Performance is below previous quarter and/or previous years results	↔	No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target					Results		
↓	SK245 % of customers that found what they were looking for on the website	78%	60%	70%	60%	68.53%	60%	60%						
↓	SK249a % of customers overall satisfaction with the website	78%	80%	69%	80%	65.03%	80%	80%						The newly designed website was launched on 18 November. Consultation analysis shows an improving trend of customer satisfaction between November and December.
Data Only	SK271 % increase in benefit claims overall	3.07%		1.89%		1.81%								A 1.81% increase in benefit claims during this quarter represents 270 new claimants who have become entitled to receive Housing or Council Tax Benefit. Many more claims have been processed that resulted in no entitlement to benefit. These claims are not included in this total.
Data Only	SK272 % increase in benefit claims from Private Tenants	6.01%		5.96%		4.45%								A 4.45% increase in private tenant benefit claims during this quarter represents 147 new claimants who have become entitled to receive Housing benefit. This shows the increase in the private rented sector claims is still significantly higher than the increase in other claim types.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
Data only	SK273 % increase in benefit claims from Local Authority Tenants	1.8%		0.15%		0.15%								A 0.15% increase in council tenant claims during this quarter represents 6 new council tenants (households) who are now receiving housing benefit. This shows an increase is much lower than in the private rented sector which reflects the current pressure on households within the home owner/ private rented sector.
Data only	SK274 % increase in benefit claims from Council Tax Benefit recipients	3.24%		1.57%		1.26%								A 1.26% increase in council tax benefit claimants represents 109 additional claimants (households) receiving council tax benefit at the end of this quarter.
Data only	SK275 Number of days taken from end to end turn around time for a new benefit claim	31.68		32.3		28.88								The average end to end time for this quarter has reduced to 28.88 days. This has been supported by an overall reduction in the amount of outstanding work within the department.
Data only	SK276 Number of days taken to process a "change of circumstances"	9.31		7.56		6.53								The average change of circumstances end to end processing time for the 3rd quarter of 2009/10 is showing a further improvement on the previous quarter. This steady improvement in performance is being achieved against an increasing benefit workload. The new way of providing the service at Grantham, using the lean systems approach, has enabled the service to meet the increase in workload to date. Pressure on the service will continue to rise in the foreseeable future even as the economic climate improves.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
Data only	NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer	44.0%		21.5%		11.0%			12.925	21	28.6	30.0%		<p>PROGRESS: We can see an improvement in the rating over the previous 2 quarters of the year. Only 11% of contacts counted within Customer Services during Q3 were classed as Avoidable; approximately half of these reports relate to missed bin collections. The year-to-date figure equates to 17%; this is skewed by the first quarter reporting.</p> <p>ACTION BEING TAKEN: Reporting planned for January/February will enhance service teams opportunity to improve service further.</p>
↔	SK136b % of calls answered within 28 seconds (YTD)	79%	85%	72%	85%	76%	85%	85%				74%	85%	<p>PROGRESS: This quarter has seen some improvement in the speed of response to incoming calls. We have been affected by unplanned staff absences, which are at higher levels than usual.</p> <p>ACTION BEING TAKEN: We continue to work with staff to manage attendance and for additional training.</p>
↔	SK135b % of contacts offered that were abandoned (YTD)	6%	5%	5%	5%	6%	5%	5%				8%	5%	<p>PROGRESS: We are running very slightly below target for calls answered, at 94.4%. We have been affected by unplanned staff absences, which are at higher levels than usual.</p> <p>ACTION BEING TAKEN: We continue to work with staff to manage attendance and for additional training.</p>

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
	SK26b % calls answered (lines in the CSC only) (YTD)	94%	95%	95%	95%	94%	95%	95%				92%	95%	<p>PROGRESS: We are running very slightly below target for calls answered, at 94.4%. We have been affected by unplanned staff absences, which are at higher levels than usual.</p> <p>ACTION BEING TAKEN: We continue to work with staff to manage attendance and for additional training.</p>

Good for Business

Key:  On track to meet target

 Should meet target with corrective action

 Not on track

Priority Actions

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	G4B 1.1	Assess and undertake land assimilation for development in Bourne town centre	Progress A non-key decision is being prepared to procure a key town centre site with the Bourne Core Area.	31 Dec 2009	Liz Banner
	G4B 1.2	Facilitate the delivery of improvements within Bourne town centre	Progress Review of case for original plans near completion. Awaiting final outcome of retail study, and the need to take account of latest private sector developments around Bourne. Alternative development options in progress. Site acquisitions are in progress.	31 Mar 2011	Simon Wright; Karen Sinclair
	G4B 1.3	Undertake land assimilation of key strategic sites in Grantham	Progress Overarching relocation strategy covering all Growth Point projects has been approved by Growth Point Board. Outcome of achievements/actions being taken to address below target performance Initial negotiations for acquisition of key sites underway.	31 Mar 2013	Simon Wright; Karen Sinclair
	G4B 1.4	Facilitate the opening of new quality retail development within Grantham	Progress Work on development briefs for keys sites at Greyfriars and Wharf Place is now underway. Outcome of achievements/actions being taken to address below target performance Key milestones for the project agreed.	31 Mar 2010	Simon Wright; Karen Sinclair
	G4B 1.5	Agree a development brief for sites adjacent to Grantham rail station	Progress: Public consultation on the draft Development Brief closed on the 20th November. The issues raised in the consultation responses are currently being considered. Outcome of achievements/actions being taken to address below target performance: Preparation of report on adoption of Brief underway.	31 Mar 2010	Karen Sinclair

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	G4B 1.6	Agree a development brief for town centre retail sites	Progress Work on development briefs now underway.	31 Mar 2015	Simon Wright; Karen Sinclair
			Outcome of achievements/actions being taken to address below target performance The key milestones for the projects have been agreed.		
	G4B 1.7	Work with the private sector to bring forward major new housing developments, with associated highways, community & leisure facilities for Grantham	Progress: Discussions with landowners and key stakeholders on taking forward the master planning work for both Urban Extensions continues to be progressed. Proposals from consultants to provide specialist support in the master planning for the Southern Quadrant have been received and evaluated.	31 Mar 2015	Karen Sinclair
			Outcome of achievements/actions being taken to address below target performance: Preferred consultants have been appointed and programme of support underway.		
	G4B 2.1	Adopt the LDF Core Strategy following Examination	Progress: Examination hearing sessions are due to commence on 19th January 2010. Outcome of achievements/actions being taken to address below target performance: Additional evidence base work around the viability of affordable housing has been completed to address issues raised by the Examination Inspector on this matter.	30 Sep 2010	Karen Sinclair
	G4B 2.2	Publish the Site Specific Allocations and Policies Preferred Options for consultation	Progress: The consultation on suggested development sites ended on the 4th December and the comments received on the individual sites are now being considered. Outcome of achievements/actions being taken to address below target performance: Work on preparing a preferred options for future development document is underway.	31 May 2010	Karen Sinclair
	G4B 2.3	Publish Grantham Area Action Plan Preferred Options	Progress The first stage of the planning process is now complete: the Sustainability Appraisal of the Area Action Plan has been completed with the publication of the Scoping Report.	31 May 2010	Simon Wright; Karen Sinclair
			Outcome of achievements/actions being taken to address below target performance Drafting of revised programme of consultation is underway.		
	G4B 2.4	Determine planning application for new road route for new housing development	Progress Support for master planning work has now been secured and is beginning in January 2010.	31 Aug 2009	Simon Wright; Stuart Vickers

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	G4B 2.5	Plan for integrated approach to infrastructure and service development needs aligned to project growth to 2026	Progress Initial work has been undertaken as part of the preparation for the evaluation of the core strategy.	30 Nov 2009	Karen Sinclair
	G4B 3.1	Develop and begin to implement an inward investment action plan focused on innovation and enterprise	Progress Partnership working with Lincolnshire County Council to develop options for joint inward investment marketing is underway.	31 Dec 2009	Karen Sinclair
	G4B 3.2	Work with partners to support new business sectors through the development of business innovation centres	Progress Funding for Market Deeping secured. Funding bid for Need & Demand study for the Grantham site has been drafted in readiness for submission	31 Mar 2011	Teena Twelves
	G4B 3.3	Enable development of new high value office accommodation for up to 50 businesses	Progress The business incubation centre in the Deepings is currently under construction.	31 Dec 2009	Teena Twelves
	G4B 3.4	Provide assistance, support or information to new business enquiries	Progress Employer survey returns received and undergoing analysis. A Service Level Agreement has been drafted for business start up workshops through 2010/11 and the process is underway to procure these.	31 Mar 2010	Teena Twelves
	G4B 4.2	Work with education and skills providers to increase participation in education & training to increase participation of 16 to 18 year olds	Progress The Apprentice support scheme is up and running with 100 apprentices being given support to purchase items necessary for their professional training	31 Mar 2010	Teena Twelves
	G4B 4.3	Pay 80% of local businesses in 10 days	Progress The Council is paying 86% of its local suppliers within 10 days which is above its target in an effort to support local business during the current economic climate.	31 Mar 2010	David Scott
	G4B 4.4	Assist existing businesses with information, advice and support for development	Progress Establish Develop Succeed workshops planned early in 2010 and Service Level Agreement being drafted and procurement process underway for 2010 - 2011 programme.	31 Mar 2010	Teena Twelves
	G4B 4.5	Develop and begin to implement a business improvement and support action plan to increase business confidence	Progress Partnership working group now established with Lincolnshire County Council to promote inward investment in South Kesteven.	31 Mar 2010	Teena Twelves

Detailed Tables of Key Performance Measures for Good for Business

Performance indicator is above current target and performing better than previous years	Performance indicator below current target or performing worse than previous years
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↑ Improved performance against previous quarter and/or previous years results	↓ Performance is below previous quarter and/or previous years results	↔ No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↑	SK267 % of local suppliers paid within 10 days or less from receipt of invoice	87.65%	87%	85.84%	87%	85.95%	87%	87%						The Council is committed to paying local suppliers and businesses promptly in order to assist with their cash flow management during these difficult economic conditions. This commitment has been demonstrated by signing up to the Prompt Payment Code set up by the government to assist the business community. Whilst performance is only marginally below target, a review of this will be undertaken to facilitate a more efficient processing time of local supplier invoices.
↑	SK279 Value of NDR collected against forecast	£12,745,002	£12,552,469	£23,077,526	£23,009,038	£33,718,370	£33,962,357	£37,460,617						Collection rate is down by approximately £250,000. The shortfall is a result of two factors: - 1) Around £180,000 of the 2009/10 NDR debit has been deferred to 2010/11 under Deferment rules for 2009/10. 2) Two large businesses have arrears totalling £130,000 for 2009/10. The underlying trend is showing an improvement therefore recovery action will continue as planned during last quarter of 2009/10 to achieve annual target.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↑	SK209 % of Non-domestic Rates Collected	33.41%	32.85%	60.48%	60.22%	88.39%	88.88%	98.20%				97.50%	98.60%	Collection rate is down by approximately £250,000. The shortfall is a result of two factors: - 1) Around £180,000 of the 2009/10 NDR debit has been deferred to 2010/11 under Deferment rules for 2009/10. 2) Two large businesses have arrears totalling £130,000 for 2009/10. The underlying trend is showing an improvement therefore recovery action will continue as planned during last quarter of 2009/10 to achieve annual target.
↑	NI 172 Percentage of small businesses in an area showing employment growth	27.0%	5.0%	-1.0%	5.0%	14.35%	5.0%	5.0%	13.80	13.02	12.21	27.0%	2.0%	
Data only	NI 151 Overall Employment rate (working-age)	79.9%		78.8%		78.4%			77.725	73.3	69.2	79.1%		
↑	NI 171 New business registration rate	45.0	41.0	45.0	41.0	49.0	41.0	41.0	69.2	57.1	49.55	45.0	41.0	

Quality Living

Key:  On track to meet target

 Should meet target with corrective action

 Not on track

Priority Actions

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 1.1	Aim to achieve 58% recycling/composting of household waste by March 2010 and 60% March 2012	<p>Progress</p> <p>The output of dry recycled waste has reduced over the past year, and this is thought to be because of the effects of the recession with less consumer spending resulting in less material to dispose of. This situation is mirrored in some other (but not all) local authorities although no specific pattern or rate of reduction can be identified. The reduction is, however, partly offset by increases in green waste although it will be March 2010 before the full effects of additional green waste bins recently delivered to the public are known. This year we have increased the number of green bins provided to customers resulting in around 26,000 customers having their compostable garden waste collected fortnightly. There was a slight upturn in the amounts of dry recycled material in November 2009, and a further upturn in December, but it is too early to judge whether this was because of increased publicity (SK Today with recycling feature delivered during November). Twin recycling/litter bins are now appearing on the district's streets to develop further the opportunities for the public to recycle, and street cleaning staff are separating material suitable for recycling at source. Twenty four schools have now opted into the recycling service and a further two have expressed interest. We are looking at the feasibility of extending this further.</p> <p>Outcome of achievements/actions being taken to address below target performance</p> <p>Recycling levels are currently running at 54.6% with the remainder currently being disposed of at landfill.</p>	31 January 2010	Pat Swinton

Action	Code	Title	Progress Update	Action	Service Mgr
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Status				Due Date	
	QL 1.2	Deliver ongoing education campaigns to raise residents awareness of waste minimisation and the opportunities to re-use and recycle waste	<p>Progress A programme is now being developed in partnership with PR, and the first public events were held in Grantham as part of the lead up to Christmas. A further event planned for Stamford was postponed due to adverse weather conditions, but will take place on 5th February. SK Today with a pull out recycling feature incorporating collection calendars was delivered during November. A poster competition has been launched with school children The council's web site now offers a wealth of advice on waste minimisation, re-use and recycling.</p> <p>Outcome of achievements/actions being taken to address below target performance A programme of educational visits to schools is planned to commence on 11th January 2010 to deliver the recycling message in a fun environment which children will be encouraged to take home to their parents. 36 schools have so far requested to be involved. Increased community awareness of the opportunities to reduce waste and recycle.</p>	31 Mar 2011	Pat Swinton
	QL 1.3	Support the delivery of objectives detailed in the Joint Municipal Waste Management Strategy for Lincolnshire	<p>Progress This is an ongoing issue and the Council is fully signed up to the Joint Municipal Waste Strategy. The strategy consists of 10 key objectives all of which dovetail into the Council's objectives and actions relating to the reduction, re-use and recycling of waste. Work on the evaluation of the efficiency of collection rounds, and the optimum location of waste transfer stations has now commenced. Data submitted to LCC has enabled the evaluation process to commence and first results should be available in early February. A report to consider proposed changes to the Council's current policies on aspects of the waste collection service will be considered by Cabinet in February 2010.</p> <p>Outcome of achievements/actions being taken to address below target performance The Council is working with other Lincolnshire authorities to achieve the Joint Municipal Waste Strategy objectives and targets. The overall recycling/composting target in Lincolnshire is 55% to be achieved by 2015. South Kesteven is making a positive contribution to the achievement of this collective objective.</p>	30 Nov 2009	Pat Swinton
	QL 2.1	Work with our local area agreement partners to develop a Climate Change Strategy for Lincolnshire	<p>Progress We are continuing to work with our strategic level partners at the Local Area Agreement (LAA) to develop a Lincolnshire wide strategy. However progress continues to be slow. A local climate change action plan will be developed during the early part of 2010/11 to promote reductions in the community. This action plan will be integrated with the Lincolnshire wide strategy when it is completed.</p> <p>Outcome of achievements/actions being taken to address below target performance A senior management action group at the LAA has been formed to specifically write an overarching strategic document to address all climate change issues. More detailed work will be carried out between January and March 2010.</p>	31 Dec 2009	Mike Brown

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 2.2	Encourage our communities to reduce carbon emissions by raising awareness of energy and water saving measures	<p>Progress</p> <p>We are working in partnership, through the Local Strategic Partnership (LSP) and Ground works, to undertake a community based survey to gain an understanding of the public's perception & support needs on climate change. This is scheduled to start in January 2010 with completion in March 2010. The council's website continues to be updated with climate change information & advice.</p>	31 March 2010	Mike Brown
	QL 3.1	Work with local authorities, primary care trusts, emergency services & other partners to identify key risks presented by flood & heat wave events	<p>Progress</p> <p>The Council is working with Lincolnshire partners on this task. The baseline assessment of weather events across the county has been completed and is now progressing to look in more detail at priority issues/services.</p> <p>Outcome of achievements/actions being taken to address below target performance</p> <p>This information will be used to assess the likely impact on individual services and enable plans to be developed to shape emerging strategies and influence service delivery.</p>	31 March 2010	Mike Brown
	QL 3.2	Identification and protection of existing habitats and the development of new ones to improve bio-diversity	<p>Progress</p> <p>Brief for specialist advice has been prepared to commission the completion o a survey of habitats within the district.</p> <p>Outcome of achievements/actions being taken to address below target performance</p> <p>Appointment of consultants underway</p>	31 March 2011	Karen Sinclair

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 4.1	Ensure that 90% of our streets and public spaces and public spaces meet or exceed acceptable standards in terms of litter	<p>Progress Cleaning standards remain high and the public satisfaction rate at 68% is marginally higher than the average of all Lincolnshire authorities (67.2%), but marginally lower than SKDC sister authorities (68.6%). Changes made in 2008/9 to the balance between planned and reactive sweeping and cleansing work patterns have proved to be successful. The Street Scene service has identified two fly-tipping hotspots in the Grantham area and has responded by making more frequent visits to these areas to remove tipped waste. Where possible evidence is being gathered to support subsequent advisory and enforcement action. Staff are equipped with graffiti removal kits and paint to deal with problems when spotted. Data on number and nature of complaints about the service is now being collected and this will enable a regular management information report to be prepared to highlight areas for specific action.</p> <p>Outcome of achievements/actions being taken to address below target performance Activity to date has resulted in improvements to the performance indicators measuring levels of litter and detritus. During the period April to December 2009, 21 incidents of graffiti were reported although some of these were not actioned as they were on private land.</p>	31/10/09	Pat Swinton
	QL 4.2	Work with the Police and other agencies to reduce the % of residents who feel that anti-social behaviour is a problem at night in town centres	<p>Progress Street Wardens have been employed during the run up to Christmas. Operating in pairs in Grantham and Stamford, they have been used to offer advice and assistance to individuals who may be vulnerable due to drink/drugs. Specific operations involving the community safety team have also taken place during November and December (Drug testing/test purchase to underage persons/Anti Social Behaviour roadshow) This has also been supported by a media campaign , informing the public that measures are being implemented to provide a safer environment.</p> <p>Outcome of achievements/actions being taken to address below target performance These projects increased community confidence and raised the profile of Local Authority officers and Police working together.</p>	31/03/10	Mark Jones

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 4.3	Deliver multi agency advice & assistance on targeted geographical hot-spots at increased risk or crime & safety incidents through a "hot streets" project	<p>Progress The first multi agency 'hot streets' project was conducted in the autumn of 2009. The area of action was within a residential setting in Grantham town centre and involved local authority community safety, street scene, contracts monitoring and council members working alongside Lincolnshire Police and Fire and Rescue. Problems were discussed directly with the residents of the target area and interventions took place to the satisfaction of all concerned. Further areas for action have been identified and have been discussed at Joint Agency Meetings (JAM's) if appropriate they are then dealt with as part of a multi service/agency response.</p> <p>Outcome of achievements/actions being taken to address below target performance Faster more co-coordinated response to issues that affect the lives of our residents, preventing the situation escalating thereby reducing the possibility of these matters reaching the media.</p>	31/03/10	Mark Jones
	QL 4.4	Work with partners to provide a series of events showcasing cultural traditions and providing opportunities for people from diverse groups to learn more about each other	<p>Progress A multi agency Community Cohesion theme group has been established across the Community Safety Partnership area. The group has commissioned a Community Mapping report to establish the make up of the communities of South Kesteven which highlights areas to target and spotlights gaps in the provision of services and facilities. The group is now putting together a delivery plan of activities which currently includes the development of a multi-cultural DVD created by young people from diverse backgrounds, a community arts project bringing people together in celebration which will culminate in a showcase event to coincide with Stamford and Grantham carnivals and a Meet the Nations event in Wyndham park around traditional crafts and cuisines of many of the nationalities now resident of South Kesteven.</p> <p>Outcome of achievements/actions being taken to address below target performance Working group established, actions being developed, foundations being put in place for events to take place 10-11</p>	30/06/10	Mark Jones; Carol Drury; David Popple

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL4.6	Help to facilitate diversionary activity and education for children and young people	<p>Progress The fairplay football project scheduled for September in the Deepings was deferred to February 2010 as resources and staff capacity would not allow for 2 projects to be run at the same time. Planning for the Deepings project is complete and it will start on 26th February, after the school half term. Venue is the Deepings school/Leisure Centre on the astro turf pitch. The project will be held on Friday nights and last for 8 weeks. Participants to be identified by youth services and neighbourhood policing teams. It is proposed to hold a final between the winners of the Deepings project and the winners of the Grantham fairplay football project. Anti-social behaviour incidents will be monitored during the project to assess its impact.</p> <p>Outcome of achievements</p>	31/03/10	David Price; Mark Jones
	QL 5.1	Engage with developers and registered social landlords to assist in continual improvement to the delivery of affordable homes in the district	<p>Progress 110 new affordable housing units have been delivered to date this year. Affordable housing schemes currently being built are expected to result in annual target of 150 new affordable units being exceeded.</p> <p>Outcome of achievements/actions being taken to address below target performance Development of future approach to working with developers and Registered Social Landlords is tied into review of strategic housing role and approval of updated Housing Strategy. Draft Housing Strategy has been finalised for approval in January 2010.</p>	31 Dec 2009	Karen Sinclair
	QL 5.2	Adopt a policy to support negotiation of an appropriate level of intermediate & affordable housing on proposed new housing developments at planning application	<p>Progress The examination of the Core Strategy is due to commence on the 19th January 2010. Additional evidence base work around the viability of affordable housing has been completed to address issues raised by the Examination Inspector on this matter.</p> <p>Outcome of achievements/actions being taken to address below target performance Adoption of Core Strategy delayed due to Inspector's timetable, which is out of our control.</p>	31 Mar 2010	Karen Sinclair

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 5.3	Review how we can assist householders on improving energy efficiency of their homes	<p>Progress Progress on this task has been delayed by a number of factors including progress with the pan-Lincolnshire affordable warmth strategy and completion of the detailed analysis of the private sector housing stock condition survey. The delay in completion of this task has not impacted on operational delivery of advice and assistance. In addition households in the Grantham Growth point project areas have been targeted with information on improving the energy efficiency of their homes.</p> <p>Outcome of achievements/actions being taken to address below target performance The review will be completed by the end of June 2010 once all key data has been received and analysed.</p>		
	QL 5.4	Provide advice and where appropriate grant assistance to improve the condition or fuel efficiency of at least 260 privately owned homes each year	<p>Progress In the nine months to December 2009 we have assisted 665 vulnerable households</p> <p>Outcome of achievements/action being taken to address below target performance SKDC Building Control (BC) officers are completing property surveys to reduce the existing waiting list. Another 30 properties have had surveys and are being progressed as regards improvements. 3 further BC officers have also received appropriate training to provide more capacity. There will likely be some slippage against our original spending plans as regards giving financial assistance; we will however reach the overall target of 260 as we have been able to work with the energy companies and Warmfront to ensure many homes are receiving advice and in most cases assistance in the form of new central heating and insulation.</p>	31 Dec 2009	Kev Martin
	QL 5.5	Deliver a programme of improvement work to SKDC's own housing stock to improve energy efficiency	<p>Progress Following configuration to the system and final results, the decent homes figure is now 66% decent with 34% homes currently being non-decent. Programme modelling is now commencing in order that work programmes can be prepared for the next financial year.</p>	31 Dec 2009	Liz Banner
	QL 5.6	Pilot renewable energy technology initiatives in Council owned housing stock during 2009/10 to inform our future investment programmes	<p>Progress The first air source heat pump has now been installed and works are progressing in order to install the ground source heat pumps.</p>	31 Mar 2010	Liz Banner
	QL 5.7	Adapt a minimum of 700 homes to enable disabled or older people to live independently each year	<p>Progress 523 HRA properties have been adapted to date and all occupational therapy recommendations are in progress. 100 referrals have been received for adaptations to private sector properties, since the beginning of this year 76 of these properties have been completed.</p> <p>Outcome of achievements Enhanced lifestyle for our customers improving the opportunity to remain at home.</p>	31 Mar 2010	Liz Banner Kev Martin

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QL 6.1	Utilise funding provided via the Primary Care Trust to enable provision of advice on health and obesity	<p>Progress</p> <p>The outreach play project funded by Big Lottery is continuing and has provided 3 play days so far this year with 300 participants, 2 further Play days are proposed up to end March 2010. Further funding of £63,459 has been received from the DCSF Play Builder programme. Exercise on Referral for adults is progressing with 43 patients who are currently taking part in the scheme. To date there has been a 100% completion of the 12 week programme. There are now 15 GP practices signed up and referring patients to the programme. Kids Fit delivery planning completed 16 physical activity advisors to be trained on the 21st & 22nd December 2009. Wii R Fit planning completed first session is planned for late January 2010.</p>	31 Mar 2010	Liz Banner; David Price
	QL 6.2	Deliver targeted advice to food business with 1 star or less to ensure all businesses meet at least minimum standards	<p>Progress</p> <p>Initial survey visits to 34 businesses currently identified as scoring 0-1 star are underway and it is anticipated these will be completed by end December. These surveys have confirmed to businesses that additional inspections will be carried out between January and March 2010, and that a review of hygiene ratings will be made. In addition the surveys have sought to identify barriers to compliance that business may have so that these can be addressed. It is intended to publish the outcome of the project in early April 2010.</p>	31 Mar 2010	David Price
	QL 6.3	Work with Lincolnshire partners to develop and deliver a county wide Cultural Strategy	<p>Progress</p> <p>Consultation period now closed. First draft posted on Lincolnshire.gov.uk. Action Plans now being developed for 28 January 2010.</p> <hr/> <p>Outcome of achievements/action being taken to address below target performance</p> <p>Approval of Cultural Strategy expected at meeting of LCC full council on 5th May 2010</p>	31 Mar 2010	David Popple

Detailed Tables of Key Performance Measures for Quality Living

Performance indicator is above current target and performing better than previous years	Performance indicator below current target or performing worse than previous years	↑	Improved performance against previous quarter and/or previous years results	↓	Performance is below previous quarter and/or previous years results	↔	No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
↑	SK322 Actual rent collected against rent debtor	£4,673,334	£4,606,000	£10,198,423	£9,918,000	£14,789,269	£14,318,000	£19,630,000						Amount of rent collected is ahead of target
↑	SK323 % Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	89.32%	86.22%	94.54%	89.96%	97.30%	94.14%	98.08%				97.91%	98.90%	Collection is ahead of target
↓	SK278 Value of Council Tax collected against forecast	£17,002,134	£17,093,988	£33,058,800	£33,197,079	£49,090,749	£49,434,582	£55,991,649						Council Tax collection is again down on target (approx £344,000). The downward trend indicates that the increase in unemployment and the difficult economic conditions locally are having an effect on council tax collection. Actions - Recovery and Enforcement action is continuing as planned during last quarter of 2009/10, and the recovery timetable is being reviewed for 2010/11 to ensure that arrears are identified and dealt with earlier, so that council tax payers are not left facing large arrears.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↓	SK208 % of Council Tax collected	29.91%	29.98%	58.08%	58.40%	86.36%	87.10%	98.50%				98.20%	98.60%	Council Tax collection is again down on target (approx £344,000). The downward trend indicates that the increase in unemployment and the difficult economic conditions locally are having an effect on council tax collection. Actions - Recovery and Enforcement action is continuing as planned during last quarter of 2009/10, and the recovery timetable is being reviewed for 2010/11 to ensure that arrears are identified and dealt with earlier, so that council tax payers are not left facing large arrears.
↑	NI 191 Residual household waste per household	104	106	204	213	301	314	418	512	571	661	418	426	At the end of this period we anticipated that each household would produce an average of 314kg of waste but they only produced 301 Kg so our objective of reducing the amount of waste per household sent to landfill is being achieved and exceeded

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target					Results		
↓	NI 192 Percentage of household waste sent for reuse, recycling and composting	55.1%	58%	56.6%	58%	54.6%	58%	58%	43.18%	36.74%	29.91%	54.20%	55%	<p>There has been a general reduction in the amount of dry waste people have recycled in the third quarter. This is thought to be due to the recession, as people are not buying as much and therefore not throwing away as much. It has been partly offset, however, by an increase in green waste. This reduction is reflected in other authorities too. Of a sample of 8 authorities, 6 are experiencing a similar drop. In addition the bring recycling sites were removed by the council during the year and this contributed to the reduction</p> <p>ACTION BEING TAKEN Include more information on the web site, working with schools to carry the recycling message to parents, offering recycling from those schools that lost the facility with the withdrawal of bring sites, articles in SK Today</p>
↔	NI 195a Improved street and environmental cleanliness: Litter			1%	2%	1%	2%	2%	3%	5%	8%	2%	5%	<p>This based on 1% of transects surveyed between August and November which fell below the acceptable level for litter.</p>

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
	NI 195b Improved street and environmental cleanliness: Detritus			3%	3%	5%	3%	3%	6%	10%	15%	3%	8%	The number of areas where levels of detritus were unacceptable has gone up from 3% in July 09 to 5% in November 09
	NI 195c Improved street and environmental cleanliness: Graffiti			0%	1%	0%	1%	1%	1%	2%	4%	0%	0%	
	NI 195d Improved street and environmental cleanliness: Fly-posting			0%	1%	0%	1%	1%	0%	0%	1%	0%	0%	
	NI 154 Net additional homes provided	106	170	231	340	358	510	680	695	473	273.5	653	400	This indicator is a data measure as performance is measured against the annualised strategic housing requirement set out in the East Midlands Regional Plan of 680 dwellings. The number of new dwellings completed during the third quarter was down on the corresponding period in 2008/09 and overall the cumulative number of completions is down on the apportioned target for completions for this point in the year. However, two housing schemes have been successful in attracting Homes and Communities Agency Kickstart funding, which will see the completion of 120 units by March 2010, and a further 3 schemes have been shortlisted for the detailed assessment stage under round 2 of Kickstart.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
	NI 155 Number of affordable homes delivered (gross)	34	26	66	54	110	99	150	225	110	50	289	150	Schemes currently under construction should enable the annual target of 150 dwellings to be achieved by the end of March 2010. The impact of the economic slowdown has, however, become more evident recently and this coupled with delays on some earmarked sites will provide challenges as we move into 2010/11.
	NI 156 Number of households living in temporary accommodation	31	47	25	40	19	33	25	13	29.5	77.75	54	75	Continued joint working between Tenancy Services and Housing Options has enabled the number of households in TA to be reduced further
	NI 159 Supply of ready to develop housing sites	153%	100%	153%	100%	153%	100%	100%				153%	90%	Good performance is measured where the percentage is 100% or greater with 100% equalling 5 years housing land supply. The deliverable housing land supply in the District currently stands at over 7.5 years, equivalent to 153%.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
Data only	NI 15 Serious violent crime rate	.10		.13		0.20						.30		This quarter has seen a continued reduction in serious violent crime. There has been a reduction of 23% (5 offences) reduction in violent offences compared to the first six months 08-09, with the County average seeing a reduction of 2.3% (3 offences) for the same period. This is a priority for the Community Safety Partnership; the community safety team are fully engaged with the police and other partners in order to deal with this matter.
Data only	NI 16 Serious acquisitive crime rate	1.93		3.79		5.52						9.61		Incidents of acquisitive crime leveled out during this quarter, with a 24% (226 offences) reduction in offences compared to the first nine months 08-09, with the County average seeing a reduction of 8.5% (455 offences) for the same period. This is a priority for the Community Safety Partnership, the community safety team are fully engaged with the police and other partners and will continue address this matter.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
↓	NI 20 Assault with injury crime rate	1.35	1.17	2.79	2.32	4.18	3.48	4.64				4.97		<p>This quarter has seen an increase in offences, with the year to date figure being 10.8% (54 offences) higher than the same period 08-09. It is not anticipated that the year end target will be achieved. partners will however, continue with the prevention methods currently in place in order to impact upon the current trend. There is also a similiar trend at a County level with the current figure being 6.8% (186 offences) higher than the same point in 08-09. This may be due to a change in the recording criteria for this type of crime, further analysis will be required to confirm this. This is a priority for the Community Safety Partnership, the community safety team are fully engaged with the police and other partners in order to deal with this matter.</p>

Quality Organisation

Key:  On track to meet target

 Should meet target with corrective action

 Not on track

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 1.1	Review and refresh the Council's external communications strategy and action plan	<p>Progress A revised communications strategy/plan has been produced and several new actions implemented including, two 'clean, safe and green' community engagement event visited by over 1400 members of the public; information posters showcasing street cleaning, recycling, parks/open spaces and energy efficiency in our offices and on some refuse vehicles; and an updated information display for visitors to our customers service centres.</p> <p>Outcome of achievements/action being taken to address below target performance The final document will incorporate details of key corporate messages/campaigns and will provide guidance to staff on how these are to be delivered internally and externally.</p>	30 Apr 2010	Sharon Yates
	QO 1.2	Refresh and improve SK Today and other key publications	<p>Progress SKtoday publications have focused on the delivery of the council's priorities, including features on work to improve roundabouts in Grantham, new council website, pull out waste collection calendar, climate change, and support for the business community, Grantham Growth, the Deepings Innovation centre, and Bourne market. The Council's Annual Report and Summary of Accounts have been published. The Tenant handbook has been published and distributed to all tenants.</p> <p>Outcome of achievements/action being taken to address below target performance Quality information has been provided to the public giving details of what work the council is doing to meet its priorities.</p>	31 Mar 2010	Sharon Yates
	QO 1.3	Deliver two information campaigns on how we are doing on delivering on our priority themes	<p>Progress New signage on 7 of the refuse lorries is now in place. The remaining 11 lorries are in progress featuring the 3 following messages recycling% rate and thank you to customers, street cleaning, number of miles cleaned and the number of parks and open space provided. Examples of the services we deliver and the value for money these demonstrate are shown in the customer services presentations and showcased in SKtoday. Car park posters in place showing the same messages.</p> <p>Outcome of achievements/action being taken to address below target performance The public are being informed of the council's key messages around quality living - in particular recycling, street cleaning and parks/open spaces.</p>	31 Mar 2010	Sharon Yates

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
✔	QO 1.4	Redesign and improve the Council website	Progress The new website design has been developed and went live in November. The site offers users a more comprehensive service than before with several new features including mapping, a dynamic and up to date home page and the introduction of social media such as 'twitter'. Forms and "do it online" options have been reviewed. The SOCITM web survey is being used to capture feedback from customers and make further improvements to the site.	31 Oct 2009	Andy Nix; Sharon Yates
			Outcome of achievements/action being taken to address below target performance The website will offer a much improved customer experience, and also increase the number of ways that customers are able to do business with the council.		
✔	QO 1.5	Review our letters to ensure they are written in Plain English & increase the % of residents who find our letters 'clear & easy' to understand	Progress A programme of "plain English" checks for all standard letters in Tenancy Services has now been completed. Plain English training and advice on letter/literature is provided by communications as required.	31 Mar 2010	Sharon Yates
			Outcome of achievements/action being taken to address below target performance Customers are now provided with information in an easy to understand format.		
✔	QO 1.6	Review Local Area Forums and ensure the Council can engage and empower effectively with local communities.	Progress The University of Lincoln has started to evaluate different methods of community engagement across Lincolnshire. South Kesteven's Local Forums will form part of this work and a workshop with Forum members and the research team will take place before the end of March. The IDeA will also be working with the council to look at other forms of community engagement.	31 Mar 2010	Sharon Yates/ Lena Shuttlewood
			Outcome of achievements/action being taken to address below target performance This will lead to more opportunities for people to be able to influence decisions and shape services.		
✔	QO 1.7	Deliver an annual calendar of consultation campaigns using the Council's new toolkit.	Progress Consultation toolkit and calendar now in use. Programme of consultation now agreed including residents' survey, community roadshows and budget consultation	31 Mar 2011	Sharon Yates
			Outcome of achievements/action being taken to address below target performance This will provide customer feedback on our key services and help shape future priorities.		

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 2.4	Introduce on-line recruitment and 'neutral vend' contract for securing any temporary staff to ensure efficient use of resources	<p>Progress Online recruitment fully operational. Neutral vend contract training completed in October and new system for securing temporary staff went live on 9th November 2009. An information section for managers on how to use the new service is now available on the intranet.</p> <p>Outcome of achievements/action being taken to address below target performance Widen our potential pool of employees and achieve efficiencies in the procurement of any temporary employees.</p>	30 Sep 2009	Joyce Slater
	QO 3.4	Implement Use of Resources Action Plan	<p>Progress Internal working group has agreed an action plan and a corporate lead has been allocated to each key theme. A strategic approach has been adopted in conjunction with feedback from the Audit Commission to focus on the main development areas to enable the council to move forward in achieving a level 3 overall score.</p> <p>Outcome of achievements/action being taken to address below target performance A well run and highly performing council with a level 3 from the Use of Resources Assessment.</p>	31 Mar 2011	David Scott
	QO 4.4	Implement the Housing Improvement Plan and review costs to ensure the HRA is balanced	<p>Progress The plan has been closely monitored by the BEST Board and detailed progress notes on all of the programme actions were produced for the Audit Commission re-inspection of the housing service (11th – 15th January). An updated improvement programme is being produced for 2010/11.</p> <p>Outcome of achievements/action being taken to address below target performance An improved and sustainable housing service for current and future tenants.</p>	31 Mar 2011	Jane Booth Steve Cullington Liz Banner
	QO 4.5	Carry out benchmarking on cost and quality in all service areas	<p>Progress Benchmarking exercises underway or completed in Housing (Housemark), Electoral (Electoral Commission Self Assessment for Electoral registration and elections), IT (Lincolnshire IT Strategy and national VFM standards), Finance and HR (CIPFA).</p> <p>Outcome of achievements/action being taken to address below target performance A well run and highly performing council that learns from others to improve the quality of service delivery.</p>	31 Mar 2010	Robert Moreland

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 4.6	Realise cash efficiency savings of at least 3% each year and publish an annual efficiency plan	<p>Progress We are continuing to realise planned efficiencies and to identify new efficiencies for 2009/10. So far we have identified efficiencies totalling £674k for this financial year. A review of the draft service plans for 2010/11 will be undertaken to identify further savings.</p> <p>Outcome of achievements/action being taken to address below target performance Identified efficiencies will be utilized to improve service delivery of front line services.</p>	31 Mar 2010	David Scott
	QO 4.8	Identify new income streams	<p>Progress Waste services are carrying out the preparatory work to set up a new MOT service which will provide a new income stream for the Council and a replacement fee for damaged wheelie bins is proposed for next year.</p> <p>Outcome of achievements/action being taken to address below target performance During the initial budget setting work and in conjunction with service managers a review of fees and charges and new income streams will be undertaken. These findings will be fed into the member working group process. Following the identification and review of any new income proposals by the fees and charges working group any recommendations will be incorporated into the budget setting process to be formally approved by Council in March 2010.</p>	31 Mar 2010	Richard Wyles
	QO 4.9	Audit our buildings and land and ensure they are appropriately maintained	<p>Progress This is on track and is approximately 60 % complete. This includes Industrial Units, Leisure Centres and Arts Centres. Assets are currently working on surveying the remaining buildings.</p> <p>Outcome of achievements/action being taken to address below target performance Well maintained buildings are assets</p>	31 Mar 2010	Liz Banner
	QO 4.10	Carry out a comprehensive review of the use of non-housing assets and look at the potential transfer of assets to communities	<p>Progress The review continues through work within Assets and the Capital and Asset Management Group</p> <p>Outcome of achievements/action being taken to address below target performance Ensure the Councils assets are 'fit for purpose' and can help delivery quality services.</p>	31 Mar 2011	Liz Banner

Action Status	Code	Title	Progress Update	Action Due Date	Service Mgr
	QO 4.11	Fundamental review of how we provide services and balance between make (share) and buy	<p>Progress Developing approach to service reviews looking at quality, cost and alternative of service delivery. Approach trailed with Building control service and Art Centres are scheduled to be looked at early in 2010/11</p> <p>Outcome of Achievements / action being taken to address below target performance Improved service delivery for the public regardless of the provider.</p>	31 Mar 2011	Robert Moreland
	QO 5.1	Reduce energy usage in Council buildings by 20%	<p>Progress Assets are currently working on reviewing the voltage optimisers and Salix funding is being applied for and are leading a project to review options for reviewing the main office heating system and other aspects of energy use, this is unlikely to be completed this year and capital funding will be moved into the next financial year. Nine Voltage Optimiser units are being installed in 8 of our main buildings (1 building requires 2). Salix funding (4 year interest free loan) has been successfully applied for and an installation project plan is being drawn up. Works are expected to start in a few months. Once implemented, yearly financial savings of £38k are anticipated along with a CO2 reduction of 229 tonnes. Pool covers are being installed in all 4 of our leisure centres. 2 are having hard covers and 2 chemical covers due to their irregular shapes. Energy savings of at least 15% are expected across the four pools.</p> <p>Outcome of achievements/action being taken to address below target performance A 'greener' council delivery reductions in its CO² and more efficient use of energy.</p>	31 Mar 2011	Liz Banner
	QO 5.3	Reduce paper usage by 20%	<p>Progress Cabinet agreed (03.08.09) to limit hard copy agendas to committee members only and individual requests by members and work started to reduce office paper usage by changing printers and installing permanent projectors in Witham and Welland Meeting Rooms to enable 'paperless' meeting. Developing poster campaign to encourage staff to print less. Paper usage across the council is up by 1.2% compared to this time last year, however the rate of increase is falling and together with the continued roll-out of the multi printers and the enhanced monitoring and awareness campaigns, consumption is expected to fall.</p> <p>Outcome of achievements/action being taken to address below target performance Ceased sending hard copies of all agenda to media listings, electronic copies sent instead.</p>	31 Mar 2010	Andy Nix; Michael Rickard

Detailed Tables of Key Performance Measures for Quality Organisation

	Performance indicator is above current target and performing better than previous years		Performance indicator below current target or performing worse than previous years
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	Improved performance against previous quarter and/or previous years results		Performance is below previous quarter and/or previous years results		No change
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Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09	2008/09	Note
		Result	Target	Result	Target	Result	Target					Results	Annual Target	
	NI 157a BV109a Processing of planning applications: Major applications	100%	79.00%	77.80%	79.00%	73.91%	79.00%	79.00%	88.89%	75%	60%	66.67%	60.00%	There has been a drop in performance in the last quarter against these stretching targets, which is likely to result in the target not being met within the year. This is thought to be a result of the change in staffing ratios in development control following the reallocation of planning resources to Planning Policy to support the publication of the Local Development Framework. A review of working practices within Development Control is currently underway to establish where non-statutory work, such as pre-application advice, can be reduced to target professional time towards processing applications. 08 January 2010 17/23
	NI 157b BV109b Processing of planning applications: Minor applications	88.10%	84.00%	84.20%	84.00%	74.18%	84.00%	84.00%	86.46%	78.87%	71.16%	75.45%	65.00%	Comment as 157a 08 January 2010 135/182

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↑	NI 157c BV109c Processing of planning applications: Other applications	87.20%	90%	83.60%	90%	84.97%	92.00%	92.00%	93.46%	88.63%	83.81%	91.47%	80.00%	Comments as 157a 08 January 2010 475/559
↓	SK182 % Planning appeals allowed	36.4%	26.0%	27.3%	26.0%	33.3%	26.0%	26.0%				27.6%	30.0%	Comments as 157a 08 January 2010 13/39
↓	SK260 Building Control actual income received against forecast budget	£105,093	£140,744	£222,214	£260,488	£311,863	£356,232	£453,000						There continue to be impacts on the level of income recovery for building control as a result of the economic downturn and slowing in the construction industry. Measures have been taken to reduce expenditure in the service in line with the anticipated reduction in income, and limit the requirement for funding from the Building Control reserve to balance the trading account. The budget for next year has been written taking into account a reduced anticipated income level, and staffing levels have been reduced accordingly.
↓	SK261 Development Control actual income received against forecast budget	£133,249	£141,200	£296,402	£322,700	£488,081	£523,700	£685,000						With a number of large-scale majors anticipated ahead of the end of the financial year it is likely that development control income performance, whilst significantly behind schedule at the end of the third quarter, will have returned to close to target levels by the end of the financial year.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↓	SK268 % of invoices sent out by SKDC that are paid within 14 days (payment terms)	79.44%	65%	68.72%	70%	65.26%	75%	80%						This continues to reduce and has now dropped below target with delays in payments relating to Sundry Debtors and Housing Related debtors. Work is being undertaken to review payment arrangements for these areas and promote the use of Direct Debit.
↓	SK269 % of invoices outstanding of total invoices sent out	7.95%	40%	5.3%	40%	6.22%	40%	40%						Performance continues to be well above target in this area.
↓	SK270 Value of invoices outstanding of total invoices sent out	£113,568	£85,000	£74,955	£85,000	£104,838	£85,000	£85,000						The value of invoices outstanding has reduced from previous months but it still above target at the end of quarter 3. Work is being undertaken to review outstanding debts and identify suitable payment collection arrangements for these. This being undertaken in conjunction with the recommendations outlined in a recent internal audit report on the sundry debtors function.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
	SK174 % of invoices paid on time within 30 days	98.14%	99.50%	97.55%	99.50%	97.70%	99.50%	99.50%				97.76%	99.50%	The Council is committed to paying invoices in a prompt manner and this has been demonstrated by signing up to the Prompt Payment Code set up by the government to assist the business community. Whilst performance is only marginally below target, a review of will be undertaken to facilitate a more efficient processing time of supplier invoices
	SK144 Working Days Lost Due to Sickness Absence	8.61	9.00	10.59	9.00	10.72	9.00	9.00				10.26	8.00	<p>Progress There has been a significant reduction in actual absence this quarter from 707.98 days lost in October to 415.89 days lost in December, a reduction of 41%. The calculation of sickness absence is a projected year end figure based on the cumulative sickness absence to date, and the unusually high levels of absence during the summer and early autumn means that the quarter 3 improvements do not yet show strongly in the reported figure.</p> <p>Actions We will continue the active management of cases to enable earlier return to work especially in relation to long term absences.</p>

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
↑	NI 179 Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year (£000)			£1654k	£1654k			£1654k	£6729k	£1500k	£656.5k	£826k	£826k	The Council expects to meet its annual efficiency target for 2009/10 through use of procurement techniques to secure sustainable efficiency savings across service areas. Lean System Thinking principles continue to be embedded within the Council which has resulted in improved performance and productivity levels.
↓	SK233 % of leavers in the last year as percentage of the average total staff	1.8%	8%	4.52%	8%	6.5%	8%	8%						<p>Progress This is a cumulative year to date figure and shows turnover within normal range</p> <p>Actions Ongoing monitoring of turnover will continue</p>
Data only	SK305 Number of working days taken to complete the repair from first contact to job completed	3.5		5.1		5.9								Performance is slightly higher than Q2, which has been affected by issues relating to the new ways of working. Revised working procedures and IT systems have been put in place to improve the quality of diary management for operatives and this should improve performance.
Data only	SK306 Number of working days taken to complete the repair from keys received from lettings to job complete (voids - by trade)	12.6		16.9		13.4								Performance has slightly increased from last quarter with void end to end times reducing. With the increased workforce on void properties, this has assisted the turn around time.

Status	Code & Short Name	Q1 2009/10		Q2 2009/10		Q3 2009/10		2009/10 Annual Target	Top Quartile 2008/09	Median 2008/09	Bottom Quartile 2008/09	2008/09 Results	2008/09 Annual Target	Note
		Result	Target	Result	Target	Result	Target							
Data only	SK307 Number of working days taken to complete the repair from repair request received to job complete	4.6		6.7		7								This again has slightly increased, which could be a direct result of the increase in labour force on the void properties. The balance of labour between void and reactive repairs is continually being addressed.
	SK309 % of repairs within the 'right to repair' regulations completed within the statutory timescales	98%	100%		100%	84.88%	100%	100%						This percentage is increasing and work is now being carried out to improve this figure.
Data only	SK310 Number of repeat visits for fix (repairs)	178		23		48								The approach of getting 'experts' to carry out their own inspections and to have follow on work is proving to be beneficial; however this figure has risen for this month and work will continue to level this out.
	SK119 % of FOI Enquiries responded to within statutory 20 days	97.7%	99%		99%	97.46%	99%	99%				94.4%	99%	Total of 79 received during this quarter, 2 were out of time during this period (Oct 19, Nov 27 & Dec 33)
	SK94 % of non operational assets occupied	90.62%	95%	90.62%	95%	90.62%	95%	95%				93.75%	95%	3 units at Partnership House, Withambrook, and Grantham are currently vacant. This is currently advertised through the Economic Development website.
	SK173 % of assets reviewed for utilization purposes	50%	42.98%	53.5%	50.38%	67.5%	62.31%	70.8%				49%	39%	This is on track to target of 70.8% at the end of the year.

REPORT TO CABINET

REPORT OF: Councillor John Smith

REPORT NO.: SS0008

DATE: 8TH March 2010

TITLE:	Dog Control Orders
FORWARD PLAN ITEM:	Yes
DATE WHEN FIRST APPEARED IN FORWARD PLAN:	1st November 2009
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	Policy Framework Proposal

COUNCIL AIMS/ PORTFOLIO HOLDER NAME AND DESIGNATION:	Cllr John Smith – Portfolio Holder for Healthy Environment	
CORPORATE PRIORITY:	Quality living	
CRIME AND DISORDER IMPLICATIONS:	Reduction in anti-social behaviour Reduction in environmental crime	
FREEDOM OF INFORMATION ACT IMPLICATIONS:	This report is publicly available via the Your Council and Democracy link on the Council's website: www.southkesteven.gov.uk	
INITIAL EQUALITY IMPACT ASSESSMENT	Carried out and appended to report? Yes	Full impact assessment required? No
BACKGROUND PAPERS:	Clean Neighbourhoods and Environment Act 2005	

1. INTRODUCTION

This report seeks approval to carry out public consultation in relation to the adoption of Dog Control Orders within designated areas of South Kesteven.

The Dog Control Orders (Prescribed Offences and Penalties, etc) Regulations 2006 and the Dog Control Orders (Procedures) Regulations 2006 implement sections 55 and 56 of the Clean Neighbourhoods and Environment Act 2005 (CNEA) give the district council powers to designate areas within its administrative area where individuals must clean up after their dog; must control their dog by putting it on a lead; or where dogs are excluded from.

The Policy Development Committee considered this issue and recommended to Cabinet that Council adopts the following orders under the Clean Neighbourhoods and Environment Act 2005:

- a) A Dog Control Order making it an offence not to remove dog faeces ANYWHERE in the South Kesteven district area.
- b) A Dog Control Order making it an offence to take dogs within enclosed children's play areas.
- c) A Dog Control Order making it an offence to not put and keep a dog on a lead when directed to do so by an authorised officer ANYWHERE in the South Kesteven district area.

2. RECOMMENDATION

That formal public consultation is commenced in relation to the adoption of Dog Control Orders within South Kesteven.

3. DETAILS OF REPORT

The Council currently uses powers arising from the Dogs (Fouling of Land Act) 1996 to issue fixed penalty notices for the offence of dog fouling.

The introduction of Dog Control Orders is a necessary step to bring our powers up to date with current legislation and strengthen our enforcement options.

The Dog Control Orders (Prescribed Offences and Penalties etc) Regulations 2006 state that the following may be prescribed in a dog control order:

- (a) failing to remove dog faeces
- (b) not keeping a dog on a lead
- (c) not putting, and keeping, a dog on a lead when directed to do so by an authorised officer
- (d) permitting a dog to enter land from which dogs are excluded
- (e) taking more than a specified number of dogs onto land

The penalty for committing an offence contained in a Dog Control Order is a maximum fine of level 3 on the standard scale (currently £1,000).

Under section 57 of the CNEA a Dog Control Order can be made in respect of any land which is open to the air and to which the public are entitled or permitted to have access (with or without payment).

There are defences in all Dog Control Orders of:

- (a) having reasonable excuse for failing to comply with an order; or
- (b) acting with the consent of the owner or occupier of the land, or of any other person or authority which has control of the land.

Each parish council has been consulted as to what they felt would benefit their area. Only a few parish councils responded, although the consensus was that the orders should concentrate on the offence of dog fouling.

Street Scene Services receives an average of 25 reports of dog fouling a month, through various means including Customer Service reports, the SKDC website and Parish Councillor E-mails.

Assets and Facilities have been consulted with regard to public open spaces and children's play areas.

It is proposed that all enclosed children's play areas will be the subject of a Dog Control Order, and a list of these is shown at Appendix 1.

Procedure for making Dog Control Orders

1. There is a designated procedure for making Dog Control Orders.
2. A notice must be published describing the proposed order in the local newspaper circulated in the same area as the land to which the order would apply, and invite representations on the proposal.
3. At the end of the consultation period, it is necessary to consider any representations that have been made.
4. If, after considering representations on the proposal, it is decided to significantly alter and amend the proposal, the procedure must be started again, publishing a new notice describing the amended proposal.

Authorised Officers

5. Fixed Penalty Notices for offences under Dog Control Orders may be issued by authorised officers under section 59(1) and (2).
6. The fixed penalty amount is £75. This was the amount previously set when the Council adopted the new powers in accordance with the Clean Neighbourhoods and Environment Act.
7. At present the authorised officers are members of staff within Street Scene Services and Police and Community Support Officers (PCSO's). It is intended that the PCSO's will be requested to continue to issue fixed

penalty notices on the District Council's behalf.

8. It is also possible for 'employees' of Parish Councils to utilise certain enforcement powers including the issuing of fixed penalty notices. The employees must receive accredited training by a DEFRA approved provider, currently the Keep Britain Tidy Group (formerly ENCAMS). The training is costly but a number of suggestions have been put to the Parish Council to assist them in minimising costs (the costs would be borne by the Parish Councils), but to date only two parish councils have expressed an interest in pursuing the training.

Costs

The costs of consultation (which will mainly be press advertising) will be in the order of £5,000, and this sum can be met from within the current Street Scene budget.

4. OTHER OPTIONS CONSIDERED AND ASSESSED

Currently, authorised officers use powers arising from the Dogs (Fouling of Land Act) 1996 to enforce against dog fouling.

Officers consider that the powers offered by Dog Control Orders will enhance the quality of the environment for residents and visitors. Through the Dog Control Orders, both dog owners and non-dog owners will have a clear understanding of their roles and the areas where they can enjoy open spaces.

5. COMMENTS OF SECTION 151 OFFICER

No additional budget provision has been requested in respect of the proposal detailed in the report and therefore the costs can be met from existing resources. I am not aware that any increase in any income has been forecast in next year's budget proposal.

6. COMMENTS OF MONITORING OFFICER

If the Council wishes to enforce legislation in respect of dog fouling and nuisance, it must adopt an order specifying the offences under the relevant legislation. The proposed order for consultation must be drafted in accordance with the legislation. The wording of the recommendation in this report relates to the offences in general terms and cannot be adopted as the wording for the order to be made.

Any existing order must be formally revoked in accordance with the legislation before any new order is made.

7. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

As previously stated Assists and Facilities have been consulted throughout the process.

8. CONCLUSION/SUMMARY

It is considered that Dog Control Orders are an ideal way to balance the interests of those in charge of dogs against the interests of those affected by irresponsible dog ownership. Children need dog-free areas and there needs to be areas where dogs are kept under strict control, and likewise, those in charge of dogs need to have access to areas where they can exercise their dogs without restrictions.

9. CONTACT OFFICER

Gwen Came
Enforcement Co-ordinator
Street Scene Services

Enclosed Children’s Play areas within South Kesteven

ENCLOSED PLAY AREAS
GRANTHAM
GONERBY HILL
HARROWBY LANE
HORNSBY ROAD
WYNDHAM PARK
DYSART PARK
BEECHCROFT ROAD
THE DEEPINGS
CROWSON WAY
CHURCH STREET
HEREWARD WAY
NORTHFIELDS/WELLINGTON WAT
CHURCHFIELD CLOSE
BOURNE
WELLHEAD
PINEWOOD CLOSE
RECREATION GROUND ROAD
NORTHFIELDS
LANGTOFT
PLAYING FIELD
STAMFORD
RECREATION GROUND
DRIFT ROAD
ELIZABETH RD
ELGAR WAY

Initial Equality Impact Assessment

Section: Street Scene		Officers undertaking assessment: Pat Swinton-Transport & Operations Manager Gwen Came-Enforcement Officer	
Name of policy, procedure etc: Dog Control Orders	Date of Assessment: 12 th October 2009	Is this a new or existing policy? NEW Amendments to existing policies	
Policy Aims			
Briefly outline the policy/procedure/service by putting it into context and describe its aims, objectives and purpose Aim to improve the local environment by setting guidelines for dog owners. It is a proportionate response to the problem caused by those in control of dogs and their activities.			
Who is intended to benefit from the policy? All. Dog owners will benefit from having clear understanding about their responsibilities. Non-dog owners will understand what they can expect from dog owners. It is a fair balance of the interests of those in charge of dogs and those affected their activities.			
Who implements the policy, and who is responsible for the policy? The policies are implemented by officers from Street Scene Services. Responsibility rests with the service manager.			
Who are the main stakeholders in relation to the policy? All residents and visitors, especially those using parks and open spaces.			

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

PCSO's are empowered to issue fixed penalty notices.

The accountable body is the Council, as the Waste Collection Authority for South Kesteven.

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 measures generally contribute to environmental protection and enhancement and ensure a clean environment in our towns and villages.

In general the policies or recommended changes to policy set out in the report should enhance further the quality of life in the district.

Evidence

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

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

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.

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

There are statutory PI targets.

Local

Statutory

NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
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The 2010 service Plans include equality targets. These will be determined for this service area when the service area impact assessment is completed.

What consultation has been carried out with stakeholders and service users

previously about the policy?

A report on dog control orders will be subject to public consultation after it has been considered by the council in Spring 2010. The council's web site is also used to issue information and receive comments and there is a facility for the public to comment. The public can also comment by telephone, letter, email and personal visit. All comments are recorded for appropriate action.

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.

If the proposals for consultation are accepted by Council, the proposals will be widely advertised via the web site, and local press.

Action will be taken to ensure that information offered is available in alternate formats and languages.

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

Feedback from staff arises from day to day operations, from residents via email, web site comment, letters and direct contact. The Mayrise system summarises some complaints and requests. Initial feedback from frontline staff is encouraging to the concept of dog control orders. Other departments are also involved as they have an impact on the use of dog control orders.

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

Yes. The new Covalent system is capable of monitoring all diversity strands. All complaints are received and processed by customer services. Initial complaints are not yet, however, monitored by race, gender, disability, age, sexual orientation or religious belief.

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

A service area impact assessment is currently being prepared and this will identify any further action required.

Impact

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

Race - Not known due to lack of monitoring but information requires to be offered in alternative formats

Gender - Not known due to lack of monitoring

Age - Children will benefit from having dog-free play area where they do have the fear of dogs and enjoy play safely.

Religion – Not known due to lack of monitoring

Disability - Not known due to lack of monitoring

Sexual Orientation – Not known due to lack of monitoring

Transsexuality – Not known due to lack of monitoring

A new corporate monitoring form for 2010 includes all the above groups.

Do these differences amount to an adverse impact?

Not yet known

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.

It may be perceived as having a negative impact on disabled people who use a guide dog (guide dog for the blind or the deaf). However, dogs used for purposes defined under section 29 of the National Assistance Act 1948 are exempt from the provisions of the dog control order. Those with learning difficulties are not listed under the exemptions, and therefore authorised officers will use their discretion in such cases. Training to identify difficulties and strong team support should help to overcome difficult situations.

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?

Non-internet users would generally be less well informed of the council's policies. It is not always possible, timely or economic to communicate in any other way in relation to some matters (such as recent weather emergency/service disruption information), although in respect of these proposals a press notice will be prepared.

Future Actions

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

Provided the actions set out in the Action Plan are carried out to address the

issues identified, there does not seem to be anything to be gained from this. As stated, the majority of the policies are provided to all residents with no reference to age, gender, race, sexual orientation, religious belief, disability or personal circumstances.

ACTION PLAN

Action	Completion Date	Responsibility	
Ensure that information offered is available in alternate formats and languages.	June 2010	Service Manager and Communications Team	
Develop a format for regular reports relating to requests and complaints related to dog control	June 2010	Service Manager and Customer Services	
Examine possibility of requesting feedback from all or a sample of residents via survey form which will request equalities monitoring information.	June 2010	Service Manager and Equalities Team	
Identify contacts for minority groups with a view to future consultation.	March 2010	Service Manager	
Staff training in procedures	December 2010	Service Manager	
Date Full Impact Assessment should commence N/A			
Review Date			
Review Date			
Review Date			
Signed:		Date: 12 th October 2009	