



Tuesday, 9 September 2025 at 2.00 pm
Council Chamber - South Kesteven House,
St. Peter's Hill, Grantham. NG31 6PZ

Committee Members: Councillor Ashley Baxter, Leader of the Council (Chairman)
Councillor Paul Stokes, Deputy Leader of the Council (Vice-Chairman)
Councillor Rhys Baker, Councillor Richard Cleaver, Councillor Phil Dilks, Councillor Philip Knowles and Councillor Virginia Moran

Agenda

This meeting can be watched as a live stream, or at a later date, [via the SKDC Public-I Channel](#)

- 1. Public Open Forum**
The Cabinet welcomes engagement from members of the public. To speak at this meeting please register no later than one working day prior to the date of the meeting via democracy@southkesteven.gov.uk
- 2. Apologies for absence**
- 3. Disclosure of Interests**
- 4. Minutes of the previous meeting** (Pages 5 - 16)
Minutes of the meeting held on 8 July 2025.
Items for recommendation to Council
- 5. Weekly Food Waste Collection Service Update** (Pages 17 - 25)
To provide an update on the progress of the weekly food waste collection service rollout.
- 6. Aslackby Conservation Area Appraisal** (Pages 27 - 86)
In accordance with the Planning (Listed Buildings and Conservation Areas) Act 1990, The Council is required to review its Conservation Areas from time to time and to prepare and publish any proposals for the preservation and enhancement of any parts of the District that are

designated as a Conservation Area. This report considers whether the Council should designate the Aslackby Conservation Area and adopt the Aslackby Conservation Area Appraisal.

7. **Ropsley Conservation Area Appraisal** (Pages 87 - 148)
In accordance with the Planning (Listed Buildings and Conservation Areas) Act 1990, The Council is required to review its Conservation Areas from time to time and to prepare and publish any proposals for the preservation and enhancement of any parts of the District that are designated as a Conservation Area. This report considers whether the Council should designate the Ropsley Conservation Area and adopt the Ropsley Conservation Area Appraisal.
- Items for Cabinet Decision: Key**
8. **Contract Award Report for Reactive Repairs Works to Council Properties** (Pages 149 - 176)
To seek approval to enter into a contract with two contractors, for the provision of carrying out reactive repairs to properties owned by South Kesteven District Council.
9. **Contract Award for Wellington Way New Build Scheme (11 units)** (Pages 177 - 197)
This report sets out the proposals for a new build social housing development of 11 units at Wellington Way, Market Deeping and recommends that the construction contract be awarded to Lindum Group Limited.
10. **Local Government Outcomes Framework** (Pages 199 - 223)
To inform Cabinet on the government's proposed draft Local Government Outcomes Framework and Council's proposed response to the consultation.
11. **Housing Revenue Account Provisional** (Pages 225 - 236)
This report provides details of the Housing Revenue Account (HRA) outturn position for the financial year 2024/25. The report covers the Revenue Budget, Capital Programmes and Reserves overview
12. **Provisional Outturn 2024/2025** (Pages 237 - 255)
This report provides Cabinet with the details of the Council's provisional outturn position for the financial year 2024/25. The report covers the following areas:
- General Fund Revenue Budget
 - Housing Revenue Account Budget
 - Capital Programmes – General Fund and Housing Revenue Account
 - Reserves overview – General Fund and Housing Revenue Account
13. **Contract Award for Radon Remedial Works** (Pages 257 - 274)
To seek approval to award a contract for Radon Remedial Works on the Council's Housing Stock
14. **Annual Complaint Performance and Service Improvement Report 2024/25** (Pages 275 - 323)
To present the annual complaint information and service improvement plan to cabinet

Items for Cabinet Decision: Non-Key

- 15. Finance Update Report – April to July 2025** (Pages 325 - 335)
To present the Council's year end forecast for the financial year 2025/26 as at the end of July. The report covers the General Fund Revenue Budget, the Housing Revenue Account Budget, and the Capital Programmes for the General Fund and Housing Revenue Account
- 16. People Strategy (2025 - 2028)** (Pages 337 - 362)
To present the Employment Committee's recommendation to Cabinet for the approval of the People Strategy 2025 - 2028.

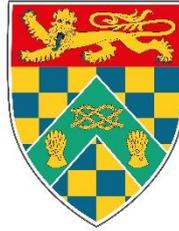
Items for information

- 17. Cabinet Forward Plan** (Pages 363 - 374)
This report highlights matters on the Cabinet's Forward Plan.
- 18. Open Questions from Councillors**

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Minutes

Cabinet
Tuesday, 8 July 2025



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Date of publication: 25 July 2025
Call in expiry: 1 August 2025 – decisions
can be implemented on 4 August 2025 (if
no call-in)

The Leader: Councillor Ashley Baxter, (Chairman)
The Deputy Leader: Councillor Paul Stokes, (Vice Chairman)

Cabinet Members present

Councillor Rhys Baker, Cabinet Member for Environment and Waste
Councillor Richard Cleaver, Cabinet Member for Property and Public Engagement
Councillor Phil Dilks, Cabinet Member for Planning
Councillor Philip Knowles, Cabinet Member for Corporate Governance and Licensing
Councillor Virginia Moran, Cabinet Member for Housing

Non-Cabinet Members present

Councillor Helen Crawford
Councillor Phil Gadd
Councillor Tim Harrison
Councillor Rhea Rayside
Councillor Ian Selby
Councillor Elvis Stooke
Councillor Sarah Trotter

Officers

Karen Bradford, Chief Executive
Richard Wyles, Deputy Chief Executive and Section 151 Officer
Alison Hall-Wright, Director of Housing and Projects (Deputy Monitoring Officer)
David Scott, Assistant Director of Finance and Deputy Section 151 Officer
Karen Whitfield, Assistant Director – Leisure, Culture and Place
Emma Whittaker, Assistant Director (Planning & Growth)
Ayeisha Kirkham, Head of Public Protection
Chris Prime, Communications Manager
Debbie Roberts, Head of Corporate Projects, Policy and Performance
Mark Rogers, Head of Service (Technical Services)
Gyles Teasdale, Head of Property and ICT
James Welbourn, Democratic Services Manager
Patrick Astill, Communications Officer

Andrew Beaver, Community Safety Manager
Charles James, Policy Officer

12. Public Open Forum

There were no questions or statements from members of the public.

13. Apologies for absence

There were no apologies for absence.

14. Disclosure of Interests

There were no declarations of interests.

15. Minutes of the previous meeting

The minutes of the meeting held on 3 June 2025 were agreed as a correct record.

16. Wharf Road Multi-Storey Car Park Grantham Phase 1 Maintenance Works

Purpose of report

To obtain authority to enter into a contract for essential maintenance works at Wharf Road Multi-Storey Car Park Grantham.

Decision

That Cabinet approves the award of a contract to Rio Asphalt & Paving Co Ltd for a value of £283,305.14 +VAT for essential maintenance works at Wharf Road Multi-Storey Car Park Grantham.

Alternative options considered and rejected

Delaying the works further would mean the car park surface and underlying concrete framed structure would further deteriorate leading to much higher costs in the future. Therefore, this option was discounted.

Reasons for the decision

- The structure of the car park was deteriorating as evidenced by corrosion of the concrete plank structural fixings below Level 3. Resurfacing with mastic asphalt to Level 3 would prevent water ingress and the existing corrosion would be treated to prevent further deterioration.
- The following points were highlighted during debate:
- The car park at Wharf Road had been subjected to a thorough set of surveys.
- Officers had liaised with the landlord, who had agreed a programme of works. The design of the car park had been undertaken by Pick Everard; various contractors had looked at the surfaces to ensure work would be accurate.

- Consultations had taken place with structural engineers regarding the car park. The scope of works included upgrading of the surface base.
- There was no figure available for any projected loss of income because only part of the car park would be closed during the works. At least two of the parking levels would remain open on most days.
- As the car park was being used more than previously (although still far below capacity) it meant that the work was essential.

17. Contract award for Structural Surveying & Associated works

Purpose of report

To seek approval to enter into a contract with Millward Partnership for the provision of structural surveys and associated works to Council owned dwellings for South Kesteven District Council.

Decision

That Cabinet approves the award of a contract to Millward Partnership for the provision of carrying out structural surveys and associated works at South Kesteven District Council owned dwellings with an annual value of £50k for a period of 3 years with the option to extend annually for up to 2 years.

Alternative options considered and rejected

Consideration had been given to the option of carrying out the works “in-house”, but due to the specialist nature of the work this was not a viable option.

Not carrying out the work was also not practicable as this would have led to further building defects, increased repair costs and a housing stock with a low market value.

Reasons for the decision

Structural surveys enabled building defects to be investigated, and remedial work identified. The associated works included the provision of structural calculations along with specifications/drawings when required. All surveying and associated works that would be undertaken on the Council’s housing stock would be done to meet the industry standards and requirements that were set out by the relevant governing bodies. This ensured that residents had a safe home.

Typically, around 45 structural surveys and 12 associated projects were carried out each year. The annual cost for this service was anticipated at £50,000 per annum. The survey works would be funded from the structural survey revenue budget and the associated works would be met from the Technical Services Structural Refurbishment capital budget. The procurement opportunity was tendered as a mini competition using a framework run by Efficiency East Midlands (EEM). Following publication of the opportunity eight Expressions of Interest were received which resulted in four Tender Submissions.

After the tender exercise and evaluation, Millward Partnership gave the best tender submission through the combination of price and quality to carry out structural surveys and associated works on the Council's housing stock. This ensured the Council had a contract in place which was compliant with procurement requirements. Dedicated staff trained in contract management would follow the performance clauses in the contract closely.

18. Contract award for Gas and Electrical Auditing

Purpose of report

To seek approval to enter into a contract with Morgan Lambert for the provision of gas and electrical auditing to Council owned dwellings for South Kesteven District Council.

Decision

That Cabinet approves the award of a contract to Morgan Lambert for the provision of carrying out gas and electrical auditing in South Kesteven District Council owned dwellings, with an annual value of £50k for a period of 3 years with the option to extend annually for up to 2 years.

Alternative options considered and rejected

Consideration had been given to the option of carrying out the work in-house, but this was not a viable option due to the specialised nature of this work and third-party assurance required.

Not carrying out the work was also not practicable as this would have led to further issues as noted above. Carrying out this service by means of a third party ensured impartiality was maintained ensuring a fair and transparent service.

Reasons for the decision

Audits were undertaken on a sample of the gas and electrical works completed each month which provide assurance regarding the quality of the works. The annual cost for this service was anticipated at £50,000 per annum and would be met from the Technical Services Gas and Electrical capital budgets.

The procurement opportunity was tendered as a mini competition using a framework run by Efficiency East Midlands (EEM). Following publication of the opportunity five Expressions of Interest were received which resulted in two Tender Submissions.

Morgan Lambert have given the best tender submission through the combination of price and quality to carry out gas and electrical auditing on the Council's housing stock and to ensure the Council has a compliant contract in place which is compliant with procurement requirements.

The contract award was for the auditing of gas and electrical works rather than for gas and electrical inspections. This award allowed a separate company to audit Council work.

19. Local Government Reorganisation (LGR) Update

Purpose of report

An update on the latest position with Local Government Reorganisation (LGR) following receipt of the Interim Proposal Feedback letter.

Decision

That Cabinet:

- 1. Noted the latest position; the proposed timing and confirm the approach set out for the development of the final business plan.**
- 2. Approve the creation of a budget provision of £75,000 to be funded from the General Fund Local Priorities Reserve to procure external support in order to compile the final business plan.**

Alternative options considered and rejected

The Council had no obligation to submit an LGR proposal to the Ministry of Housing, Communities and Local Government (MHCLG). There would be no legal penalty for not doing so, but the Government stated that LGR would proceed even if no proposal was submitted. If the Council does not submit a proposal, it would lose the opportunity to shape and influence LGR to deliver on the strategic interests of South Kesteven's residents.

Reasons for the decision

LGR would have a significant impact on the residents of South Kesteven; therefore, an update on the developing policy programme was presented. A robust LGR proposal must be high quality, evidence-based and offer a thorough analysis of the various options to detail the impact of the Council's preferred LGR configuration on residents, services and businesses. Whilst the Council would endeavour to do as possible internally and with partners, it was recognised that some external expertise and support would add value.

A feedback letter from MHCLG had been received on 3 June 2025 regarding South Kesteven's interim LGR proposal. Furthermore, in-person feedback was received from senior MHCLG officials on 2 and 4 July 2025. Both sets of feedback was general to the Greater Lincolnshire area rather than specific to the South Kesteven bid. MHCLG did not indicate a view on the merits or the features of the proposals submitted, which would have been useful for SKDC officers and members.

None of the proposals within Lincolnshire had been ruled out at this stage, which meant that the inclusion of Rutland County Council in a new authority remained an option. Any proposal would need to set out clear rationale for its findings.

A population of 500,000 was a guiding principle and not a strict target. Criteria are not weighted. Decisions would be judged in the round having regard to guidance and available evidence.

Government funding of £357,000 had been allocated to Greater Lincolnshire to support full proposal development. The Council would continue to work collaboratively to develop a full proposal for LGR that was the most beneficial – short, medium and long term - for both the residents and businesses of South Kesteven, and the wider geography of Greater Lincolnshire and Rutland County Council.

The Chief Executive, Portfolio Holder for Planning and the Leader of the Council all attended the Local Government Association (LGA) Conference last week. Much discussion was around LGR and how it might play out. The Leader spoke to other Leaders, Councillors and officers from across the country (and Lincolnshire). Those present were given a presentation from Angela Rayner MP and Jim McMahon MP.

The Leader of the Council continued to speak to colleagues, particularly in North Kesteven District Council, South Holland District Council and Rutland County Council, with a look towards the most practical outcome for the area.

The following points were highlighted during debate:

- There were concerns about the possibility of a ‘super authority’ absorbing all existing district councils in Lincolnshire.
- £75,000 was around half the funding that both East Lindsey District Council (ELDC) and South Holland District Council (SHDC) had put forward towards LGR proposals.
- The Leader of the Council continued to correspond with the Leader of Rutland County Council and Alicia Kearns, MP for Rutland and Stamford.
- Rutland County Councillors were not of one mind regarding reorganisation; they were however keen to retain their ceremonial status as the smallest historic county in England.
- Some of the work involved in LGR was specialist.
- Some authorities have said they will be able to share data relevant to LGR.
- Fire and health services were not currently aligned. Lincolnshire currently had two separate fire authorities.
- To achieve genuine LGR for the betterment of the public, no options should be ruled out at this stage. Currently there were four published options
 - the South Lincolnshire and Rutland bid (SKDC’s preferred approach)
 - an ‘eastern’ bid (led by ELDC and SHDC)
 - a City of Lincoln bid (including surrounding villages, and colloquially known as the ‘Lincoln doughnut’)
 - and a Continuing Authority bid (LCC’s preferred approach).
- Briefings would take place for all-Councillors to include feedback from the LGA conference.

- Information from MHCLG was that local Police and Crime Commissioners (PCCs) and fire authorities did not have to align at this stage. A 'co-terminus' future could be acceptable but such arrangements would need to be covered within the report. If Greater Lincolnshire and Rutland County Council came together there would be three PCCs.
- A consultants' report on Adult Social Care (ASC) had been shared with SKDC officers, as well as a District Councils' Network (DCN) report on Children's Services. SKDC needed specialist advice in areas not currently provided by District Councils (including ASC and Children's Services) but may not require such advice on financial modelling and data collection.
- SKDC could not formally consult with local businesses as this function was reserved for government; however, engagement with the business community was possible.
- One more LGR session with parish councils was due to take place in Stamford on 22 July. Senior officers and the Leader of the Council had committed to another round of town and parish council meetings on LGR. A key message was that there was no option to keep SKDC in its current form. In the four sessions delivered so far, the Leader had not heard anyone express a preference for a single unitary authority to cover Lincolnshire.
- Most Greater Lincolnshire leaders had met on 2 July 2025. Officers had not been informed of the intention of ELDC and SHDC to begin public engagement week in the week commencing 14 July 2025.
- Cumbria previously consisted of six districts and one city council which had been reorganised. Their 'Implementation Reserve' was £19 million, split into £3 million per authority. This did not include further costs incurred later in the reorganisation, related to transformation and redundancies. Any anticipated savings were strategic and longer term.
- The border between SKDC and Rutland makes delivery of some services dysfunctional now - a merger could only improve the situation.

20. Appointment of the Member Responsible for Housing Complaints

Purpose of report

To approve the appointment of the Member Responsible for Housing Complaints.

Decision

That Cabinet approve the appointment of Councillor Virginia Moran, Cabinet Member for Housing, as the Member Responsible for Housing Complaints (MRC).

Alternative options considered and rejected

The Council could have chosen not to appoint an MRC but this would potentially lead to a breach of the Housing Ombudsman's Complaint Handling Code.

Reasons for the decision

The Cabinet Member for Housing was appointed as the MRC as this ensured compliance with the Housing Ombudsman's Complaint Handling Code. The Ombudsman did not recommend a term in advance of three years for the MRC.

The MRC would be able to seek support from the relevant officers. Any complaint involving the Cabinet Member for Housing would be considered by the Leader of the Council.

The Cabinet Member for Housing would receive training for this new role.

21. Number of Dogs on Leads- PSPO Consultation

Purpose of report

To give due consideration to consultation responses received in November/December 2024, which invited local people, animal welfare organisations and businesses (which provide services for dog owners), for their opinions on whether there was a need for a Public Spaces Protection Order (PSPO) limiting the number of dogs on leads that one person can walk at the same time.

Decision

That Cabinet notes the results of the public consultation and report.

Alternative options considered and rejected

It may have been deemed as unlawful to ignore the majority response, and re-consult with a view to putting a PSPO in place, as there was no evidence to support the need for this PSPO.

The consultation demonstrated there was not broad support regarding the implementation of a PSPO that would limit the number of dogs on leads that one person could walk at the same time. Therefore, it was requested that no further action was taken at this time.

Reasons for the decision

The purpose of the consultation was to ask local people, animal welfare organisations and businesses (which provide services for dog owners), for their opinions on whether there was a need for a PSPO which would limit the number of dogs on leads that one person could walk at the same time. The consultation demonstrated no broad support regarding the implementation of this proposed PSPO.

On 10 September 2024, Cabinet approved an immediate consultation for PSPOs concerning a recommended maximum number of dogs on leads per person. PSPOs were introduced by the Anti-Social Behaviour (ASB), Crime and Policing Act 2014 to deal with nuisances or problems that were detrimental to local quality of life. These

imposed conditions on activity in specific areas applicable to everyone. PSPOs could be issued for any public space and were intended to ensure the law-abiding majority could use and enjoy public spaces, without suffering from anti-social behaviour. The definition of public space was wide and included any place to which the public or any section of the public had access.

The consultation was carried out late in 2024 and received 736 responses.

The following information was highlighted during debate:

- Professional dog walkers had felt it was an attack on their business, which was a misinterpretation. A more pertinent problem was people who were charging for a service without appropriate insurance.
- Some consultees had reported experience of specific instances of ASB. .
- 20% of consultation respondents did not live in South Kesteven.
- It was suggested by one member that the response from the RSPCA was very similar, or identical to, a response that they provide across other consultations around the country.
- There were many complex reasons behind dog attacks including: the attitude of dog owners; issues with particular breeds; and an increase in dog ownership since the Covid-19 epidemic. Limiting the number of dogs on a lead handled by one person might be one form of control but other preventative measures were available.
- A breach of a PSPO could only lead to enforcement if witnessed by an enforcement officer. There had been very few confirmed breaches of any PSPOs.
- Irrespective of any deterrent and enforcement measures in place, there would always be some irresponsible dog owners.
- Officers would keep a watching brief on this issue.

22. Provisional Outturn 2024/25 - Budget Carry Forwards

Purpose of report

This report sought a delegation to approve the carry forward of budgets from financial year 2024/25 to financial year 2025/26.

Decision

That Cabinet delegated authority to the Deputy Chief Executive and Section 151 Officer, in consultation with the Cabinet Member for Finance, HR & Economic Development, to finalise the 2024/25 budget carry forwards for Capital and Revenue expenditure in respect of the General Fund and Housing Revenue Account (HRA).

Alternative options considered and rejected

An alternative option would have been to present the budget carry-forwards to a later meeting of Cabinet; however, this would have created a delay in the availability of

budgets which would have a consequent detrimental impact on the delivery of the Council's projects and services.

Reasons for the decision

Work was underway to prepare the outturn position of the Council for the financial year ending 31 March 2025. Alongside the preparation of the outturn, work was also underway to prepare the draft Statement of Accounts which would be subject to audit over the coming weeks.

It was a normal and regular activity and a key part of outturn preparations to consider and review budget carry forward requirements. These were budgets allocated for a financial year but the anticipated date of expenditure had been delayed into the following financial year. This was a normal occurrence that happened each financial year following the review of the outturn and where specific projects or events cross over financial years.

Due to unforeseen delays in compiling financial information, it had not been possible to present the budget carry forwards to the July meeting of Cabinet. To avoid deferring the decision until the September meeting, a delegation of authority to the S151 Officer in consultation with the Cabinet Member for Finance, HR and Economic Development was agreed to approve the budget carry forwards when they have been reviewed. Upon submission of the budget carry forward proposals, an Officer Delegation Decision Notice would be published to confirm the carry forwards that had been approved.

23. Use of Pesticides on Council Land

Purpose of report

To consider a recommendation from a Joint Meeting of the Environment and Rural & Communities Overview and Scrutiny Committees following a motion to Council to eliminate the use of pesticides on Council land.

Decision

In noting the recommendations made by the Joint Meeting of the Environment and Rural & Communities Overview and Scrutiny Committee (OSC) on 4 March 2025 Cabinet resolved to:

- 1. Thank the Members of the Joint OSC for their work and consideration in relation to the use of glyphosate on Council owned land.**
- 2. Agree that the Council should continue with a strategy of reducing the use of glyphosate on its land where it is safe to do so and does not present a health and safety concern or impact of the aesthetics of an area.**

3. Request that a review of the Council's use of glyphosate is undertaken following a decision on the renewal of the licence by Central Government in December 2025.

Alternative options considered and rejected

A range of alternative options for controlling weed growth across the district were presented to the meeting of the joint OSC on 4 March 2025. There was consensus that none of the options identified were a suitable alternative.

Reasons for the decision

As detailed within the body of the report the Council's use of glyphosate was already low relative to the size and rurality of South Kesteven district. The Council had already adopted a strategy of reducing its use as far as practical.

237 sites were sprayed within SKDC, which included several Housing Revenue Account (HRA) sites. In SKDC's parks a diluted spray was used on paths and hard surfaces; nothing was used around mature trees or flower beds. Work around roadside verges was often contracted to Lincolnshire County Council.

The Cabinet Member for Environment and Waste has listened to the views of the Joint Environment and Rural & Communities Overview and Scrutiny Committees, as well as the proposer of the original motion, and had reviewed case studies and best practice. There had been no significant complaints related to the Council's use of glyphosate.

Glyphosate was used carefully and in a targeted way; for example, it would be used to target weeds around newly planted trees. The resolutions brought SKDC into line with the approach taken by the Woodland Trust.

£490 was spent on glyphosates in 2023/2024, and not all this stock was used. Any alternative approach to tackling weeds without the use of glyphosate (where it was required) would cost at least £50,000, and this would potentially include an extra 2-4 members of staff and an extra 1-2 vehicles.

The following points were highlighted during debate:

- Councillors Ben Green and Vanessa Smith had requested that the original recommendations from the Joint Environment and Rural & Communities Overview and Scrutiny Committee be included in their entirety. These recommendations included the use of trial sites across SKDC ceasing the usage of glyphosate, and the launch of a public consultation on the use of glyphosate.
- The government was due to take a decision on the future use of glyphosate around December 2025, therefore the need for a public consultation did not appear to be there.
- Some people would likely be confused as to the difference between herbicides and pesticides.

- HRA sites contained a specification for maintenance which could not be ignored.
- Glyphosate was already precluded for home consumption; the product used by SKDC was not available for domestic use around the district so the council could not impose standards for households.
- A further Joint OSC meeting would take place in December 2025 to consider the government's response to this issue.

24. Cabinet Forward Plan

The Cabinet Forward Plan was noted.

25. Open Questions from Councillors

Question One – Councillor Ian Selby to the Cabinet Member for Property and Public Engagement

Councillor Selby asked the Cabinet Member to discover for himself how accessible the Grantham Meres Stadium was, whilst asking him to take note of its dilapidation. He requested it be part of ideas for the future.

The Cabinet Member was happy to look into this issue.

Question Two - Councillor Rhea Rayside to the Cabinet Member for Housing

Councillor Rayside asked whether there were any best practices from other councils SKDC could adopt to ensure a proactive rather than reactive approach to those that walk too many, or an unmanageable number of dogs.

Councillor Moran asked for the issue to be re-visited in a year's time to have a look at the number of issues or incidents.

The Cabinet Member for Property and Public Engagement was happy to investigate joint publicity campaigns with Lincolnshire Police on this issue.

The meeting closed at 3:53pm.



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Rhys Baker
Cabinet Member for Environment and
Waste

Budget Amendment Proposal - Weekly Food Waste Collection Service and Additional Extended Producer Responsibility Payment

Report Author

Kay Boasman, Head of Waste Management and Market Services

 kayleigh.boasman@southkesteven.gov.uk

Purpose of Report

This report provides an update on the progress of the mandatory weekly kerbside food waste collection service rollout. The report asks Cabinet to recommend to Council an additional revenue budget allocation for service provision within the current financial year. The report also asks Cabinet to recommend to Council to accept the additional £953,377.03 Extended Producer Responsibility (pEPR) payment for the financial year 2025/26.

Recommendations

That Cabinet recommend the following to Council:

- 1. Approve the formation of a revenue budget of £542,195 for the 2025/26 financial year to facilitate the rollout of the weekly food waste collection service,**
- 2. Approve the use of £400,125.45 from the allocated revenue transitional funding and an additional £142,069.55 from the Waste Service Reserve to create the revenue budget,**
- 3. Approve an increase to the vehicle replacement capital budget of £171,850 from the Waste Service Reserve to contribute towards funding the food waste collection vehicles and caddies, and**

4. Accept the additional pEPR payment of £935,377.03 for the financial year 2025/26 and to allocate this funding to the established Waste Services Reserve.

Decision Information	
Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Sustainable South Kesteven Effective council
Which wards are impacted?	All Wards

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1. There is substantial revenue costs associated with the rollout of the domestic food waste collection service. The estimated revenue costs for year 1 are £542,195 (part year effect in 2025/26). Government has granted SKDC £400,125,45 in transitional revenue costs, however, this is £142,069 below what is required to establish the service. This report recommends that a £542,195 revenue budget is established from the transitional revenue funding and the Waste Service Reserve to facilitate the rollout of food waste collections.
- 1.2. Furthermore, the capital funding issued by Government to purchase vehicles and caddies was £171,850 below the actual cost of buying these items (£1,543,000) and this report recommends the vehicle replacement capital budget is allocated the additional £171,850 from the Waste Service Reserve.
- 1.3. The additional funding payment relating to EPR will be added to the Waste Services Reserve and utilised to fund waste service improvements in accordance with the requirements of the payment.

Completed by: Richard Wyles, Deputy Chief Executive and S151 Officer

Legal and Governance

- 1.4. The legal implications are detailed within the report. As this is a capital budget amendment of over £500k Full Council are required to agree to this decision.

Completed by: James Welbourn, Democratic Services Manager

Climate Change

- 1.5. Food waste makes up around one third of residual waste bins, it is also a major contributor to carbon emissions via its current disposal route. The new food waste collection service will ensure that food waste is taken out of the residual waste stream (black bins) and disposed of through anaerobic digestion, which is a more environmentally friendly way of disposing of this waste stream.
- 1.6. Introduction of a new way of separating and disposing of food waste will reduce carbon emissions associated with their current disposal route, as well as improving the recycling and reuse opportunities of other materials in the waste stream. Nevertheless, the operation of an additional 12 vehicles has the potential to increase fuel consumption overall for the fleet and therefore carbon emissions associated with the operation of the Council's vehicle fleet.

Completed by: Serena Brown, Sustainability and Climate Change Manager

2. Background to the Report

- 2.1. On the 29th November 2024 the Government announced the new default requirements for business and household waste collections under the Simpler Recycling collection reforms. These reforms form part of the updated Environment Act 2021.
- 2.2. The reforms are designed to simplify the rules and make recycling easier for people in England; they enable consistent, more streamlined collections from all households and businesses. The approach is designed to ensure the same set of materials are collected everywhere in England. The reforms aim to reduce confusion, end the postcode lottery of bin collections and ensure the correct materials are captured for recycling.
- 2.3. The new default requirements include four **separate** collection containers for:
1. Residual (non-recyclable) waste,
 2. Food waste,
 3. Paper and card,
 4. All other dry recyclable materials (plastic, metal and glass).
- 2.4. It is because of these new requirements that the Council **will be required** to introduce weekly kerbside food waste collections, from the 31st March 2026.
- 2.5. To facilitate the rollout of this service, the Government have promised to fund the service using three sources of funding. These are shown in Table 1.

Table 1: Government funding for weekly food waste collections in SKDC

Funding	What is Covered	Amount Awarded (£)	Allocation (£)
Initial capital funding	<ul style="list-style-type: none"> • 9 x food waste collection vehicles • Indoor and outdoor caddies 	1,371,150	<ul style="list-style-type: none"> • 308,000 for purchase of caddies • 1,235,000 for purchase of 12 vehicles
Revenue transitional funding	<ul style="list-style-type: none"> • Container delivery • Project management • Procurement • Communications 	400,125.45	400,125.45 allocated to 25/26 revenue costs (highlighted in Table 2)
Ongoing revenue funding	To be confirmed	To be confirmed	To be confirmed

- 2.6. The initial capital funding allocated £450,450 for the purchase of indoor and outdoor caddies; through a competitive joint procurement exercise with the Lincolnshire Waste Partnership (LWP), SKDC were able to secure the caddies for £308,000 (ODD Food Waste Caddies <https://moderngov.southkesteven.gov.uk/documents/s44775/ODD%20Food%20Waste%20Caddies.pdf>).
- 2.7. Furthermore, the initial capital funding allocated £920,700 for vehicle purchase, however, the actual cost of purchasing the vehicles was £1,235,000. This is because the funding only covered the purchase of 9 vehicles, however, SKDC require 12 vehicles to deliver a reliable service.
- 2.8. Based on the cost of caddies and vehicles, the initial capital funding from DEFRA, which totalled £1,371,150 was £171,850 less than the actual cost of buying the vehicles and caddies (£1,543,000). This report recommends that the additional £171,850 in capital costs is sourced from the Waste Service Reserve.
- 2.9. Whilst DEFRA have promised to provide ongoing revenue costs, at the time of writing this report, it is not known if the funding will cover the ongoing revenue costs required to deliver this service.
- 2.10. This report also refers to the pEPR payment which the Council has received from DEFRA to improve the efficiency and effectiveness of the waste collection services. The payment for 2025/26 was initially estimated to be 837,000, however, this estimate has now increased to £1,772,377.03 (estimate at July 2025). This payment is due to be paid in three instalments with the first payment due in late 2025. Whilst this figure is subject to change, this is the figure provided by DEFRA and therefore the most accurate estimate at this time. This report recommends that Cabinet recommend to Council that the additional £935,377.03 is accepted (this figure is £1,772,377.03 minus the 837,000 already accepted).

3. Key Considerations

Revenue Costs

- 3.1. Table 2 shows the estimated revenue costs for year 1 of the service. All costs shown in Table 2 are prorated for a period of 3-months (January – March 2026) and they are reflective of the costs expected to be incurred when initiating the service.
- 3.2. The total estimated revenue costs are £542,195 for year 1 (2025/26). Although the service doesn't start until April 2026, there are costs associated with introducing the service (vehicle costs, staff recruitment, communications, caddy delivery etc). The transitional revenue funding provided by Government covers £400,125.45 of these costs, meaning a further £142,069.55 of funding is required to establish the service. This report recommends that a revenue budget of £542,195 is established

using the transitional revenue funding with a top up from the Waste Service Reserve.

- 3.3. At this time, no information has been provided on the level of ongoing revenue funding for service provision from 31st March 2026. Despite DEFRA acknowledging that the funding will be released this year, there has been no indication on how much this will be and when it will be received. Based on this, a further update will be provided once the ongoing revenue funding figures have been released.
- 3.4. The costs associated with the 2026/27 service will be included in the budget proposals for the next financial year and any financial shortfall will be highlighted through the budget setting process for 2026/27.

Table 2: Revenue costs for weekly kerbside food waste collections (2025/26)

	2025/26 £
Transport Revenue Costs	
Road Tax	910
Tyres	2840
Maintenance	27,500
Fuel Usage	24,960
Vehicle insurance	20,000
Total Transport Revenue Costs (a)	76,210
Other Revenue Costs	
Training	3,000
Protective Clothing	11,400
Route Optimisation	18,302
Caddy Liners	15,000
Communications Strategy	90,000
Total Other Revenue Costs (b)	137,702
Additional Staff Revenue Costs	
10 x Drivers	103,160
20 x Loaders	167,510
Project Support Officer (Estimate SK9)	20,967
Refuse Supervisor (SK9MS)	21,852
Additional Workshop Hours (25 hours)	14,794
Additional Staff Total Costs (c)	328,283
Total Revenue Costs (a+b+c)	542,195

Proposed Timelines

- 3.5. DEFRA have **mandated** that the weekly food waste collection service must be in place by 31st March 2026. SKDC will start collecting food waste on Monday 13th

April. This is slightly later than DEFRA's deadline as Lincolnshire authorities are staggering their start dates to enable a more organised rollout. The LWP is writing to DEFRA to inform them of the planned rollout dates for each authority, and we do not anticipate any issues with this delay.

- 3.6. Appendix 1 outlines the key actions and dates for SKDC's weekly food waste collection service rollout.
- 3.7. Establishing the funding is critical to achieving the deadlines set out in Appendix 1 as recruitment of operatives will need to start in November 2025. Furthermore, in January 2026 an intensive communications campaign is scheduled to commence alongside operational actions e.g., container delivery, route planning, training.

4. Other Options Considered

- 4.1. The following options were considered:
 1. Do nothing until the ongoing revenue funding is released by DEFRA – this option is not feasible as it would result in missing the mandated rollout deadline by a significant amount of time.
 2. Do not introduce the weekly food waste collection service – this option is not feasible as the change has been mandated through the Environment Act 2021.

5. Reasons for the Recommendations

- 5.1. This report asks Cabinet to recommend the following to Council:
 1. Approve the formation of a revenue budget of £542,195 for the 2025/26 financial year to facilitate the rollout of the weekly food waste collection service,
 2. Approve the use of £400,125.45 from the allocated revenue transitional funding and an additional £142,069.55 from the Waste Service Reserve to create the revenue budget,
 3. Approve an increase to the vehicle replacement capital budget of £171,850 from the Waste Service Reserve to contribute towards funding the food waste collection vehicles and caddies, and
 4. Accept the additional pEPR payment of £935,377.03 for the financial year 2025/26 and to allocate this funding to the established Waste Services Reserve.
- 5.2. These recommendations enable the Council to meet the requirements to provide a weekly food waste collection service to the residents of South Kesteven within the mandated timescale. It will ensure the Council does not face penalties from DEFRA or reputational damage for non-delivery of the service.

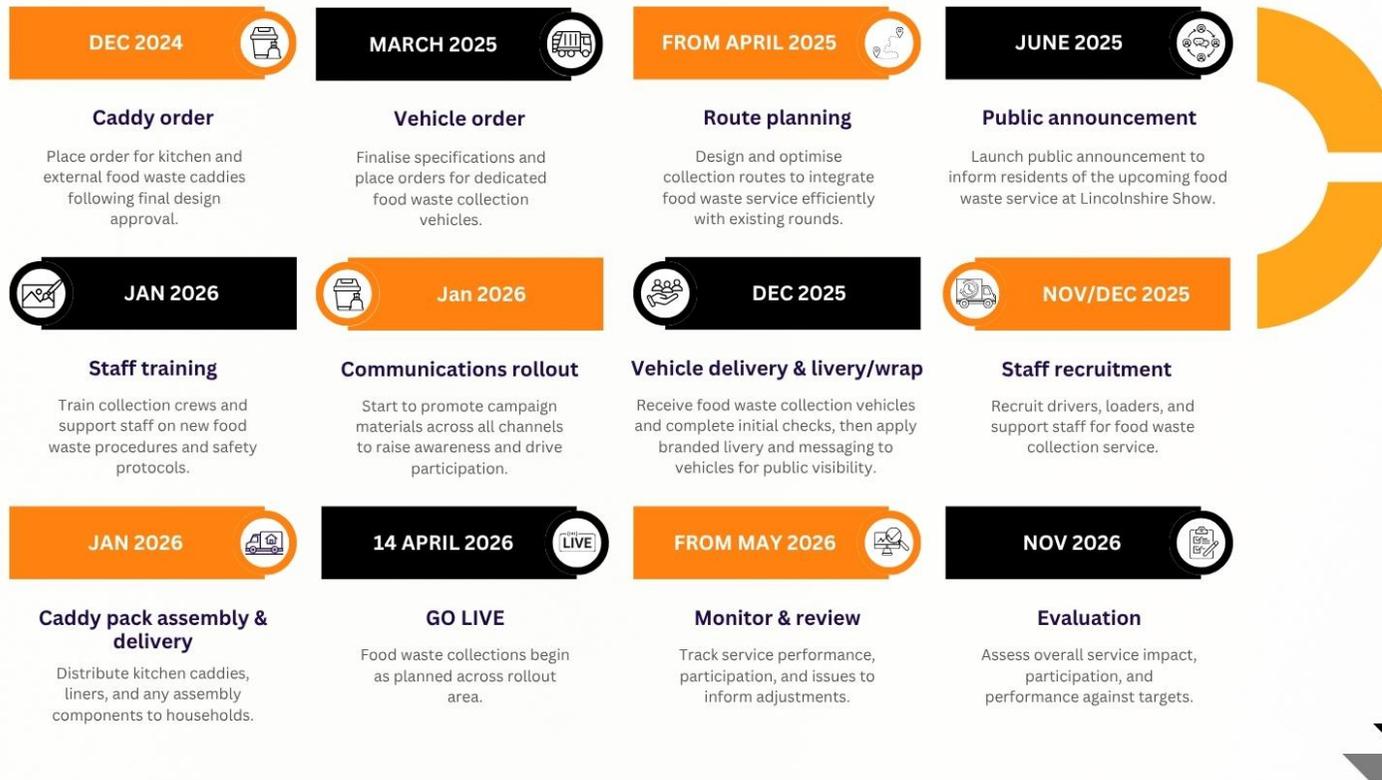
6. Appendices

6.1 Appendix 1 – Key actions and dates.

Appendix 1: Key actions and dates for the SKDC weekly food waste collection service rollout



South Kesteven District Council



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**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Phil Dilks, Cabinet

Aslackby Conservation Area Appraisal

Report Author

James Adams, Conservation Officer

 James.adams@southkesteven.gov.uk

Purpose of Report

In accordance with the Planning (Listed Buildings and Conservation Areas) Act 1990, the Council is required to review its Conservation Areas from time to time and to prepare and publish any proposals for the preservation and enhancement of any parts of the District that are designated as a Conservation Area. This report considers whether the Council should designate the Aslackby Conservation Area and adopt the Aslackby Conservation Area Appraisal.

Recommendations

Cabinet is recommended to:

- 1. Recommend to Full Council the formal designation of the Aslackby Conservation Area boundary as shown in Appendix A to this report.**
- 2. Recommend to Full Council the adoption of the Aslackby Conservation Area Appraisal, as part of the Development Plan evidence base and as a material planning consideration; and**
- 3. Recommend that Full Council delegates the decision making to the Assistant Director of Planning in consultation with the Cabinet Member for Planning to make minor changes, typographical corrections or non-material amendments to the Aslackby Conservation Area Appraisal and associated documents prior to formal publication and to undertake the necessary statutory actions to implement agreed recommendations.**

Decision Information

Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting communities Sustainable South Kesteven Enabling economic opportunities Housing Effective council
Which wards are impacted?	Aveland;

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

1.1 There are no financial implications associated with this report.

Completed by: David Scott – Assistant Director of Finance and Deputy s151 Officer

Legal and Governance

1.2 Local authorities have a duty to review the overall extent of conservation area designations in their area regularly. Designations such as this remain the principal means by which conservation policies can be applied to particular areas.

Completed by: James Welbourn, Democratic Services Manager

Climate Change

1.3 While the Conservation Area Appraisal is not associated with any direct climate change implications, conservation areas limit permitted development rights and will restrict the ability of homeowners to carry out retrofit work on properties without first seeking planning permission. South Kesteven District Council should remain mindful of the balance of preserving historic buildings versus the requirement to increase the energy efficiency of properties in keeping with sustainability guidance.

Completed by: Serena Brown, Sustainability and Climate Change Manager

2. Background to the Report

2.1. One of the key ambitions at South Kesteven District Council is to build on, and celebrate, the rich heritage and culture of the District. The contribution historic areas make to quality of life is widely recognised. There are currently 48 conservation areas in South Kesteven. Conservation Areas are a link to the past that can provide a sense of continuity and stability and have the reassurance of the familiar which can provide a point of reference in a rapidly changing world. The way building traditions and settlement patterns provide local distinctiveness can

deliver a catalyst for regeneration and inspire well-designed new development which brings economic and social benefits valued by everyone.

- 2.2. The Planning (Listed Buildings and Conservation Areas) Act 1990 (“the Act”) requires local planning authorities to draw up and publish proposals for the preservation and enhancement of conservation areas in their districts. Such areas are defined as “*areas of special architectural or historic interest, the character of appearance of which it is desirable to preserve or enhance*”.
- 2.3. The National Planning Policy Framework (NPPF) advises that heritage assets should be conserved in a manner appropriate to their significance (paragraph 202). The guidance goes on to state that local planning authorities should ensure that a conservation area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest.
- 2.4. Conservation area appraisals identify the special qualities of a conservation area. The accompanying Management Plans set out how the conservation area can be improved, along with local priorities for enhancements. Conservation area appraisals seek to manage positive change within a designated conservation area, and its setting.
- 2.5. Conservation area appraisals contribute towards the Council achieving its priorities as set out in the Corporate Plan. *A key ambition of the Plan is to ‘celebrate and promote the strong heritage and rich culture of South Kesteven’.*
- 2.6. The South Kesteven Local Plan Policy EN6: The Historic Environment seeks to protect and enhance heritage assets and their settings. The Policy requires development proposals to take into account Conservation Area Appraisals, where these have been taken into account.
- 2.7. By deciding to designate the Conservation Area, the Council would be setting the boundaries of the Conservation Area; this is defined on a map at Appendix A. The Conservation Area Appraisal sets out the special qualities of the area to be designated. The Management Plan sets out how the conservation area can be improved along with local priorities for enhancements.
- 2.8. Consultation has been carried out in accordance with the requirements set out in the Legislation from 20th January and 3rd March 2025. A summary of responses received as part of the public consultation, and an officer response, is set out in Appendix B.

Aslackby Conservation Area Designation

- 2.9. Aslackby is a village within South Kesteven. The current Aslackby Conservation Area is comprised of mostly Temple Road and Aveland Way and the lower end of Kirby Underwood Road. The review of the boundary proposes to expand the area further along Kirby Underwood Road, and includes more areas considered to be of heritage significance, such as positive unlisted buildings, non-designated assets defined in the Historic Environment Record, and important open spaces that add to the landscape significance.
- 2.10. The boundary of the conservation area is very well defined along the village's historic core which follows a dispersed plan form focused on Temple Road, Aveland Way and Kirby Underwood Road, created by consistent use of historic materials, areas of open space and archaeological interest.

Aslackby Conservation Area Designation Review

- 2.11. In 2024, a review of the boundary was undertaken including desk-based assessment and site visits. Significant positive improvements to the historic streetscape of the village were identified and consequently, an expansion is proposed. This was revised following the Consultation period.
- 2.12. The review of the boundary has resulted in a proposed expansion, and includes more areas considered to be of heritage significance, such as positive unlisted buildings, non-designated assets defined in the Historic Environment Record, and important open spaces that add to the landscape significance.
- 2.13. Homeview, 8 Kirby Underwood Road, The Old School, The Laurels and associated outbuildings, Averley, The Lilacs, Moorfield Cottage and Monks Cottage are proposed to be included due to their architectural and historical significance, which adds to the conservation area.
- 2.14. The boundary amendment does not propose any exclusions conservation area.

Aslackby Conservation Area Appraisal

- 2.15. The Aslackby Conservation Area was created in 1991; however, there is currently no Conservation Area Appraisal available for Aslackby. Under the Act, it is a legal requirement to provide Conservation Area Appraisals and update them at regular intervals. A draft Conservation Area Appraisal is provided at Appendix A.

3. Key Considerations

- 3.1 Conservation Area Appraisals manage positive change within the designated conservation area and its setting, minimising harm and encouraging preservation and enhancement of our heritage assets.

- 3.2 Whilst the Aslackby Conservation Area Appraisal was created in 1991, there is currently no Conservation Area Appraisal available for Aslackby. Conservation Area Appraisals are legally required to be published and reviewed regularly. The Aslackby Conservation Area Appraisal will safeguard Aslackby's historic environment for all to appreciate in the future and highlight the importance of the historic character and fabric present within the village.
- 3.3 A boundary change to the Aslackby Conservation Area is proposed which will expand the Conservation Area to include more areas considered to be of historic and architectural importance.
- 3.4 The Area Appraisal will also help achieve the Council's aspirations in the Corporate Plan, such as Priority 1: Connecting Communities, which aims to promote the strong heritage and culture of the district, as well as Priority 3: Enabling Economic Opportunity, as the Aslackby Conservation Area is part of the expansive heritage of the district.
- 3.5 The appraisal will provide the public with more in-depth information about the Conservation Area and how the Council aims to manage the area. The proposed expansion and appraisal would also support Priority 5: Effective Council, by providing a fully publicly accessible document explaining the extent, important features and management of the Conservation Area.
- 3.6 Once adopted, the Aslackby Conservation Area Appraisal will be a material consideration when considering planning applications within the conservation area. The adoption of the appraisal document and management plan will allow for the positive management of development whilst safeguarding historic character and appearance.

4. Other Options Considered

- 4.1 The alternative option is not to expand the Conservation Area; however this may result in a failure to preserve or enhance the historic interest and character of the village and the conservation area as identified in the appraisal. Conservation Areas are defined as "designated" heritage assets in the NPPF for the purposes of local plan making and development management. Designated heritage assets are afforded considerably more protection both in planning policy but also in legislation than non-designated heritage assets

5. Reasons for the Recommendations

- 5.1. Section 69(2) of the 1990 Act requires local planning authorities (LPAs) to determine which parts of their area possess special architectural or historic interest and to designate them conservation areas.

- 5.2. As the provision of a Conservation Area Appraisal is a requirement as noted in the Planning (Listed Buildings and Conservation Areas) Act 1990, it is recommended to approve the updated documents to provide an up-to-date assessment and strategies for the preservation of the conservation area. The adoption of the Appraisal and Management Plan will allow for the positive management of development whilst safeguarding historic character and appearance.
- 5.3. It is acknowledged that historically, conservation area boundaries have often been drawn too tightly, omitting areas now considered of special interests, especially green spaces and open space, boundary treatment or smaller outbuildings. The appraisal and proposed extension have taken this into account, considering not just the built heritage, but also the wider streetscape and the impact open space has on the appreciation of the village.

6. Consultation

- 6.1. A public consultation was undertaken for six weeks between 20th January and 3rd March 2025. This included a public engagement event at the Aslackby Village Hall, and the distribution of consultation letters to relevant Consultees and members of the public affected by the proposed update to the Conservation Area.
- 6.2. Consultations were also sent to the Parish Council, Ward Member/s, Historic England, Heritage Lincolnshire and addresses within the proposed Conservation Area. There were no objections received from these organisations.
- 6.3. A total of 12 responses were received by members of the public and Statutory Consultees. A summary of these consultation responses along with officer comments can be found at Appendices B and C.
- 6.4. Concerns were raised regarding the proposed extension to include The Lilacs, as well as the original exclusion to include Monks Cottage. Further information was provided by members of the public that was thus far unknown. Careful consideration has been given to whether these properties should be included or excluded within the Conservation Area. Based on the information provided, the properties have been included within the conservation area.
- 6.5. Concerns were also raised regarding restrictions on works to trees within the Conservation Area, as well as future developments. Further advice was subsequently added to the Appraisal and Management Report.

7. Background Papers

- 7.1. Adopted South Kesteven Local Plan: [The South Kesteven Local Plan | South Kesteven District Council](#)

8. Appendices

Appendix A: Aslackby Conservation Area Appraisal 2024

Appendix B: Table of Public Consultations received and officer response

Appendix C: Table of Public Consultations received with no actions required

Appendix D: Equality Impact Assessment

Conservation Area Appraisal

Aslackby



Aslackby Conservation Area and
Management Plan
Designated 1991
Review July 2025
for Adoption

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1 Character Appraisal

1.1. Background

1.1.1. The conservation area at Aslackby was designated in 1991. The purpose of this document is to define the special interest of the conservation area and assess the action needed to protect and enhance the special qualities of the conservation area. The conservation area appraisal and management plan is split into three sections:

- **Section 1:** Conservation area appraisal, which details any proposed changes or extensions as part of the 2025 review.
- **Section 2:** Management plan, which puts forward proposals for preservation and enhancement.
- **Section 3:** Action plan to address those issues drawn out in the appraisal and management plan.

1.1.2. The appraisal and management plan should be read alongside the accompanying map in the appendix.

1.2. Location and Context

1.2.1. Aslackby is a small, dispersed settlement located approximately 2 miles south of Folkingham and 7 miles north of Bourne. It lies in the Fen Margins, a transitional landscape where the slopes of the Kesteven Uplands give way to the flat topography of the Fens to the east of the A15. It is one of a line of settlements from Bourne in the south to Billingborough in the north which occupy the higher dryer ground alongside the A15 and B1177. The landscape is characterised by a mix of arable and pasture farmland with hedgerows and trees providing enclosure.

1.2.2. The village has one public house and a parish church; however there are no shops or other services available.

2 Planning Policy Context

2.1. Planning (Listed Buildings and Conservation Areas) Act 1990

- 2.1.1. Conservation areas are designated under the provisions of Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990. A conservation area is defined as ‘an area of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance’. It is the duty of local authorities to designate such areas in order to ensure that their unique character is preserved and enhanced. Designation grants control over demolition of non-listed buildings, strengthens controls over minor development and also gives special protection to trees. It is the quality and interest of an area as a whole, rather than that of individual buildings, which is the prime consideration in identifying a conservation area.
- 2.1.2. Section 69(2) of the Act imposes a duty on Local Authorities to review their conservation areas from time to time, Section 71 of the same Act requires local planning authorities to formulate and publish proposals for the preservation and enhancement of any parts of their area that are designated as conservation areas. Section 72 specifies that, in making a decision on an application for development in a conservation area, special attention shall be paid to the desirability of preserving or enhancing the character or appearance of that area.

2.2. National Planning Policy Framework (NPPF)

- 2.2.1. Government Policy on the Conservation of the historic environment is contained within the National Planning Policy Framework (NPPF) 2024. The presumption in favour of sustainable development is the guiding principle of the document and the protection and enhancement of the historic environment is embedded within this approach. Sustainable development is defined as meeting the needs of the present without compromising the needs of the future (7) and the introduction of the NPPF breaks down this definition into three dimensions; economic, social and environmental. Within the environmental dimension sustainable development needs to contribute to ‘*protecting and enhancing our natural, built and historic environment*’ (8.c). According to the NPPF, a conservation area is a ‘designated heritage asset’ and has been defined in Annex 2 as:
- 2.2.2. ‘A World Heritage Site, Scheduled Monument, Listed Building, Protected Wreck Site, Registered Park and Garden, Registered Battlefield or Conservation Area designated under the relevant legislation’.

- 2.2.3. The NPPF defines a heritage asset in Annex 2 as: 'A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. It includes designated heritage assets and assets identified by the local planning authority (including local listing).'
- 2.2.4. Great weight is given to the conservation of designated heritage assets. Heritage assets are an irreplaceable resource and any harm or loss requires clear and convincing justification (202 and 213).
- 2.2.5. In developing this strategy, the following needs to be taken into account (210):
- The desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation
 - The wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring
 - The desirability of new development making a positive contribution to local distinctiveness
 - Opportunities to draw on the contribution made by the historic environment to the character of place

2.3. South Kesteven District Council Local Plan

- 2.3.1. The South Kesteven District Council Local Plan was adopted in July 2020 and is one of the most important parts of the Local Development Framework. It sets out the key principles for development management and the conservation of the historic environment is detailed within policy EN6: The Historic Environment. Development that is likely to cause harm to the significance of a heritage asset or its setting will only be granted permission where the public benefits of the proposal outweigh the potential harm. Proposals which would conserve or enhance the significance of the asset shall be considered favourably.

3 Summary of Special Interest

- Dispersed plan form.
- Informal rural character with buildings scattered along the principal roads of Temple Road, Kirby Underwood Road and Aveland Way.
- The grouping of St. James Church, The Elms, The Rectory and Manor House which are all listed buildings making a significant contribution to the character and appearance of the conservation area.



Plate 1: The conservation area has a dispersed open character contributed by large areas of green space and development scattered across the village.

- Informal areas of green space studded with trees at Temple Road conferring an open character.
- Parish Church of St James the Great is the centrepiece of the conservation area.
- The ford at Kirby Underwood Road, which is a tributary of the South Forty Foot Drain (the main channel for land drainage in the fens), is an attractive feature that is a reminder of the early history of the village.
- Historic association of the village with the Knights Templar, who founded a preceptory in the village at Temple Farm in approximately 1154 by Hubert of Rye.
- High archaeological significance relating to the scheduled monument at Aslackby Castle and other features of archaeological importance such as Temple Farm and medieval earthworks.
- Traditional craftsmanship embodied in original building materials and architectural features.
- Visual harmony resulting from the use of a limited palette of natural building materials.
- Visual continuity created by boundary walls delineating boundaries and linking buildings.

4 Historical development

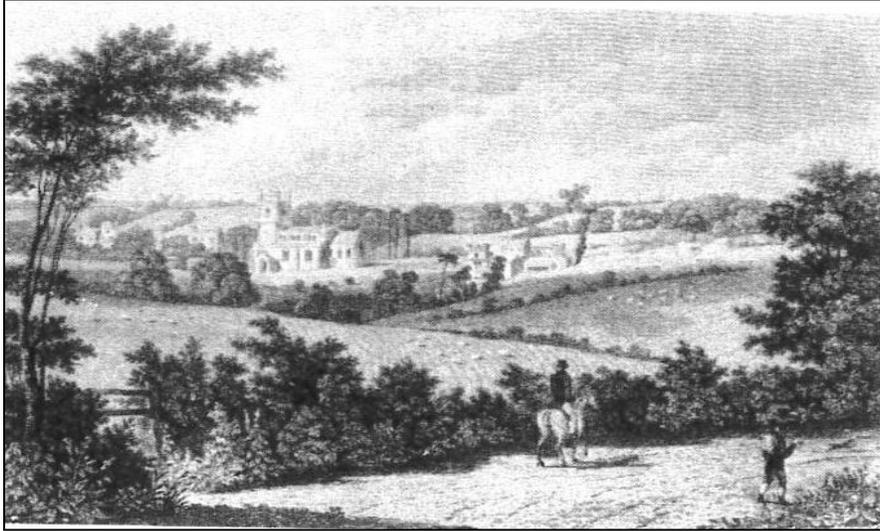


Plate 2: The Village of Aslackby circa 1835. From an engraving by W. Watkins, after a sketch by J.B. Topham. (Source: Lincolnshire Museums information Sheet The Knights Templar's at Temple Bruer and Aslackby).

- 4.1.1. The village of Aslackby has early origins and can be traced back to the Domesday book. At Temple Farm, to the south of Temple Road there was a preceptory founded in the reign of Richard I by Hubert of Rye in circa 1192. Like other Templar buildings, this was taken by the Crown in 1312 and subsequently passed on to the Knights of St John in 1338. The preceptory church was dedicated to St John and was still being served in 1514. Part of this church survived into the last century. The round church still stood in the 18th century, and Temple Farm was built out of the ruins. There was a gatehouse tower at the south end which was taken down in 1891 as it was dangerous; however there are some remains of ornamental stonework visible within the farmhouse and the remains of a two light 15th century window and a pinnacle which is in the garden of the farmhouse.
- 4.1.2. The village has a peaceful character with few services other than a church and a public house which is located on the A15 trunk road, outside of the Conservation Area. Agriculture has continued to play an important role in the village and there is at least one working farm within the boundary of the conservation area. There were previously two, however in recent years Temple Farm appears to have become vacant.

5 Character and Appearance

5.1. Spatial Character and Townscape Quality

Temple Road

5.1.1. As Temple Road is approached from the A15 development is arranged in a linear form, comprising late 20th century detached properties set back from the highway. As the conservation area is entered there is a falling topography and the character is open, comprising two fairly large farmsteads.

5.1.2. Temple Farm, (Grade II, NHLE 1062758) is located on the south side of the road, set back within a large area of open space, surrounded by mature trees and hedges with a range of barns to the rear and an open field to west which confers an open character.

5.1.3. Moorfield Farm (Grade II, NHLE 1317654) is more exposed in its setting, located on a rise and its strong use of Georgian architectural detailing makes this very prominent within the streetscene. The building is enclosed by a brick boundary wall that creates a formal sense of enclosure. To the rear of both Temple Farm and Moorfield Farm are a range of barns. However, it is noticeable that some of these barns are in a declining condition and in need of some basic maintenance works.

5.1.4. There are broad grass verges on both sides of the road which are important areas of open space and some street furniture items such as the cast iron signpost and Grade II listed K6 telephone box (NHLE 1260497) that are part of the historic character of the village. There are attractive views in a westerly direction towards the church and in a southern direction across the open field to the west of Temple Farm, with further views towards the surrounding countryside.



Plate 3: Deep grass verge studded with open trees to the front of Moorfield Farm and K6 telephone box opposite, Temple Road confers an open quality.

Aveland Way

- 5.1.5. Aveland Way has an open character with a dispersed settlement pattern. The group of The Church of St. James, The Elms, The Rectory and The Manor House, all of which are listed make a strong contribution, as examples of mid to high status buildings that are of high heritage significance. The broad grass verges studded with trees contribute towards a sense of spaciousness and The Church of St. James (Grade I, NHLE 1062757) acts as the centrepiece to the conservation area, having visual dominance being located on a rise.
- 5.1.6. To the rear of the church is a large field, which is the location of the Scheduled Monument of Aslackby Castle (NHLE 1004952), with a number of visible earthworks. This is a highly significant archaeological site that adds to the value of the conservation area. The earthworks are also attractive historic features that contributes towards key views and the wider setting of the church. Church View also makes an important contribution as a non-listed building; the building and its siting obviously designed to benefit from the southern view of the church. Interestingly, on the 1905 historic OS map of the village, a 'viewpoint' is identified from this location.
- 5.1.7. The development at Dovecote Meadows does not reflect the historic plan form of the conservation area however the layout of the development has retained a spacious quality. Mature trees and hedgerows confer a rural character and there is an area of open space to the west of Dovecote Meadows, which is studded by fairly young fruit trees. There is a public right of way running through this area of open space; which is well used by walkers and members of the public.



Plate 4: Public Right of Way with a bridge over the River Ave, to the south of Aveland Way



Plate 5: The Chapel, Aveland Way, now used as a dwelling. The building is located within a picturesque setting with the two mature trees framing views towards it.

5.1.8. The former methodist chapel sits picturesquely, within mature gardens, set back from the road across the beck that runs through the village. Upon entrance to the chapel are two very large trees that frame the building and create a formal sense of enclosure. Brookside Cottage, dating to the early 19th century, is set back from the road within a long and narrow plot. It has a traditional vernacular design and has been built using locally sourced materials. The long narrow plot in which it is situated form part of the historic plan

form of the village and it was likely that these long narrow plots were used for growing vegetables or as market gardens. Adjacent to Brookside Cottage, Verandah cottages is set even further back from the road with an attractive long and narrow plot to the front that is in keeping with the presiding open character of the conservation area.

5.1.9. On the north side of the road, Grade I listed Manor House (NHLE 1062750) is enclosed by a boundary wall with an entrance gate that creates a formal sense of arrival. The entrance gate, Grade II* listed (NHLE 1360115), dates to the 17th century and has a gabled top and ball finial. The Manor House is partially screened from view, however from the south, the two ornate brick dutch gables can be clearly seen. These gables are built in the *fen mannerism* style (more detail can be found



Plate 6: Brooklands, Middle Cottage and Harrison. It is pleasing to see that a good number of the Yorkshire sliding sash windows have been retained.

within the architecture and building materials section) and are distinctive elements of the conservation area. The property is located within large mature and well maintained gardens, of which are open regularly to the public during 'open garden' events.

5.1.10. The road tapers as you progress in a westerly direction and development comprises small scale terraces and cottages clustered together with small gardens

on the south side. On the north side of the road, the open character is retained with development comprising detached cottages located in fairly spacious gardens enclosed by mature hedgerows. It is unfortunate that many of the original wooden windows and doors in the terraced properties have been replaced with uPVC, however Brooklands, Middle Cottage and Harrison remains largely intact (apart from the concrete roof tiles) and is an attractive example of a late 19th century terrace. The house has a hedgerow to the front which creates a soft boundary to the property which should be retained.

Kirby Underwood Road



Plate 7: The Ford at the bottom of Kirby Underwood Road reinforces the rural character of the village.

5.1.11. Kirby Underwood Road, in contrast to the rest of the conservation area, has an enclosed character. The Ford is an attractive historic feature that adds to the rural character of the village and from this location there are views of the Church of St. James. The road gently curves and the topography becomes steeper as progress is made in a southerly direction. Mature trees and hedgerows appear in private gardens and line the frontage of buildings.

5.1.12. The conservation area boundary terminates at Seraphina and Jasmine Cottage on the west side, and just beyond the ford on the east side. However, there are currently a number of heritage assets outside the conservation area, which could be positive additions if the conservation boundary is extended as proposed as part of this

appraisal. This includes The Old School, Bay House Farmhouse and outbuildings alongside Averley, The Lilacs, Moorfield Cottage and Monks Cottage.

5.2. Architecture and Building Materials

5.2.1. The traditional buildings date from the mid-17th - early 19th centuries and are mainly constructed of coursed limestone rubble or brick some of which have rendered or colour washed frontages. Roofs are generally constructed of red pantile or slate and on many of the higher status houses surrounding the Church slate is very common – reflecting an obvious move forward from the vernacular tradition of red brick and red pantiled roofs. It is unfortunate that many of the original slate or pantile roofs have been replaced with interlocking concrete tiles.



Plate 8: The Elms, Aveland Way (Grade II) with gothic detailing on the central gable and proportioned fenestration either side.

- 5.2.2. The earlier buildings within the village that are of medieval or post medieval date, such as Temple Farm (Grade II, NHLE 1062758) and the rear wing of Manor House, are constructed of stone – random rubble or coursed. The later buildings are built using brick; however, there are a number of examples of early handmade brick, which is orange in colour and adds vibrancy to the material palette of the conservation area. Examples include Moorfield House Farm, Temple Road and Seraphina and Jasmine Cottage, Kirby Underwood Road.
- 5.2.3. There is an example of a ‘mud and stud’ cartshed to the rear of the Manor House, which is Grade II listed in its own right (NHLE 1360116). Mud and stud is a traditional method of construction from Lincolnshire, where rough timbers were set in earth and joined together at the top to form a box while the wide spaces in between were filled by a thin palisade of vertical staves daubed with clay and mud.
- 5.2.4. Within the historic core of the conservation area, the group of higher status houses on the north side of the road display finer architectural detailing, which adds to the overall quality of the conservation area. Examples include The Elms (Grade II, NHLE 1360096) which has limestone ashlar dressings and a central gable with gothic pointed arched windows; The Rectory (Grade II, NHLE 1062791), that has three large cambered brick arches to the front façade; and The Manor House (Grade I, NHLE 1062750) with its exuberant Dutch gables.

- 5.2.5. The loss of traditional timber windows and doors and the inappropriate replacement with uPVC to standard designs detracts from the appearance of the individual buildings and from the overall character of the conservation area.
- 5.2.6. Boundary walls are a significant feature of the conservation area which link buildings and maintain the continuity of the building line along the street. However, hedgerows are also common and add to the verdant quality of the conservation area, particularly to the west of Aveland Way.
- 5.2.7. Metal fencing, such as noted at Temple Farm and The Rectory, are attractive boundary treatments that help to retain the open quality of the buildings and their settings.

5.3. Key Views

5.3.1. One of the most important views in the conservation area is the view towards the Church of St. James from the Ford at Kirby Underwood Road. There are also very attractive panoramic views from Church View, Aveland Way across the broad grass verge towards the group of buildings on the north side of Aveland Way, including the Elms, the Rectory and the Parish Church itself.



Plate 9: View of Grade I listed Church of St. James from Kirby Underwood Road.

- 5.3.2. At the rear of the Church of St James there are important views towards the scheduled monument of Aslackby Castle, and at Temple Road there are some important views across the open space to the west of Temple Farm and beyond, towards the distant tree belts and surrounding countryside.
- 5.3.3. Other views are constrained along the length of the roads, however there are some picturesque views from Aveland Way towards Aslackby Manor and from the footpath across the area of open space to the west of Dovecote Meadows.
- 5.3.4. From outside the conservation area boundary, due to the flat topography of the area, views are generally limited however there are views towards the conservation area from the A15 where the church tower can be seen.

5.4. Contribution of Trees, Hedgerows and Open Space

- 5.4.1. Trees are a feature of the conservation area which frame key views or form the backdrop to views within and outside the boundary. The trees lie mainly within private gardens or studded on the broad grass verges that are common within the village, but also include the distant tree belts beyond. Broad grass verges feature very strongly within the conservation area and create a sense of spaciousness, as well as contributing towards the setting of those buildings that front onto them, particularly along Aveland Way.
- 5.4.2. At Aslackby Manor there are a number of trees within its private gardens that contribute towards the setting of the house. According to historic maps, many are likely to have been planted a number of generations ago. Surrounding The Elms and The Rectory are a number of large mature trees that create shelter and frame views of these two attractive listed buildings.
- 5.4.3. Important areas of open space include the site of Aslackby Castle, the small field to the west of Temple Farm, the open space to the west of Dovecote meadows, the open space to the south of Dovecote meadows and the grass verges that are found throughout the conservation area.

5.5. Floorscape, Street Furniture and other features



Plate 10: Cast iron fingerpost, at the junction of Temple Road with Kirby Underwood Road.

5.5.1. At the junction of Temple Road with Kirby Underwood Road there is a cast iron signpost on the north side of Temple Road and a K6 telephone box (Grade II, NHLE 1260497) on the south side of Temple Road which contributes positively to the conservation area. There are some attractive railings that enclose the church to the south east and the cast iron railings that enclose Temple Farm.

6 Key Historic Buildings

6.1. Listed Buildings

6.1.1. A listed building is one that is included on the government's Statutory List of Buildings of Special Architectural or Historic Interest. These buildings are protected by law and consent is required from South Kesteven District Council before any works of alteration (to the interior or exterior), extension or demolition can be carried out. List descriptions are available online via the National Heritage List website at <https://historicengland.org.uk/listing/the-list/>

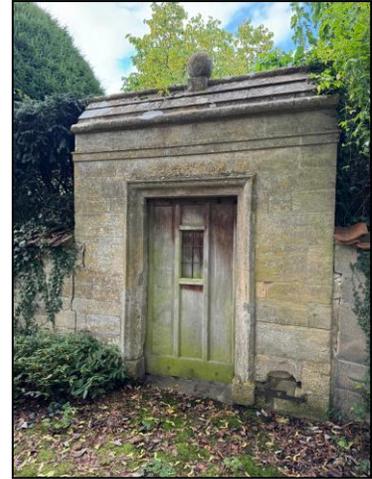


Plate 11: The Grade II listed Gateway to Aslackby Manor (NHLE 1360115) dates to the mid 17th century and provides an attractive enclosing feature to the Manor House.*

6.1.2. Currently there are 11 listed buildings within the boundary of the conservation area. One of the most interesting is Aslackby Manor House (NHLE 1062750), which is Grade I listed. The rear stone wing is a survival from an earlier medieval house with evidence of an open hall, whilst the elaborate east wing, which was built in circa 1650, has Dutch gables, pilasters and hooded-moulds in red brick.

6.1.3. According to Pevsner in his survey of buildings in Lincolnshire the building is an outstanding example of *Fen Fen Artisan Mannerism*. This was popular during the mid 17th century where country houses departed from the local vernacular and there was a fashion for adding pediments and other uncoordinated details, such as brick quoins and string courses.

6.1.4. The Grade I listed Church of St. James (NHLE 1062757) makes a striking contribution and is the centrepiece to the conservation area. The church dates to circa 1300, with additions from 1320 and the mid-15th century. The chancel is Early English, largely rebuilt 1856, and there is a perpendicular tower and nave.

6.1.5. There is medieval stained glass dating to the 14th to 15th centuries.

6.1.6. The majority of the listed buildings within the conservation area are located to the north of Temple Road, are mid to high status, located within large grounds, have outbuildings with a strong execution of architectural detailing.

6.1.7. Temple Farmhouse (Grade II, NHLE 1062758) is the exception to this, although of great historic interest, there is no distinctive design of the farmhouse with the existing structure being a mix of the remains of the preceptory and later 19th and 20th century alterations. Some parts of the building have been rendered, which compromises its historic character. There are a number of outbuildings to the rear of the property that are in poor condition and in need of repair.



Plate 12: Moorfield House Farm, located on a slight rise contributing towards its prominence. It is constructed of a mix of brick and limestone with a later brick extension to the rear.

6.1.8. Moorfield Farmhouse (Grade II, NHLE 1317654) makes a particularly strong contribution as the conservation area is entered at Temple Road. It has a well proportioned three bay front constructed of local handmade brick with a deep orange colour, a mansard roof and a central doorway with semi-circular headed latticework porch.

6.2. Positive Non-listed Buildings



Plate 13: Church View, an attractive terrace located directly opposite the Church. It is unfortunate that many of the windows have been replaced with PVCu.

6.2.1. There are a number of buildings that make a positive contribution to the character and appearance of the conservation area. The criteria used for selection of positive buildings are those set out within the 'positive contributors' section of Historic England's guidance document 'Conservation Area Designation, Appraisal and Management'. Where a building has been adversely affected by modern changes and restoration is either impractical or impossible, they are excluded.

6.2.2. Examples of positive non-listed buildings include Church View, a small terrace of cottages with an attractive hedge boundary to the front located directly opposite the church. From outside the property there are attractive views of the Church, The Elms, The Rectory, The Manor House and the broad grass verge to the front.

6.2.3. As Aveland way is approached there are a cluster of houses that have suffered from gradual loss of features over the years, however, their traditional design and clustered arrangement facing towards each other makes a positive contribution to the character and appearance of the conservation area. These include Sunnybrook, Bri Hill, Kissgate Cottage, The Olde Cottage and Inglenook. The Old Chapel is a very attractive building, by virtue of its tranquil setting located across the brook, set within mature



Plate 14: Sunnybrook Cottage and Bri- Hill, Aveland Way. It is likely that these terraces originally formed one dwelling. It is unfortunate that this character has been undermined by modern alterations however, still visible is the stone/brick banding and central

gardens and its historic interest and late Georgian design. The datestone of 1903 relates to when the Wesleyans purchased the building, however it was probably built in 1872 and was originally a Calvinist Chapel. It was converted to a house in 1985. Other examples include Stone Cottage, Aveland Way, Brookside Cottage, Temple Road and a small handful of other cottages and outbuildings that are of a traditional design and add to the historic character of the conservation area.

6.3. Locally Listed Buildings

6.3.1. Currently there are no locally listed buildings within the conservation area. Buildings identified on the conservation area map as 'positive non-listed buildings' are recommended for consideration for inclusion on any future Local List of buildings of architectural or historic interest.

7 Archaeology

7.1.1. Lincolnshire County Council holds the historic environment record (HER) for the County that contains records on historic buildings, sites, structures and below and above ground archaeology. Currently there are 21 records within the conservation area boundary. Records relate predominantly to listed buildings however there are also good number archaeological records. The most significant include:

Aslackby Castle

7.1.2. This is a scheduled monument, located within a field to the north of the Parish Church. Although referred to as a Castle, this originates from when an academic named Leyland mistakenly described the Castle in Bourne as being in Aslackby in the early 19th century. More likely it was a medieval moated enclosure with a medieval pond. The moated enclosure is still clearly visible in earthworks and from aerial maps.



Plate 15: The site of Aslackby Castle, which is a scheduled ancient monument with earthworks still clearly visible.

Preceptory of the Knights Templar



Plate 16: Temple Farm, Temple Road, which is built using the ruins of the tower that formed part of the Knights preceptory.

7.1.3. This is located at Temple Farm, Temple Road, and the site extends to the south of the farm outside the conservation area boundary. The preceptory was founded in the reign of Richard I by Hubert de Rye in circa 1192 and was later given to Knights Hospitallers. The Tower, which was very similar to the tower at Temple Bruer, was demolished in 1891 and the round church stood until the 18th century. The farm which now stands on this site, 'Temple Farm', is built out of the ruins.

7.1.4. Other records relate to Saxon pottery found in the churchyard of St James, found within graveyard soil, ridge and furrow to the south of Temple Farm and some records at Aveland Way. For the records at Aveland Way, one is located at Dovecote meadows and relates to evidence of medieval activity that was noted during a watching brief in the early 2000s, the other, is also at Dovecote meadows and relates to an undated track at Aveland Way, which is believed to have been built after the 12th century.

7.1.5. To the south-west of the conservation area, outside of the boundary of the village but nonetheless worthy of note, is the site of The Aveland which is the traditional meeting place of the Wapentake of Aveland, to which there are several references in the Domesday Survey. It is said that, in about 1736, the sessions for the division were opened here under an oak tree, but they were subsequently adjourned to Folkingham. Sources suggest that the site was moated however no trace of this remains.

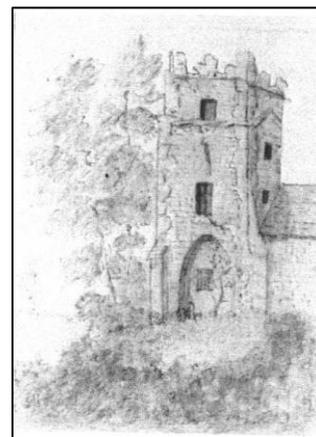


Plate 17: The Tower at Aslackby preceptory from a water colour drawing by hon. John Byng. 1791 (Source: Lincolnshire Museums Information Sheet, The Knights Templars at Temple Bruer and Aslackby).

8 Changes since Designation

8.1.1. There have been only a few changes to the conservation area since designation. The most significant being the development of two dwelling houses at Dovecote Meadows. Although not in keeping with the historic plan form of the conservation area, the development has retained the open character of the site, and is generally in keeping with overall character of the conservation area.

9 Boundary Review

9.1.1. Historic England guidance (2019, Historic England Advice Note 1 (Second Edition), Conservation Area Appraisal, Designation and Management: 7) states that current boundaries should be reviewed as part of the appraisal process, particularly if there is evidence to suggest that early conservation areas were drawn too tightly that excluded historic rear plots with archaeological interest, later phases of development (such as 20th century housing), or parks, cemeteries and historic green spaces, now considered to be of special interest. Historic England guidance also states that if the original interest has been eroded by piecemeal changes or by inappropriate development the boundary should be revised.

9.1.2. The boundary of the conservation area is very well defined, with it being centred on the historic core of the village with a cohesive character contributed by

consistent use of historic materials, areas of open space and archaeological interest. As part of the 2025 review, the boundary of the conservation area has been assessed and the following amendments are being proposed:

- Extension of the boundary to include 'Homeview', '8 Kirby Underwood Road', 'The Old School', 'Bay House' and associated outbuildings, 'Monks Cottage', 'Averley', 'The Lilacs' and 'Moorfield Cottage'.

9.1.3. Currently the conservation area only includes a small section of Kirby Underwood Road. This is an attractive, narrow curving lane with small to mid-sized properties arranged directly addressing the highway, with a number of mature trees and hedgerows. There are a number of heritage assets that are consistent with the character of the conservation area and worthy of inclusion within the boundary:-

9.2. The Lilacs and Moorfield Cottage, Kirby Underwood Road



Plate 18: The Lilacs and Moorfield Cottage, Kirby Underwood Road.

9.2.1. These are a pair of late 19th century red brick cottages, with attractive decorative buff brickwork around the windows and a slate roof. They sit on a slight rise in the road and although some of the original windows have been altered, they make a positive contribution in terms of their age and architectural quality.

9.3. The Old School, Kirby Underwood Road



Plate 19: The Old School, Kirby Underwood Road.

9.3.1. As the name suggests this was the Old School, however this was converted for residential use in the 1970s. It is constructed of brick with prominent gables and highly decorative bargeboards and is likely to date to the late 19th century. It has an attractive tiled roof with a deep colour that adds to the material palette of the conservation area. It is enclosed by an attractive boundary wall and metal gates.

9.3.2. Since the conservation area was last reviewed, The Old School has been added to the Historic Environment Record.

9.4. Bay House, Kirby Underwood Road



Plate 20: The Bay House Farmhouse and Barns, Kirby Underwood Road

9.4.1. Bay House is a late 19th century Farmhouse, it has a 'T'-shaped plan form with a proportioned 3 bay range to the front and a range to the rear. It has attractive stone quoining and a very large barn with cart openings, which is set back facing the road. The spatial arrangement of the farmstead is similar to that at Temple Farm. This is a traditional Lincolnshire Farmstead, and by virtue of its design, arrangement and historic interest is worthy of inclusion within the conservation area. Like The Old School it is noted in the Historic Environment Record.

9.5. Monks Cottage, Kirby Underwood Road



Plate 21: Monks Cottage, Kirby Underwood Road

- 9.5.1. Monks Cottage has 17th century origins and is of considerable historic value. The building has undergone alterations, particularly in the 20th century with a large extension and conservatory. During the watching brief for the construction of the extension, bones were found thought to represent a family group. There is a cist burial nearby which could indicate the presence of a cemetery. It is thought that the building has an association with the nearby Knights of Templar situated at present-day Temple Farm.
- 9.5.2. 'Homeview', '8 Kirby Underwood Road' and 'Averley' are modern buildings however, their alignment, spatial arrangement and garden plots make an important contribution to the streetscene and overall quality of this part of the conservation area. To not include these properties within the boundary would result in a disjointed character and it is therefore intended to include these properties as they are integral to the overall appearance of Kirby Underwood Road.
- 9.5.3. **Please note that no appraisal can ever be completely comprehensive and the omission of any particular building, feature or space should not be taken to imply that it is of no interest.**

10 Management Plan

10.1. Introduction

10.1.1. In addition to a definition of special interest, local authorities have a duty to formulate and publish proposals on the preservation and enhancement of their conservation areas as specified in the Planning (Listed Buildings and Conservation Areas Act:71).

10.1.2. The aim of the management plan is to put in place management measures to ensure that the character and appearance of the conservation area is preserved and enhanced.

10.1.3. As part of the management proposals, the conservation area appraisal and management plan will need to be reviewed periodically and updated or modified where appropriate.

11 Effects of Designation

11.1.1. The national legislative framework for guiding development in conservation areas is provided by the Planning (listed building and conservation areas Act) 1990. The main effects of conservation area designation are:

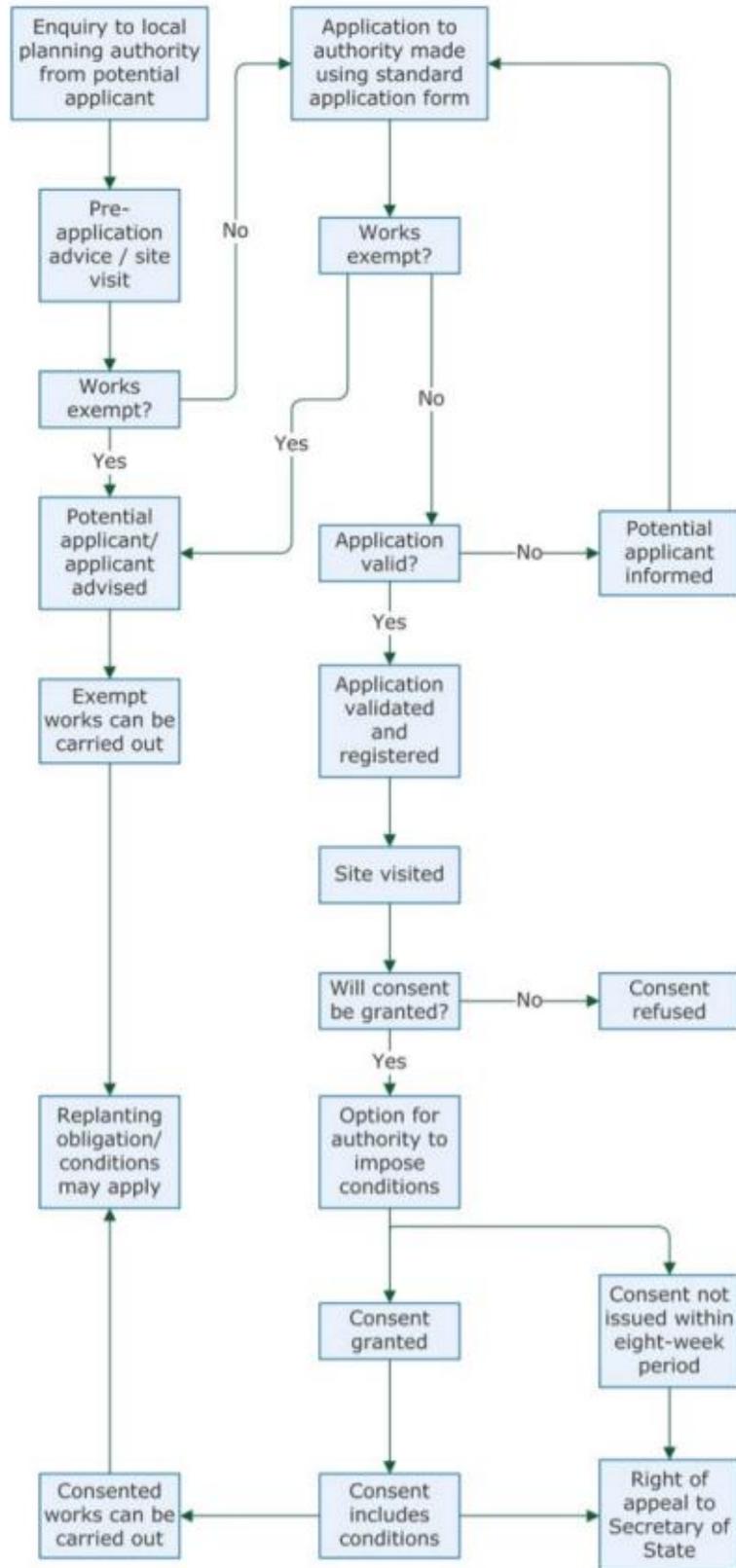
- Planning Permission required to demolish a building in a conservation area. It is a criminal offence to demolish a building without first obtaining consent.
- Six weeks written notice is required prior to any work being carried out to uproot, fell, lop or top (the removal of the crown and natural structure) trees in a conservation area, not already protected by Tree Preservation Orders. Small trees which are less than 75mm in diameter, fruit trees and bushes are exempt.
- Applicants will need to demonstrate that any development proposal preserves or enhances the character or appearance of a conservation area. Extra publicity is given on planning applications affecting the character or appearance of conservation areas.
- The general permitted development order 2015 (GPDO 2015) requires planning applications for certain types of development that do not require planning applications elsewhere and are 'permitted development'.
- Local planning authorities can further restrict permitted development rights on dwellings where the development fronts a public area through Article 4 (2) Direction.
- Permitted Development Rights of non residential properties can be restricted using Article 4 (1) Directions.

12 Article 4 Directions

- 12.1.1. Article 4 (1) and (2) directions can be introduced by a local authority to protect important features of a heritage asset that are at threat from incremental erosion. These directions withdraw permitted development rights of the GPDO 2015.
- 12.1.2. Article 4(1) directions can be used to withdraw permitted development rights on any type of building or land, whether or not fronting onto highway, waterways or open space. Article 4 (2) directions relate to dwelling houses, buildings and structures that front onto a highway, waterway or open space.
- 12.1.3. The Article 4 directions are confirmed once it is advertised locally (except for certain types that can be made immediately), site notices are displayed and notice is served to residents.
- 12.1.4. Whereas before April 2010 the Secretary of State confirmed Article 4 directions, it is now for local planning authorities to confirm all article 4 directions (except those made by the Secretary of State) in the light of local consultation.
- 12.1.5. The Secretary of State will only exercise their powers in relation to article 4 directions if there are very clear reasons why intervention at this level is necessary.

13 Protection for Trees

- 13.1.1. Many trees are protected by 'Tree Preservation Orders' (TPO) and consent is required to prune or fell them. In conservation areas, if not already protected by a TPO, 6 weeks written notice is required for any works involving lopping or felling a tree greater than 75mm in diameter and 1 m above ground level. Under a Section 211 Notice, consent is valid for 2 years.
- 13.1.2. The UK government website has further information of the process and includes the flowchart below outlining the process for tree applications within the conservation area. (<https://www.gov.uk/guidance/tree-preservation-orders-and-trees-in-conservation-areas>)



Contains public sector information licenced under the Open Government Licence v3.0

13.1.3. Where a tree presents an immediate risk of serious harm, and thus works are urgently required to remove that risk, written notice should be given to the local planning authority as soon as practicable possible after the works being carried out. Work should only be carried out to remove the risk as necessary. Proof of the dangerous condition is required to be provided to prove that the works fall within an exemption. A dangerous condition can be defined as the tree presenting an immediate risk due to its state, its size, and its position. Further exemptions noted by the Government include the following works:

- on dead trees and branches;
- to comply with an Act of Parliament;
- to prevent or abate a nuisance;
- necessary to implement a planning permission;
- on fruit trees;
- by or for statutory undertakers;
- for highway operations;
- by the Environment Agency and drainage bodies; and
- for national security purposes.

13.1.4. It is advised to contact the Local Planning Authority about any proposed work, especially in the case of felling.

14 Monitoring Condition

14.1.1. A survey is carried out from time to time at both a national and local level to assess the condition of significant heritage assets. This survey includes the identification of buildings that have fallen into disuse, dereliction or disrepair, commonly known as 'Buildings at Risk'. This survey provides a useful means of monitoring many significant historic buildings within conservation areas and elsewhere and indicates when the action may be required to halt or reverse deterioration.

14.1.2. The local survey covers only Grade II and significant local interest buildings at risk. The Council's At Risk Register is not yet available on-line but it is intended that it will be following the next survey. The national Heritage at Risk Register covers Grade I and II* buildings at risk and is available through Historic England available at <https://historicengland.org.uk/advice/heritage-at-risk/> There are no buildings on the 'at risk' register within Aslackby Conservation Area, however there are a small

number of farm buildings, so as those to the rear of Temple Farm that are in need of some repair works.

14.1.3. The condition of buildings will be monitored and appropriate action instigated where necessary. The Planning (Listed Building and Conservation Areas) Act 1990 gives the local authority powers to protect significant buildings through the following measures:

14.2. Urgent Works Notice

14.2.1. If the condition of a historic building is at imminent risk, the Act enables the Local Planning Authority to carry out urgent works for the preservation of listed buildings following notice to the owner. These powers can be used in respect of unoccupied parts of listed or non-listed buildings in conservation areas. In the case of the latter, this can only be employed by agreement of the Secretary of State, advised by Historic England. The powers are used to address emergency repairs to ensure the building is weather tight and safe from collapse.

14.3. Repairs Notice

14.3.1. If the Local planning Authority considers that a listed building is not being properly preserved it may serve a repairs notice on the owner. The notice specifies the works, which the authority considers reasonably necessary for the proper preservation of the building and can only be served on statutory listed buildings.

14.4. Section 215 Notice

14.4.1. Local authorities have the power to serve a section 215 notice on the owner (or occupier) of any land or building whose condition is adversely affecting the amenity of the area. The notice requires the person responsible to clean up the site or building, or the authority may carry out works and reclaim the costs. This can be particularly affective at addresses amenity issues within conservation areas.

14.5. Compulsory Purchase Orders (CPO)

14.5.1. This affords local authorities with the power to compulsory purchase land or buildings that are required to secure development and are normally used as part of a wider regeneration scheme.

15 Enforcement

15.1.1. Unauthorised works and breaches of planning control can cumulatively harm the quality of both the built environment and surrounding spaces within a conservation area. An obvious example of this are unauthorised works to a listed building. A listed building is a building of special architectural or historic interest and is enshrined in law under the Planning (Listed Buildings and Conservation Areas) Act 1990. Listed Building Consent is required for any works of alteration to a listed building and it is criminal offence to carry out unauthorised works. The removal of traditional timber windows and doors, for example, and their replacement with uPVC or poor modern imitations, can be detrimental to the buildings intrinsic special interest.

15.1.2. It is not only alterations to listed buildings that can damage the character and appearance of conservation areas. The unauthorised demolition of buildings, or detrimental alterations to non-listed buildings can all erode the special character of conservation area. The use of non-approved materials, for example, can be particularly harmful (e.g. modern cement rendering). It is important, therefore, that the Council investigates breaches of planning law within conservation areas, as this can help preserve the quality of the historic environment. Anyone can report suspected planning breach by contacting the Council's Enforcement Team. The District Council will follow up reports of unauthorised work and this may lead to enforcement action being instigated.

16 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

16.1. Strengths

- High archaeological significance of the conservation area owing to the Scheduled Monument site at Aslackby Castle and the site at Temple Farm.
- Large areas of open space conferring a rural character.
- Overall, the condition of the conservation area is good.
- Quality of the conservation area is high and reflected in the high significance of the listed buildings within the boundary.

16.2. Weaknesses

- Overhead cables detracting from the character and appearance of the conservation area.

- Erosion of character through loss of fabric and original architectural details.
 - Use of modern materials, such as uPVC windows and cementitious render and mortar that are inconsistent with the traditional performance of the historic fabric within the conservation area.
 - Poor condition of a number of farm buildings, a number of which are listed. This includes farm buildings at Bay House, Temple Farm and Moorfield Farm.

16.3. Opportunities

- There are many buildings in the conservation area; some of which are recognised as being ‘positive non-listed buildings’, and have a level of significance that also contributes towards local distinctiveness and identity. In the absence of a local list many of these buildings are unrecognised for the special contribution they make to the conservation area. If the opportunity arose.
- Given the archaeological significance of the conservation area, such as the site at Aslackby Castle and Temple Farm the conservation area would benefit from some better interpretation to promote the heritage of the village and provide an opportunity for increased learning.

16.4. Threats

- Further erosion of character through loss of fabric and original architectural details.
- Further erosion of character and setting through inappropriate new developments, particularly on the fringes of the conservation area boundary.
- Incremental erosion through loss of boundary features including walls and hedgerows.
- Erosion of special character of the area through loss of important trees or open space.
- Loss of character through the use of insensitive highways schemes including street clutter, poor quality paving and obtrusive road markings.
- Overhead cables detract from the setting and character of the village. If the opportunity arose the possibility of undergrounding the cables should be encouraged.
- Parking on the grass verges creating visual clutter, particularly where key views are affected such as at the grass verge on the north side of Aveland Way

17 Action Plan

Proposed Measure	Issue Addressed	Action Required
1- To develop a list of buildings and monuments that have significant local heritage interest for Aslackby.	Undesignated heritage assets that make a positive contribution towards local distinctiveness are not afforded recognition and protection that is proportionate to their significance.	The Council to work together with the parish council, local residents, The Heritage Trust of Lincolnshire and the Lincolnshire Historic Environment Record to nominate and develop a 'local heritage list' of buildings and monuments that are valued as distinctive elements of the historic environment of Aslackby.
2- Items of historic street furniture and floorscape to be retained and maintained.	Historic street furniture and floorscape contributes towards the local distinctiveness of Aslackby.	<p>Ensure that development proposals and maintenance works take into account the contribution that historic street furniture and floorscape make towards the Conservation Area</p> <p>If the opportunity arose to undertake an appraisal of the street furniture on the village green and consider siting items more appropriately to reduce visual clutter. Guidance to be sought from Lincolnshire County Council's 'Streetscape Design manual'.</p>
3- Ensure that any highway works respect the Conservation Area.	The use of inappropriate materials, design and location of street signage and street lighting can have a detrimental effect on the character and appearance of the Conservation Area.	Liaise with highway authority prior to the installation of street signage and modern lighting to ensure that works are sympathetic to the character and appearance of the Conservation Area. Guidance to be sought from Lincolnshire County Council's 'Streetscape Design manual'.
4- Removal of overhead cables and replacement of underground cables.	The uses of intrusive overhead cables have a negative impact on the character and appearance of the Conservation Area.	The Council will encourage the appropriate agencies to undertake schemes to ensure that overhead cables are replaced with underground cables.

Proposed Measure	Issue Addressed	Action Required
<p>5- Any proposed changes must have regard to the historic context in terms of scale, alignment, height, form, style, design and materials.</p> <p>The impact of change upon other important elements including the existing street pattern, trees, views and open spaces is also an important material consideration.</p> <p>Proposals should seek to promote or reinforce local distinctiveness</p> <p>Alterations or extensions to existing buildings should be carried out in natural materials appropriate to the location, should be subordinate to the main building and reflect its character in terms of scale, appearance and detailing.</p>	<p>The negative effect on the character of the Conservation Area through the use of inappropriate materials and design.</p> <p>Development within a designated Conservation Area should be of a high standard of design and should preserve or enhance the traditional character of the area.</p>	<p>The Council will strive to ensure that new development makes a positive contribution to the character of a Conservation Area through the development control process and enforcement powers in accordance with its statutory obligations.</p>

Proposed Measure	Issue Addressed	Action Required
6- Ensure that heritage assets within the Conservation Area are maintained to a high standard.	Heritage assets are an irreplaceable resource and make a valued contribution to Aslackby and need to be conserved and enhanced for now and future generations.	The Council expects that owners and occupiers of heritage assets will respect and care for them and will, therefore, encourage appropriate repairs or restoration.
7- To ensure that alterations to the Conservation Area (windows, doors, chimneys, rendering and boundary treatments) seek to preserve and enhance its character.	Unsympathetic features contribute to incremental erosion of character within the Conservation Area	Improved access to design guidance (e.g. street furniture) and advice on maintenance and repair for home owners, developers, property owners and agents. Consider the introduction of article (4) directions to restrict permitted development rights. Article 4 directions will result in planning permission being required for changes to roofs, vent pipes, boundary walls, gate piers, doors and windows.
8- Remove unauthorised satellite/TV antenna	Satellite/TV antenna are visually intrusive and create a cluttered appearance within the streetscene	Develop an enforcement strategy to address unauthorised works.
9- Ensure that new development seeks to retain and enhance original plot and historic field boundaries	Subdivision of plots for residential infill development	Consideration will be given to the contribution that historic plot and field boundaries make to the character and appearance of the Conservation Area when dealing with development proposals.
10-Any proposals for development will have consideration to the above and below archaeological potential of the Conservation Area.	Inclusion of a site on the HER means it is a material consideration in the planning system.	Guidance/consultation should be sought from Heritage Lincolnshire for any proposals that affect the site or setting of a record on the HER. This may also incur a requirement prior to a decision for a field evaluation or historic building survey where there is substantial demolition or alteration to a heritage asset.
11-To monitor the condition of heritage assets in the Conservation Area.	Heritage assets that are at threat from deterioration in their structural condition or low occupancy levels.	Heritage assets that are unoccupied or not in active use may be deemed 'at risk' and consideration must be given to their inclusion on the local authority 'at risk'

Proposed Measure	Issue Addressed	Action Required
		register, or Historic England's 'at risk' register, where appropriate. The Council to monitor the condition of the outbuildings at Moorfield Farm and Temple Farm and liaise with owners where appropriate.
12-Chimneys are an important feature which should be retained.	Removal of chimneys that make a positive contribution harms the significance of the Conservation Area.	The local planning authority to continue to use its enforcement powers in accordance with its statutory obligations to address unauthorised works to chimneys.
13-Grass verges and important areas of open space to be retained.	Development proposals that may have a negative impact on important areas of open space including grass verges.	Ensure that development proposals take into account the contribution that important area of open space and grass verges make towards the Conservation Area.
14-Preserve and enhance existing hedgerows and boundary walls, railings and gate piers.	Removal of hedgerows and important boundary features.	<p>Consideration will be given to the contribution that hedgerows and boundary walls make to the character and appearance of the conservation area when dealing with development proposals.</p> <p>Encourage regular maintenance and repair of existing boundary features through the production design guidance. Encourage replanting of new hedgerows.</p> <p>The Council will strive to ensure existing hedgerows and boundary walls are retained by using its enforcement powers in accordance with its statutory obligations, where there have been any planning breaches.</p>

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18 References

Historic England, 2019 *Conservation Area Appraisal, Designation and Management*,
Historic England, 2017 *The Setting of Heritage Assets, Historic Environment Good Practice Advice in Planning: 3 (2nd Edition)*
Pevsner, 1964 *The Buildings of England: Lincolnshire*, Penguin
National Planning Policy Framework, 2023
National Planning Practice Guide, 2023
Planning (Listed Buildings and Conservation Areas) Act 1990
South Kesteven District Council. 2020. *Local Plan 2011-2036*
Aslackby Village File, Grantham Library, Reference Section
Lincolnshire Museums, Information Sheet, *The Knights Templars at Temple Bruer and Aslackby*

19 Useful Contacts

For enquiries regarding listed buildings and conservation areas please ask to speak to the Council's **Conservation Team**:

Email: planningpolicy@southkesteven.gov.uk

For enquiries relating to development proposals and planning applications please contact the Council's **Duty Planning Officer**:

Telephone 01476 406080

For enquiries related to the Historic Environment Record for Lincolnshire please contact the Lincolnshire **Historic Environment Record**:

Lincolnshire Historic Environment Record
Lincolnshire County Council
Witham Park House
Waterside South
Lincoln LN5 7JN
Telephone: 01522 782070
Email: Dev_PlanningEnquiries@lincolnshire.gov.uk

For any enquiries relating to Archaeology please contact **Heritage Lincolnshire**:

Heritage Lincolnshire
The Old School
Cameron Street
Heckington
Sleaford
Lincolnshire
NG34 9RW
Telephone: 01529 461 499
Email: htladmin@heritagelincolnshire.org

Historic England
The Foundry
82 Granville Street
Birmingham
B1 2LH
0121 625 6888
Email: midlands@HistoricEngland.org.uk
The Georgian Group
6 Fitzroy Square
London
W1T 5DX
Telephone: 020 7529 8920
Email: office@georgiangroup.org.uk

The Victorian Society,
1 Priory Gardens,
London W4 1TT
Telephone 020 8994 1019
Email: admin@victoriansociety.org.uk

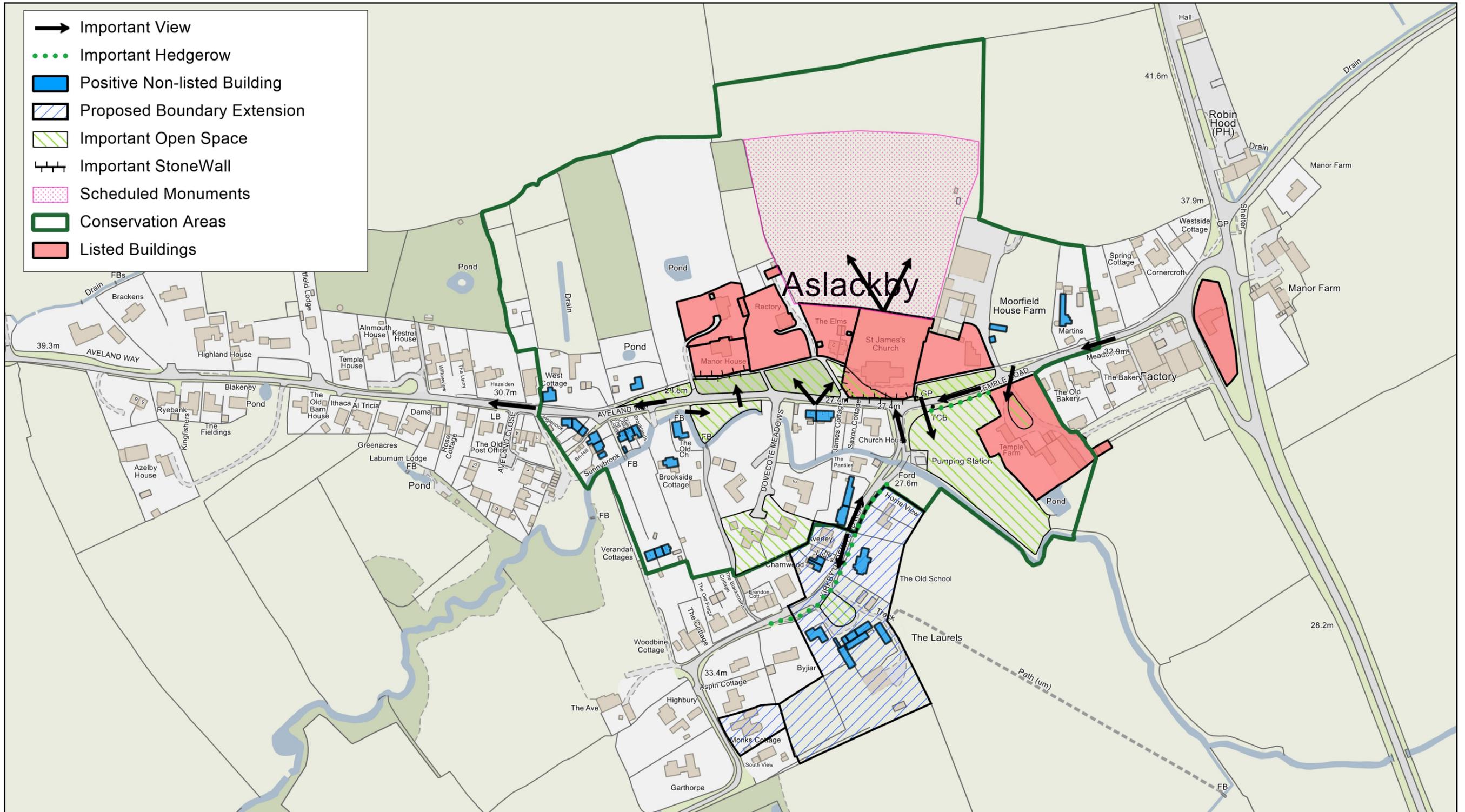
Society for the Protection of Ancient
Buildings
37 Spital Square
E1 6DY
Telephone 020 7377 1644
Email: info@spab.org.uk

The War Memorials Trust
14 Buckingham Palace Road
London
SW1W 0QP
Telephone: 020 7834 0200
Email: info@warmemorials.org

Historic Buildings & Places
The Courtyard
37 Spital Square
London
E1 6DY
Telephone: 020 7236 3934
Email: office@hbap.org.uk

The Twentieth Century Society
70 Cowcross Street
London EC1M 6EJ
Telephone: 020 7250 3857
Email: caseworker@c20society.org.uk

20 Appendix: Aslackby Conservation Area Map



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Contact details

Alternative formats are available on request:
audio, large print and Braille

South Kesteven District Council
01476 40 60 80

 communications@southkesteven.gov.uk

 www.southkesteven.gov.uk



SOUTH
KESTEVEN
DISTRICT
COUNCIL

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Aslackby Conservation Area Appraisal

Comment

Summary of representations:

The Lilacs, opposed to be included in any extended Conservation Area. Opposed to potential restrictive costs for 'enhancement', such as replacing the existing UPVC windows. Opposed to constraint of six-week notice to manage trees in garden, The Lilacs is an old house with shallow footings on clay soils, ongoing management occurs.

Response:

The Lilacs has been included as it has a positive contribution to the streetscape of Kirkby Underwood Road and the overall village core of Aslackby. The inclusion of The Lilacs within the Conservation Area will not require the replacement of existing UPVC windows with timber. Whilst it is acknowledged that works to trees within a conservation area will require a Section 211 notice, there is no fee for the notification and takes six weeks for the notice period to expire and the Council to provide a response. The Council strives to respond as soon as possible within the six week period. If the Council does not provide a response within the six weeks then the works can be carried out. Where trees are dangerous or dead then a notice or consent is not required, however evidence of this should be provided to the local planning authority, particularly regarding felling of trees. Regular maintenance such as repointing does not require planning permission as this will not change the appearance of the property within the proposed Conservation Area.

Action:

Provide information regarding the process for Proposed Works to Trees within Conservation Areas.

2611

Comment

Respondent: Mr Simon Weatherley

Summary:

The Lilacs, opposed to be included in any extended Conservation Area. Opposed to potential restrictive costs for 'enhancement', such as replacing the existing UPVC windows. Opposed to constraint of six-week notice to manage trees in garden, The Lilacs is an old house with shallow footings on clay soils, ongoing management occurs.

Comment

Summary of representations:

Discovery of an old cistern and four skulls in Monks Cottage garden - perhaps suggests a medieval cemetery linked to the nearby preceptory.

Response:

The comments provided regarding the significance of Monks Cottage and the potential archaeological remains as well as the historic nature of the property have been considered.

Action:

Monks Cottage is to be included within the Aslackby Conservation Area boundary due to archaeological and architectural significance.

2689

Comment

Respondent: Beverley Hickmott**Summary:**

Discovery of an old cistern and four skulls in Monks Cottage garden - perhaps suggests a medieval cemetery linked to the nearby preceptory.

Comment

Summary of representations:

Positive of expansion of conservation area. Questions raised on why Monks Cottage is not included

Response:

Monks Cottage to be included within the expanded Aslackby Conservation Area due to historical and archaeological significance has been considered.

Action:

The boundary will be expanded to include Monks Cottage.

2612

Comment

Respondent: Mrs Elaine Pay**Summary:**

Totally agree that the conservation area needs to expand to include Kirkby Underwood Road & to protect the history of the village .

2614

Comment

Respondent: Mrs Michelle Keith**Summary:**

I full support the plans to extend the conservation area given the level of historical significance these properties and areas hold for our village.

2615

Comment

Respondent: Mrs Elizabeth King**Summary:**

I am in full agreement with extending the conservation area. It is also good to see that the open nature & views of the village is being considered important.

There are more good views from the public footpath, which starts next to The old schoolhouse.

2618

Comment

Respondent: Mr Robert Keith

Summary:

I 100% support the extension of the conservation area in Aslackby, to protect and preserve this important historic village

2624

Comment

Respondent: Carol Schofield

Summary:

Very encouraging to see the new proposed boundary of conservation. I think it's important to keep the integrity of the village. I wonder why Monks Cottage is not included in the new proposal.

2625

Comment

Respondent: Ali Ray

Summary:

A very good idea to preserve the village views and character

APPROVE.

2626

Comment

Respondent: Alison Carr-Bilas

Summary:

I FULLY SUPPORT THE PROPOSED EXTENSION TO THE CONSERVATION AREA AND THE PROTECTION THIS WOULD AFFORD THE AMBIENCE AND VISTAS THROUGH THE CENTRE OF THE VILLAGE FROM THE VANTAGE POINT AS YOU PROGRESS UP KIRKBY UNDERWOOD ROAD

2627

Comment

Respondent: Bea Mitchell

Summary:

I like that there is a proposed extension to include a larger part of the centre of the village in the conservation area. I feel it is important to maintain and add to the integrity of the village and it's very positive.

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Aslackby Conservation Area Appraisal

2690

Comment

Respondent: Historic England

Summary:

Thank you for consulting Historic England on the draft conservation area character appraisals for Aslackby.

There are over 1000 conservation areas in the East Midlands, a testament to the enduring popularity of this designation as a means of protecting the historic environment. While we do not provide detailed advice on every appraisal and management plan due to resource implications, if there are specific issues that would merit our closer involvement on this occasion please advise us of this.

2691

Comment

Respondent: Lincolnshire County Council

Summary:

Thank you for your consultation on the proposed amendments to the Aslackby Conservation Area boundary.

From both an archaeology and built heritage perspective, we have no comments to make on the draft appraisal.

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Equality Impact Assessment

Question	Response
1. Name of policy/funding activity/event being assessed	Conservation Area Appraisals
2. Summary of aims and objectives of the policy/funding activity/event	<p>South Kesteven contains 48 Conservation Areas within its district, the oldest, Stamford, dating to 1967 and the most recent, Grantham St Annes dating from 2013. It is a legal requirement to produce Conservation Area Appraisals for all designated conservation areas.</p> <p>Each Conservation Area Appraisal identifies the special qualities of the conservation area and seeks to manage positive change within the designated area, and its setting. Accompanying management plans sets out how the conservation area can be improved, along with local priorities for enhancements.</p> <p>Once adopted, the Conservation Area Appraisals will be a material consideration when considering planning applications within each the Conservation Area.</p>
3. Who is affected by the policy/funding activity/event?	Those living, working and visiting Conservation Areas.
4. Has there been any consultation with, or input from, customers/service users or other stakeholders? If so, with whom, how were they consulted and what did they say? If you haven't consulted yet and are intending to do so, please complete the consultation table below.	Each individual Conservation Area Appraisal will be consulted upon with relevant parties, and all comments received will be considered when finalising the Conservation Area Appraisal.
5. What are the arrangements for monitoring and reviewing the actual impact of the policy/funding activity/event?	A review of the Conservation Area Appraisals should be undertaken at regular intervals as noted in the Planning (Listed Building and Conservation Area) Act 1990 to ensure that the District's conservation areas are up to date and not impacted upon negatively.

Protected Characteristic	Is there a potential for positive or negative impact?	Please explain and give examples of any evidence/data used	Action to address negative impact e.g. adjustment to the policy <i>(The Action Log below should be completed to provide further detail)</i>
Age	Negative	Development within a Conservation Area may require the use of specific materials, which may negatively impact people with mobility, visual and other issues caused by their age. Existing areas, buildings and features may not be	Proposals to alter features or add features such as mobility aids will be considered through the planning process.



		fully accessible and may not be easily altered due to significant historic fabric or character.	
Disability	Negative	Development within a Conservation Area may require the use of specific materials, which may negatively impact people with disabilities. Existing areas, buildings and features may not be fully accessible and may not be easily altered due to significant historic fabric or character.	Proposals to alter features or add mobility aids such as handrails will be considered through the planning process.
Gender Reassignment	Neutral		
Marriage and Civil Partnership	Neutral		
Pregnancy and Maternity	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Other Factors requiring consideration			
Socio-Economic Impacts	Neutral		
Carers (those who provide unpaid care to a family member, friend or partner)	Neutral		

Consultation

Negative impacts identified will require the responsible officer to consult with the affected group/s to determine all practicable and proportionate mitigations. Add more rows as required.		
Group/Organisation	Date	Response



Proposed Mitigation: Action Log

To be completed when barriers, negative impact or discrimination are found as part of this process – to show actions taken to remove or mitigate. Any mitigations identified throughout the EIA process should be meaningful and timely. Add more rows as required.				
Negative Impact	Action	Timeline	Outcome	Status
Development within a Conservation Area may require the use of specific materials, which may negatively impact people with mobility and visual issues caused by their age or disability.	Proposals to alter features or add features such as mobility aids will be considered through the planning process.		Potential issues to be addressed on a case by case basis through the planning process, focused on the individual needs of the person impacted	

Evaluation Decision

Once consultation and practicable and proportionate mitigation has been put in place, the responsible officer should evaluate whether any negative impact remains and, if so, provide justification for any decision to proceed.		
Question	Explanation / justification	
Is it possible the proposed policy or activity or change in policy or activity could discriminate or unfairly disadvantage people?	There is the potential that individuals with mobility and visual issues may be impacted by features and material of historic significance, which could cause a barrier or trip hazard. Adjustments would be considered on a case by case basis.	
Final Decision	Tick	Include any explanation/justification required
1. No barriers identified, therefore activity will proceed		
2. Stop the policy or practice because the data shows bias towards one or more groups		
3. Adapt or change the policy in a way that will eliminate the bias		
4. Barriers and impact identified , however having considered all available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy or practice (e.g. in extreme cases or where positive action is taken). Therefore you are going to proceed with caution with this policy or practice knowing that it may favour some people	x	It is accepted that the legislation governing conservation areas could result in a negative impact for people with disabilities, however, the Council remains mindful of the need to make or allow all reasonable adjustments necessary to improve equality wherever practicable.



less than others, providing justification for this decision		Therefore, any change required which results from equality legislation will be considered on a case-by-case basis.
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Did you consult with an Equality Ally prior to carrying out this assessment? Yes

Sign off

Name and job title of person completing this EIA	Ariane Buschmann
Officer Responsible for implementing the policy/function etc	Conservation and Planning Teams
Date Completed	14 November 2024
Line Manager	Shaza Brannon
Date Agreed <i>(by line manager)</i>	19 November 2024
Date of Review <i>(if required)</i>	

Completed EIAs should be included as an appendix to the relevant report going to a Cabinet, Committee or Council meeting and a copy sent to equalities@southkesteven.gov.uk.

Completed EIAs will be published along with the relevant report through Modern.Gov before any decision is made and also on the Council’s website.



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Phil Dilks, Cabinet Member for Planning

Ropsley Conservation Area Appraisal

Report Author

Ariane Buschmann, Conservation Officer

✉ ariane.buschmann@southkesteven.gov.uk

Purpose of Report

In accordance with the Planning (Listed Buildings and Conservation Areas) Act 1990, The Council is required to review its Conservation Areas from time to time and to prepare and publish any proposals for the preservation and enhancement of any parts of the District that are designated as a Conservation Area. This report considers whether the Council should designate the Ropsley Conservation Area and adopt the Ropsley Conservation Area Appraisal.

Recommendations

Cabinet is recommended to:

- 1. Recommend to Full Council the formal designation of the Ropsley Conservation Area boundary as shown in Appendix A to this report.**
- 2. Recommend to Full Council the adoption of the Ropsley Conservation Area Appraisal, as part of the Development Plan evidence base and as a material planning consideration; and**
- 3. Recommend that Full Council delegates the decision making to the Assistant Director of Planning to make minor changes, typographical corrections or non-material amendments to the Ropsley Conservation Area Appraisal and associated documents prior to formal publication and to undertake the necessary statutory actions to implement agreed recommendations.**

Decision Information

Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting communities Sustainable South Kesteven Enabling economic opportunities Housing Effective council
Which wards are impacted?	Lincrest;

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

1.1 There are no financial implications associated with this report.

Completed by: David Scott – Assistant Director of Finance and Deputy s151 officer.

Legal and Governance

1.2 Local authorities have a duty to review the overall extent of conservation area designations in their area regularly. Designations such as this remain the principal means by which conservation policies can be applied to particular areas.

Completed by: James Welbourn, Democratic Services Manager

Climate Change

1.3 While the Conservation Area Appraisal is not associated with any direct climate change implications, conservation areas limit permitted development rights and will restrict the ability of homeowners to carry out retrofit work on properties without first seeking planning permission. South Kesteven District Council should remain mindful of the balance of preserving historic buildings versus the requirement to increase the energy efficiency of properties in keeping with sustainability guidance.

Completed by: Serena Brown, Sustainability and Climate Change Manager

2. Background to the Report

2.1. One of the key ambitions at South Kesteven District Council is to build on, and celebrate, the rich heritage and culture of the District. The contribution historic areas make to quality of life is widely recognised. There are currently 48 conservation areas in South Kesteven. Conservation Areas are a link to the past that can provide a sense of continuity and stability and have the reassurance of the familiar which can provide a point of reference in a rapidly changing world. The way building traditions and settlement patterns provide local distinctiveness can deliver a catalyst for regeneration and inspire well-designed new development which brings economic and social benefits valued by everyone.

- 2.2. The Planning (Listed Buildings and Conservation Areas) Act 1990 (“the Act”) requires local planning authorities to draw up and publish proposals for the preservation and enhancement of conservation areas in their districts. Such areas are defined as “*areas of special architectural or historic interest, the character of appearance of which it is desirable to preserve or enhance*”.
- 2.3. The National Planning Policy Framework (NPPF) advises that heritage assets should be conserved in a manner appropriate to their significance (paragraph 202). The guidance goes on to state that local planning authorities should ensure that a conservation area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest.
- 2.4. Conservation area appraisals identify the special qualities of a conservation area. The accompanying Management Plans set out how the conservation area can be improved, along with local priorities for enhancements. Conservation area appraisals seek to manage positive change within a designated conservation area, and its setting.
- 2.5. Conservation area appraisals contribute towards the Council achieving its priorities as set out in the Corporate Plan. *A key ambition of the Plan is to ‘celebrate and promote the strong heritage and rich culture of South Kesteven’.*
- 2.6. The South Kesteven Local Plan Policy EN6: The Historic Environment seeks to protect and enhance heritage assets and their settings. The Policy requires development proposals to take into account Conservation Area Appraisals, where these have been taken into account.
- 2.7. By deciding to designate the Conservation Area, the Council would be setting the boundaries of the Conservation Area; this is defined on a map at Appendix A. The Conservation Area Appraisal sets out the special qualities of the area to be designated. The Management Plan sets out how the conservation area can be improved along with local priorities for enhancements.
- 2.8. Consultation has been carried out in accordance with the requirements set out in the Legislation from 20th January and 3rd March 2025. A summary of responses received as part of the public consultation are set out in Appendix B.

Ropsley Conservation Area Designation

- 2.9. Ropsley is a village within South Kesteven with a long-standing history which can be traced back to the Domesday Book, with evidence of an abbey on the Ropsley Heath. Due to the historic, architectural and archaeological evidence, the Ropsley

Conservation Area was designated in 1981 comprising two small separate areas, one covering Chapel Hill and the other following the High Street.

- 2.10. The boundary of the conservation area is very well defined along the village's historic core which follows a linear plan centred on High Street and Peck Hill, created by consistent use of historic materials, areas of open space and archaeological interest.

Ropsley Conservation Area Designation Review

- 2.11. In 2024, a review of the boundary was undertaken including desk-based assessment and site visits. Significant positive improvements to the historic streetscape of the village were identified and consequently, an expansion is proposed. This was revised following the Consultation period.
- 2.12. The review of the boundary now connects the two smaller areas, and includes more areas considered to be of heritage significance, such as positive unlisted buildings, non-designated assets defined in the Historic Environment Record, and important open spaces that add to the landscape significance.
- 2.13. The Rectory, No 50 High Street, and No 48 High Street are proposed to be included. Ropsley Church of England Primary School, No 2-4 School Lane and Holly Cottage are also proposed to be included due to their architectural and historical significance, which adds to the conservation area.
- 2.14. The boundary amendment also proposes the exclusion of no. 2 Peck Hill from the conservation area due to being identified as fragmented in character and of mixed material, negatively impacting the conservation area.

Ropsley Conservation Area Appraisal

- 2.15. The Ropsley Conservation Area was created in 1981; however, there is currently no Conservation Area Appraisal available for Ropsley. Under the Act, it is a legal requirement to provide Conservation Area Appraisals and update them at regular intervals. A draft Conservation Area Appraisal is provided at Appendix A.

3. Key Considerations

- 3.1 Conservation Area Appraisals manage positive change within the designated conservation area and its setting, minimising harm and encouraging preservation and enhancement of our heritage assets.
- 3.2 Whilst the Ropsley Conservation Area Appraisal was created in 1981, there is currently no Conservation Area Appraisal available for Ropsley. Conservation Area Appraisals are legally required to be published and reviewed regularly. The Ropsley Conservation Area Appraisal will safeguard Ropsley's historic

environment for all to appreciate in the future and highlight the importance of the historic character and fabric present within the village.

- 3.3 A boundary change to the Ropsley Conservation Area is proposed which will connect the two smaller areas and include more areas considered to be of historic importance. The appraisal also proposes the exclusion of building from the conservation area due to being identified as fragmented in character and of mixed quality in terms of design and materials.
- 3.4 The Area Appraisal will also help achieve the Council's aspirations in the Corporate Plan, such as Priority 1: Connecting Communities, which aims to promote the strong heritage and culture of the district, as well as Priority 3: Enabling Economic Opportunity, as the Ropsley Conservation Area is part of the expansive heritage of the district.
- 3.5 The appraisal will provide the public with more in-depth information about the Conservation Area and how the Council aims to manage the area. The proposed expansion and appraisal would also support Priority 5: Effective Council, by providing a fully publicly accessible document explaining the extent, important features and management of the Conservation Area.
- 3.6 Once adopted, the Ropsley Conservation Area Appraisal will be a material consideration when considering planning applications within the conservation area. The adoption of the appraisal document and management plan will allow for the positive management of development whilst safeguarding historic character and appearance.

4. Other Options Considered

- 4.1 The alternative option is not to expand the Conservation Area; however this may result in a failure to preserve or enhance the historic interest and character of the village and the conservation area as identified in the appraisal. Conservation Areas are defined as "designated" heritage assets in the NPPF for the purposes of local plan making and development management. Designated heritage assets are afforded considerably more protection both in planning policy but also in legislation than non-designated heritage assets.

5. Reasons for the Recommendations

- 5.1 Section 69(2) of the 1990 Act requires local planning authorities (LPAs) to determine which parts of their area possess special architectural or historic interest and to designate them conservation areas.
- 5.2 As the provision of a Conservation Area Appraisal is a requirement as noted in the Planning (Listed Buildings and Conservation Areas) Act 1990, it is recommended to approve the updated documents to provide an up-to-date assessment and

strategies for the preservation of the conservation area. The adoption of the Appraisal and Management Plan will allow for the positive management of development whilst safeguarding historic character and appearance.

- 5.3 It is acknowledged that historically, conservation area boundaries have often been drawn too tightly, omitting areas now considered of special interests, especially green spaces and open space, boundary treatment or smaller outbuildings. The appraisal and proposed extension have taken this into account, considering not just the built heritage, but also the wider streetscape and the impact open space has on the appreciation of the village.

6. Consultation

- 6.1. A public consultation was undertaken for six weeks between 20th January and 3rd March 2025. This included a public engagement event at the Ropsley Village Hall, and the distribution of consultation letters to relevant Consultees and members of the public affected by the proposed update to the Conservation Area.
- 6.2. Consultations were also sent to the Parish Council, Ward Member/s, Historic England, Heritage Lincolnshire and addresses within the proposed Conservation Area. There were no objections received from these organisations.
- 6.3. A total of 10 responses were received by members of the public and Statutory Consultees. A summary of these consultation responses along with officer comments is produced in Appendices B and C.
- 6.4. Concerns were raised regarding the proposed exclusion of No 16-18 Chapel Lane, as well as No 4 Peck Hill. Further information was provided by members of the public that was thus far unknown. Careful consideration has been given to whether or not these properties should be included or excluded within the Conservation Area, and based on the information provided, however, it was decided that they should remain within the conservation area. No 2 Peck Hill is still proposed for exclusion. Concerns were also raised regarding restrictions on works to trees within the Conservation Area, as well as future developments. Further advice was subsequently added to the Appraisal and Management Report.

7. Background Papers

- 7.1. Adopted South Kesteven Local Plan: [The South Kesteven Local Plan | South Kesteven District Council](#)

8. Appendices

Appendix A: Ropsley Conservation Area Appraisal 2024

Appendix B: Table of Public Consultations received and officer response

Appendix C: Table of Public Consultations received with no actions required

Appendix D: Equality Impact Assessment

Conservation Area Appraisal

Ropsley



Ropsley Conservation Area and Management Plan
Designated 1981
Review July 2025
for Adoption

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1. Character Appraisal

1.1. Background

1.1.1. The conservation area at Ropsley was designated in 1981. The purpose of this document is to define the special interest of the conservation area and assess the action needed to protect and enhance the special qualities of the conservation area. The conservation area appraisal and management plan is split into three sections:

- **Section 1:** Conservation area appraisal, which details any proposed changes or extensions as part of the 2025 review.
- **Section 2:** Management plan, which puts forward proposals for preservation and enhancement.
- **Section 3:** Action plan to address those issues drawn out in the appraisal and management plan.

1.1.2. The appraisal and management plan should be read alongside the accompanying map in the appendix.

1.2. Location and Context

1.2.1. Ropsley is a large village located approximately five miles east of Grantham and two miles to the south of the A52. The village stands on a small hillside within the Kesteven Uplands which is characterised by a gently undulating landform of arable limestone heath to the northwest of the village with woodland and pasture to the south-west.

1.2.2. The East Glen River rises to the east of Kirton Wood and meanders through the village as a shallow stream. The village has a primary school, and maintains one of its main public houses, The Green Man; The Ropsley Fox is no longer in use, and has been converted into a dwelling. There are some small-scale businesses, although Ropsley has become primarily a commuter village to the neighbouring towns. Ropsley is well maintained with a number of greenspaces dispersed throughout the settlement.

2. Planning Policy Context

2.1. Planning (Listed Buildings and Conservation Areas) Act 1990

- 2.1.1. Conservation areas are designated under the provisions of Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990. A conservation area is defined as ‘an area of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance’. It is the duty of local authorities to designate such areas in order to ensure that their unique character is preserved and enhanced. Designation grants control over demolition of non-listed buildings, strengthens controls over minor development and also gives special protection to trees. It is the quality and interest of an area as a whole, rather than that of individual buildings, which is the prime consideration in identifying a conservation area.
- 2.1.2. Section 69(2) of the Act imposes a duty on Local Authorities to review their conservation areas from time to time, Section 71 of the same Act requires local planning authorities to formulate and publish proposals for the preservation and enhancement of any parts of their area that are designated as conservation areas. Section 72 specifies that, in making a decision on an application for development in a conservation area, special attention shall be paid to the desirability of preserving or enhancing the character or appearance of that area.

2.2. National Planning Policy Framework (NPPF)

- 2.2.1. Government Policy on the Conservation of the historic environment is contained within the National Planning Policy Framework (NPPF), last updated in December 2024. The presumption in favour of sustainable development is the guiding principal of the document and the protection and enhancement of the historic environment is embedded within this approach. Sustainable development is defined as meeting the needs of the present without compromising the needs of the future (5) and the introduction of the NPPF breaks down this definition into three dimensions; economic, social and environmental. Within the environmental dimension sustainable development needs to contribute to ‘*protecting and enhancing our natural, built and historic environment*’ (7). According to the NPPF, a conservation area is a ‘heritage asset’ and has been defined in Annex 2 as:
- 2.2.2. *‘A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of*

its heritage interest. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing)'.

2.2.3. A 'designated heritage asset' is defined as:

2.2.4. *'A World Heritage Site, Scheduled Monument, Listed Building, Protected Wreck Site, Registered Park and Garden, Registered Battlefield or Conservation Area designated under the relevant legislation.'*

2.2.5. Great weight is given to the conservation of designated heritage assets. Heritage assets are an irreplaceable resource and any harm or loss requires clear and convincing justification (202 and 213).

2.2.6. In developing this strategy, the following needs to be taken into account (210):

- The desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation;
- The wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring;
- The desirability of new development making a positive contribution to local distinctiveness;
- Opportunities to draw on the contribution made by the historic environment to the character of place.

2.3. South Kesteven District Council Local Plan

2.3.1. The South Kesteven District Council Local Plan was adopted in July 2020 and is one of the most important parts of the Local Development Framework. It sets out the key principles for development management and the conservation of the historic environment is detailed within policy EN6: The Historic Environment. Development that is likely to cause harm to the significance of a heritage asset or its setting will only be granted permission where the public benefits of the proposal outweigh the potential harm. Proposals which would conserve or enhance the significance of the asset shall be considered favourably.

3. Summary of Special Interest

- Linear plan form centred on High Street and Peck Hill with minor lanes radiating mainly westwards from this central spine
- Low density of development comprising groups of traditional cottages or former farm buildings which typically stand to the rear of the narrow footways creating an enclosed character.

- St. Peters Church, stands on a rise dominates the village and can be seen from various vantage points.
- The character of the conservation area is derived from the group value of the traditional buildings rather than individual buildings of merit
- Traditional craftsmanship embodied in original building materials and architectural features.
- Visual harmony resulting from the use of a limited palette of natural building materials.
- Visual continuity created by boundary walls delineating boundaries and linking buildings.

4. Historical development

4.1. History Summary

- 4.1.1. The name Ropsley is derived from the Old English incorporating a personal name with the second element 'leah' meaning open place. It was recorded as Ropeslai in the 1086 Domesday Book and had a population of 2 villagers, 29 freemen with 570 acres of woodland and a church.
- 4.1.2. The medieval grange of Vaudey Abbey stood on Ropsley Heath from 1189 to 1550. Excavations of the main building revealed massive stone walls, a hearth and remains dating from the 13th-16th centuries.
- 4.1.3. To the south-east of the village lies the remains of a medieval fishpond known as Ring Dam, which was Scheduled in 2001. Fishponds were common features of the medieval landscape, generally constructed by monasteries or the wealthy as a source of fresh food. The pond originally took the form of a rectangular moat with a central island; three arms of the moat remain but the northern arm was infilled prior to the mid-19th century. It has been little altered since the medieval period and is a scheduled ancient monument.
- 4.1.4. The Duke of Rutland was the landowner for many years during the 19th century. Whilst the majority of the rest of the land belonged to Lord Willoughby de Eresby, J.A. Houblon, Esq.J.L. and Wm. Ostler, Esqs.
- 4.1.5. The village evolved as a prosperous agricultural community which supported a number of associated trades such as corn millers and blacksmiths. A Public Elementary School was constructed in 1874 to replace the school established in 1717 by James Thompson.
- 4.1.6. Crown Hill Farm is the principal farm in the village; it is a fairly large farm with a number of outbuildings occupying Crown Hill. The area surrounding the village is almost all arable farmland growing crops from barley to oilseed rape. There are also a number of disused quarries nearby.

4.2. Bishop Richard Foxe (1448- 1528)

- 4.2.1. The conservation area also has a significant historic association with an important Bishop; Richard Foxe who was born in the village at Pullock Manor which is now the site of Peakcock Farm.



Plate 1: Birthplace of Richard Foxe

Richard attended Magdalen College in Oxford and The University of Paris. During this time, he became acquainted with Henry Tudor, Earl of Richmond and was later appointed Secretary of State to Kings Henry VII and Henry VIII, and Bishop of Exeter, Wells, Durham and Winchester. He founded Grantham Grammar School, today's Kings School and Corpus Christ College at Oxford University. A local lasting memory to his birthplace is the building of the south porch to St Peter's church which was built 1483.

5. Character and Appearance

5.1. Spatial Character and Townscape Quality

5.1.1. Ropsley is a fairly large village with a spacious character built around the Church of St. Peter. The historic core has a relatively linear plan form centred on High Street and Peck Hill with minor lanes radiating mainly westwards from this central spine. It is characterised by a low density of development comprising of groups of traditional cottages or former farm buildings which typically stand to the rear of the narrow footways creating an enclosed character.



Plate 2: View down High Street

5.1.2. The linear plan form has been partially eroded by the post war expansion of the village to the north of Church Lane and the south side of Grantham Road. Buildings are more set back towards the west of Grantham Road.

5.1.3. The two small greens located at the junction with High Street and Chapel Hill provide an attractive setting for the streetscene and the traditional buildings which front onto them. Interestingly, the village pond known as 'Mop Hole' used to be located adjacent to the two greens however they were later filled in by cottages. The large village green on the west side of High Street provides a pleasant contrast with the enclosed character of the conservation area and forms part of the wider setting of St Peter's Church. It connects to a small area of woodland leading from the village green to Chapel Hill via a public footpath.



Plate 3: Ropsley War memorial on the green at north end of High Street

5.1.4. The character of the conservation area is derived from the group value of the traditional buildings rather than individual buildings of merit. This is exemplified in there being only four listed buildings within the conservation area. High Street and Chapel Hill have a defined building line as the traditional buildings typically front onto the highways, or stand gable end, to

the rear of the narrow footways. Some have retained their large rear gardens which are an important part of the historic plan form of the village.



Plate 4: No.15 High Street, made of brick which is fairly unique to the conservation area, but it is unfortunate that the 1st floor windows have been replaced with uPVC.

5.1.5. The post war houses on the east side of High Street are at variance with the established linear plan form as they are set back from the highway and enclosed by boundary walls or hedges which contribute to the continuity of the building line and partially screens some of the buildings from view. The

grouping of the Green Man public house together with 20 High Street is important and contributes towards views along the High Street. The Green Man has been brought

back into use after a period of laying vacant, and presents a well-maintained front elevation. They are addressed further in the management plan.

5.1.6. In contrast, the buildings along Crown Hill and Church Lane are typically set back from the highway with modest front gardens enclosed by boundary walls or hedges which obscure some of the buildings along Crown Hill from view.



Plate 5: Church Street, northern side, with set back properties.

5.1.7. St Peter's Church stands in the centre of the village in an elevated position, which reinforces its important social and spiritual role within the community. Professor Baldwin Brown, in a letter to the Grantham Journal in 1928 was quoted as saying the Church of St. Peter dominated its rustic surroundings 'like a cathedral'. Since that time there has been some post war development to the north-west and south of the church, nonetheless its elevated position still makes the church visually dominant within the conservation area.

5.1.8. The attractive cluster of traditional cottages and former farm buildings with relatively unaltered elevations to the west and east of the churchyard contribute to the setting of the church. The churchyard and cemetery are elevated above

the highway and enclosed by boundary walls which provide enclosure along the street. The cemetery extends across Church Lane towards an area with a small pond. A Public Right of Way runs along this section of the cemetery, and terminates on Somerby Road.

- 5.1.9. Ropsley benefits from a high number of Public Rights of Ways, running the course of historic footpaths, although some of the open fieldscape has been lost due to developments in the last century.

5.2. Architecture and Building Materials

- 5.2.1. The conservation area has a harmonious character derived from a broad similarity of scale, vernacular architectural style and common material palette. The traditional buildings are constructed of coursed limestone rubble with ashlar dressings and clay pantile roof coverings although some have unfortunately been re-roofed with unsympathetic concrete tiles.



Plate 6: Cedar House, High Street with an Edwardian shop front. This used to be the village store known as 'Rowell's.'

- 5.2.2. There are some examples of brick buildings, but this is less common, especially in the core of the village. Brick buildings are more common the further out of the village one travels, indicating the Victorian and early 20th century expansions of the settlement. Chimneys are prominent features which add to the visual interest of the conservation area. There is a mixture of eaves facing and gable end facing dwellings, with the eaves facing beings somewhat more prevalent. Terraces are present, but of short length, at most of four to five dwellings. Detached or semi-detached houses are the most common.
- 5.2.3. Throughout the recent decades, barn conversions have slightly changed the streetscape, however this resulted in the retention of a number of historic buildings, which is a positive benefit of the conversions.
- 5.2.4. The use of unsympathetic uPVC to standardised designs for windows and doors detract from the appearance of individual buildings and from the overall character of the conservation area. The post war buildings do not reflect the vernacular character or material palette of the conservation area. Whilst they are largely

excluded from the boundary they do have an impact upon the setting of the conservation area, particularly along the east side of High Street.

- 5.2.5. Boundary walls are an important feature of the conservation area which link buildings and maintain the continuity of the building line along the street. They are predominantly constructed of stone although some brick is also used. On occasion, hedgerows have been used as part of these boundaries.



Plate 7: 35 High Street, remnants of the original lower roofline visible on gable end.

5.2.6. An interesting feature of the conservation area that is common on the stone buildings is the addition of an extra storey to a traditional one and a half storey. This is visible on the gable end of the properties where there is visual evidence in the stonework of a much earlier building quite often with a very steep pitch indicating that the original roof

covering was thatch. Cedar House (Nos 12-16 High Street) has a historic shop front that dates to the Edwardian period, this used to be the village store known as 'Rowell's'. The shop front is an important historic feature that should be retained.

- 5.2.7. There are a number of ancillary buildings within the conservation area which are located at the rear or to the side of dwellings that are former outhouses, WCs or coal stores. Many of these are contemporary with the main dwelling and constructed in the local vernacular and also contribute towards the character and appearance of the conservation area.

5.3. Key Views

- 5.3.1. The landscape is an important part of the setting of the conservation area and forms an attractive backdrop to views within and outside the boundary, particularly southwards along High Street and eastwards from Chapel Hill.



Plate 8: View across the green towards the church from High Street.

- 5.3.2. Views within the conservation area

constantly unfold due to the undulating topography and gentle curved alignment of the roads.

5.3.3. The church is a prominent landmark which is visible from several vantage points within the boundary, particularly westwards from High Street across the green and along Church Lane and Hall Close.

5.3.4. Given the linear character of development in the conservation area, other views are generally constrained along the streets. For example, from Chapel Hill there are attractive views in both directions whereby the groups of stone houses on either side of the road make a positive contribution.



Plate 9: View of St. Peters Church from Church Street.

5.3.5. From the east end of High Street there are views towards the open sloping fields behind Peacock Farm.

5.3.6. There are some views looking into the conservation area from outside the boundary at Somerby Road adjacent to Willow Farm. Other than this there are few views looking into the conservation area from outside the conservation area boundary.

5.4. Contribution of Trees, Hedgerows and Open Space



Plate 10: Small green space with trees at School Lane

5.4.1. Trees and hedgerows are a significant feature of the conservation area which frame key views and contribute to its rural setting. They are mainly located within private gardens and areas of public open space but also include the distant tree belts which form the backdrop to views outside of and within the conservation area.

5.4.2. Grass verges are important features of the conservation area

providing a sense of spaciousness. There are examples at Church Lane, Hall Close, School Lane, as well as along High Street.

- 5.4.3. One of the unique characteristics of the conservation area is the large proportion of open space within its centre. This provides an attractive spacious setting for the parish church, as well as contributing towards key views. This includes the green to the east of High Street, St Peters Churchyard and St Peters cemetery.

5.5. Floorscape, Street Furniture and other features

- 5.5.1. There are no notable floorscape or street furniture features of interest within the conservation area. There are some dispersed award plaques for 'Best Kept Village' which add to the streetscape. There are however, some fine examples of railings and gate piers, such as those fronting No.4 High Street and Ropsley House on the High Street (formerly the entrance to The Old Rectory). There used to



Plate 11: Gate piers to Ropsley House (formerly The Old Rectory) are a fine feature of the street-scene along High Street.

be a historic ER11 post box in the conservation area at Chapel Hill and a GR in the gable end wall of Cedar House on High Street. The one on Chapel Hill appears to have been removed in recent years, and replaced with a modern post box on the nearby green.

6. Key Historic Buildings

6.1. Listed Buildings

6.1.1. A listed building is one that is included on the government's Statutory List of Buildings of Special Architectural or Historic Interest. These buildings are protected by law and consent is required from South Kesteven District Council before any works of alteration (to the interior or exterior), that affects its character or appearance can be carried out. List descriptions are available online via the National Heritage List at: <https://historicengland.org.uk/listing/the-list/>.



Plate 12: No 1 Chapel Hill, also referred to as Manor House.

6.1.2. There are four listed buildings within the boundary of the conservation area. **St Peter's Church** (Grade I) dates from the 11th century (NHLE 1261821), it has an Anglo Saxon nave with an Early English tower and 14th century broach spire. **No. 1 Chapel Hill** (NHLE 1253288) which dates from 1700 with minor 19th century alterations; **Crown Hill Farm**, an 18th century farmhouse with early 19th century additions and alterations (NHLE

1253351); and the **Slate Headstone** of John Pickwell which dates from 1730 (NHLE 1253289), are all Grade II listed.

6.2. Positive non-listed buildings

6.2.1. In addition to listed buildings, the conservation area contains a high number of non-listed buildings and structures that make a positive contribution to the character or appearance of the conservation area.

6.2.2. These are identified on the townscape appraisal map as 'positive non-listed buildings' and follows advice provided by Historic England and NPPF, both of which stress the importance of identifying and protecting such buildings.



Plate 13: Ropsley Primary School

- 6.2.3. The criteria used for selection of positive buildings are those set out within the 'positive contributors' section of Historic England's guidance document 'Conservation Area Appraisal, Designation and Management' (2019). Where a building has been adversely affected by modern changes and restoration is either impractical or impossible, they are excluded. Some efforts have been made in the last few years with the use of more appropriate window styles, such as flush timber effect uPVC.
- 6.2.4. Examples of the recent improvements include the former Methodist Chapel on Chapel Hill which was built in 1837 to accommodate 90 people. It has 1837 inscribed above the doorway and an attractive pantile hipped roof. The windows had been replaced with bulky uPVC historically, but recent refurbishment of the building saw the installation of more appropriate sash windows with marginal glazing bars.
- 6.2.5. No. 3 High Street and No.4 Chapel Hill are also interesting non-listed buildings, with both displaying similar architectural characteristics which suggest that they were built by the same owner or architect. No. 3 High Street is an important historic building that currently marks the entrance to the conservation area from the east. It presents an interesting Georgian façade, with large stone lintels and projecting key stones. A large datestone is set above the doorway.
- 6.2.6. The Rectory at No 50 High Street is a large feature property to the east of High Street. Historically, the building maintained a large, designed garden fronting High Street, with the Rectory set at the eastern extent of the property. No 42 and the outbuilding along the south-western extent of the boundary were interconnected with the Rectory, with footpaths intertwined between both properties. While this large property has been disturbed by the construction of No 48 High Street, the overall shape and extent has been preserved, which adds positively to the area.
- 6.2.7. Albeit not in the Conservation Area, the former Ropsley Fox building are worth noting as building of special character and architecture, which add to the streetscape of Grantham Road, which forms the north-western approach to the conservation area. The buildings were recently redeveloped from public house into a series of dwellings, thus sadly losing their historic purpose. The car park was separated off and redeveloped for three detached dwellings in red brick.
- 6.2.8. Ropsey Primary School, which is proposed to be included in the Conservation Area, is not just of historical significance, but also of architectural value: the 19th century school buildings comprise two one and a half storey buildings of coursed

limestone, under a pitched gabled roof of slate. The earlier building, likely dating from around 1846, has a small bell tower with bell and apparatus in situ. The building also retains a small gabled porch and small decorative barge boards. The other east to west aligned building to the north, was likely constructed between 1888 and 1904.

- 6.2.9. The village war memorial is of local importance; it provides a focal point to Chapel Hill as well as being a site for remembrance to those who have been lost in the First and Second World War. It was erected in 1920 by public subscription.



Plate 14: From left to right No.3 High Street and No.4 Chapel Hill. Both buildings display similar characteristics and likely to have been built by the same architect in the early 19th century

7. Archaeology

- 7.1.1. Lincolnshire County Council holds the historic environment record (HER) for the County that contains records on historic buildings, sites, structures and below and above ground archaeology.
- 7.1.2. Currently there are 13 records within Ropsley Conservation Area (see Appendix 2). The majority of these relate to listed building records however there are some interesting records relating to archaeology such as at Crown Hill. During field walking in 1979 archaeologists unearthed a number of finds including late Saxon artefacts, together with remains of a former stone building.
- 7.1.3. There also are a number of records relating to ridge and furrow, which surround the village. The field to the south of Ropsley at Holly Cottage shows traces of ridge and furrow. Post-medieval finds were made during a series of archaeological interventions near Hall Close.
- 7.1.4. Other records, outside the conservation area boundary but nonetheless important in terms of the history and development of the village include crop

mark enclosures to the south of Humby which have yielded finds from multiple periods including Neolithic and Bronze Age flints and a large concentration of Iron Age pottery.

- 7.1.5. Remains from the Roman period include a large scatter of building stone and pottery dating from 3rd-4th centuries found at Ropsley Rise Woods.
- 7.1.6. To the south-west of the conservation area is Ring Damn, which is a scheduled ancient monument. It is a medieval fishpond which survives as a series of earthworks and buried deposits which have been little altered since medieval times indicating that archaeological remains are likely to survive intact.

8. Changes since Designation

8.1.1. There have been relatively few changes to the conservation area since original designation. Any development has mainly been small scale extensions and conversions and there are no significant development threats. The largest area of modern development within proximity to the Conservation Area is the redevelopment of the former Ropsley Fox car park for three detached dwellings.

9. Boundary Review

9.1.1. Historic England Advice Note 1: (2019, Conservation Area Appraisal, Designation and Management) states that current boundaries should be reviewed as part of the appraisal process, particularly if there is evidence to suggest that early conservation areas were drawn too tightly that excluded historic rear plots with archaeological interest, later phases of development (such as 20th century housing), or parks, cemeteries and historic green spaces, now considered to be of special interest. Historic England guidance also states that if the original interest has been eroded by piecemeal changes or by inappropriate development the boundary should be revised.

9.1.2. Prior to this review, the conservation area comprises of two separate areas. The northern area encompasses the traditional buildings at the eastern end of Chapel Hill and the buildings which front onto the green, including No. 1 Peck Hill. The second area is centred on High Street, Church Lane and Crown Hill but excludes the post war buildings on the east side of High Street and south side of Church Lane.

9.1.3. Please note that no appraisal can ever be completely comprehensive and the omission of any particular building, feature or space should not be taken to imply that it is of no interest.

9.1.4. As part of the 2025 review the following amendments are proposed:

9.2. To extend the conservation area:

- Boundary to include 26 and 30 Chapel Hill,
- Holly Cottage and adjacent barn, Humby Road,
- Ropsley Rectory and garden, 50 High Street
- Ropsley Primary School, School Lane, and 2- 4 School Lane (Honeypot Cottage)
- Any properties formerly only partially included.

- 9.2.1. No 26 and 30 Chapel Hill are attractive stone cottages and former farm buildings, which reflect the vernacular character and material palette of the conservation area.
- 9.2.2. Holly Cottage similarly is an attractive small farmstead at the southern approach of Ropsley, which retained many historic features. The field to the west of Holly Cottage is an important area of open space and contributes towards the setting of the cottage which looks out onto it. It also maintains some remnants of ridge and furrow.
- 9.2.3. Ropsley Old Rectory, 50 High Street, has been a noticeable feature in the village since at least the 19th century, with an expansive, designed garden towards High Street. Ropsley House was built on the western extent of this garden in the second half of the 20th century, blocking the view towards the rectory, however the Rectory and the overall extent of its historic property is retained. The garden is considered to be of importance to the setting of the Rectory, as well as the Conservation Area.
- 9.2.4. Ropsley Primary School has already been noted as a heritage asset of local significance with its inclusion in the Historic Environment Record. The building provides a focal point of the community, and maintains historic features not often retained, such as the small belltower. The adjacent No 2 - 4 School Lane (also known as Honeypt Cottage) clearly also reflect the local vernacular character and material palette as observed throughout the Conservation Area.
- 9.2.5. It is considered that these buildings would make a positive contribution to the character of the conservation area and are considered to be of sufficient interest to justify inclusion within the boundary.
- 9.2.6. Additionally, the current boundary has some anomalies where it bisects plots of land. It is proposed that this should be rationalised to follow existing boundary lines, as highlighted on the accompanying map.

9.3. To exclude from the Conservation Area

- Exclude Nos. 2 Peck Hill from the conservation area boundary

- 9.3.1. This building adds a fragmented character to the conservation area, as it is of mixed quality in terms of design and materials. Nos. 2 Peck Hill comprise of a post war bungalow which does not enhance the appearance or character of the conservation area.
- 9.3.2. It may be appropriate to amend the boundary to exclude this building.

10. Management Plan

10.1. Introduction

10.1.1. In addition to a definition of special interest, local authorities have a duty to formulate and publish proposals on the preservation and enhancement of their conservation areas as specified in the Planning (Listed Buildings and Conservation Areas Act: 71).

10.1.2. The aim of the management plan is to put in place management measures to ensure that the character and appearance of the conservation area is preserved and enhanced.

10.1.3. As part of the management proposals, the conservation area appraisal and management plan will need to be reviewed periodically and updated or modified where appropriate.

10.2. Effects of Designation

10.2.1. The national legislative framework for guiding development in conservation areas is provided by the Planning (listed building and conservation areas Act) 1990. The main effects of conservation area designation are:

- Planning Permission required to demolish a building in a conservation area. It is a criminal offence to demolish a building without first obtaining consent.
- Six weeks written notice is required prior to any work being carried out to uproot, fell, lop or top (the removal of the crown and natural structure) trees in a conservation area, not already protected by Tree Preservation Orders. Small trees which are less than 75mm in diameter, fruit trees and bushes are exempt.
- Applicants will need to demonstrate that any development proposal preserves or enhances the character or appearance of a conservation area. Extra publicity is given on planning applications affecting the character or appearance of conservation areas.
- Local planning authorities can further restrict permitted development rights on dwellings where the development fronts a public area through Article 4 (2) Direction.
- Permitted Development Rights of non residential properties can be restricted using Article 4 (1) Directions.

10.2.2. The General Permitted Development Order 2015 (GPDO 2015) requires planning applications for certain types of development that do not require planning applications elsewhere and are 'permitted development':

- Any extension and alterations of a school fall under Part 7 Class M of the General Permitted Development Order 2015, restrictions by being in the Conservation Area are focused on ensuring any extension or alterations 'have a similar external appearance to those used for the building being extended or altered'.

10.3. Article 4 Directions

10.3.1. Article 4 (1) and (2) directions can be introduced by a local authority to protect important features of a heritage asset that are at threat from incremental erosion. These directions withdraw permitted development rights of the GPDO 2015.

10.3.2. Article 4(1) directions can be used to withdraw permitted development rights on any type of building or land, whether or not fronting onto highway, waterways or open space. Article 4 (2) directions relate to dwelling houses, buildings and structures that front onto a highway, waterway or open space.

10.3.3. The Article 4 directions are confirmed once it is advertised locally (except for certain types that can be made immediately), site notices are displayed and notice is served to residents.

10.3.4. Whereas before April 2010 the Secretary of State confirmed article 4 directions, it is now for local planning authorities to confirm all article 4 directions (except those made by the Secretary of State) in the light of local consultation.

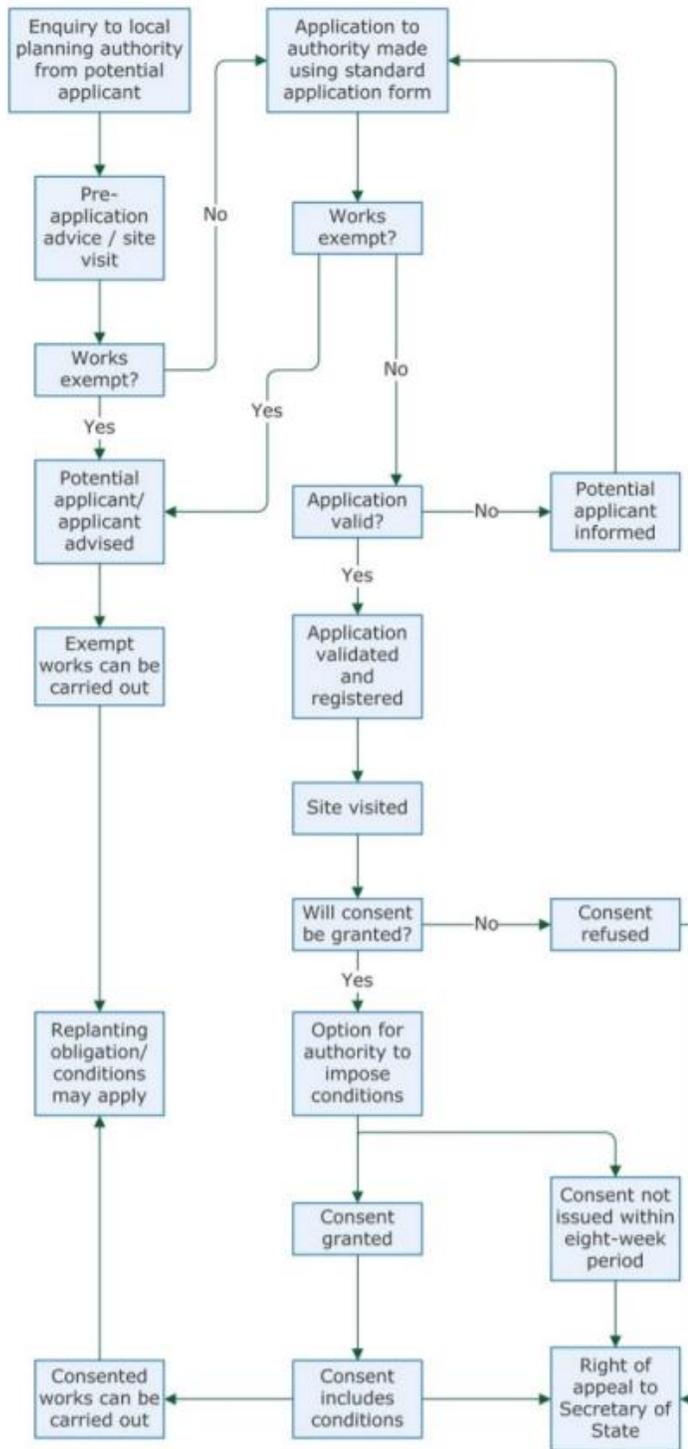
10.3.5. The Secretary of State will only exercise their powers in relation to article 4 directions if there are very clear reasons why intervention at this level is necessary.

10.4. Protection for Trees

10.4.1. Many trees are protected by 'Tree Preservation Orders' (TPO) and consent is required to prune or fell them. In conservation areas, if not already protected by a TPO, 6 weeks written notice is required for any works involving lopping or felling a tree greater than 75mm in diameter measured at 1.5m above ground level, under a Section 211 Notice. Consent is valid for 2 years.

10.4.2. The UK government website has further information of the process and includes the flowchart below outlining the process for tree applications within the

conservation area. (<https://www.gov.uk/guidance/tree-preservation-orders-and-trees-in-conservation-areas>):



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10.4.3. Where a tree presents an immediate risk of serious harm, and thus works are urgently required to remove that risk, written notice should be given to the local planning authority as soon as practicable possible after the works being carried out. Work should only be carried out to remove the risk as necessary. Proof of the dangerous condition is required to be provided to prove that the works fall within an exemption. A dangerous condition can be defined as the tree presenting an immediate risk due to its state, its size, and its position. Further exemptions noted by the Government include the following works:

- on dead trees and branches;
- to comply with an Act of Parliament;
- to prevent or abate a nuisance;
- necessary to implement a planning permission;
- on fruit trees;
- by or for statutory undertakers;
- for highway operations;
- by the Environment Agency and drainage bodies; and
- for national security purposes.

10.4.4. It is advised to contact the Local Planning Authority about any proposed work, especially in the case of felling.

10.5. Monitoring Condition

10.5.1. A survey is carried out from time to time at both a national and local level to assess the condition of significant heritage assets. This survey includes the identification of buildings that have fallen into disuse, dereliction or disrepair, commonly known as 'Buildings at Risk'. This survey provides a useful means of monitoring many significant historic buildings within conservation areas and elsewhere and indicates when the action may be required to halt or reverse deterioration.

10.5.2. The national Heritage at Risk Register covers Grade I and II* buildings at risk and is available through Historic England available at <https://historicengland.org.uk/advice/heritage-at-risk/>. There are no buildings on the 'at risk' register within Ropsley Conservation Area. However, there are some buildings that are in a poor state of maintenance and in need of attention that are having a detrimental impact on the character and appearance of the conservation area.

10.5.3. The condition of buildings will be monitored and appropriate action instigated where necessary. The Planning (Listed Building and Conservation Areas) Act 1990 gives the local authority powers to protect significant buildings through the following measures:

Urgent Works Notice

10.5.4. If the condition of a historic building is at imminent risk, the Act enables the Local Planning Authority to carry out urgent works for the preservation of listed buildings following notice to the owner. These powers can be used in respect of unoccupied parts of listed or non-listed buildings in conservation areas. In the case of the latter, this can only be employed by agreement of the Secretary of State, advised by Historic England. The powers are used to address emergency repairs to ensure the building is weather tight and safe from collapse.

Repairs Notice

10.5.5. If the Local planning Authority considers that a listed building is not being properly preserved it may serve a Repairs Notice on the owner. The notice specifies the works, which the authority considers reasonably necessary for the proper preservation of the building and can only be served on statutory listed buildings.

Section 215 Notice

10.5.6. Local authorities have the power to serve a section 215 notice on the owner (or occupier) of any land or building whose condition is adversely affecting the amenity of the area. The notice requires the person responsible to clean up the site or building, or the authority may carry out works and reclaim the costs. This can be particularly affective at addresses amenity issues within conservation areas.

Compulsory Purchase Orders (CPO)

10.5.7. This affords local authorities with the power to compulsory purchase land or buildings that are required to secure development and are normally used as part of a wider regeneration scheme.

11. Enforcement

11.1.1. Unauthorised works and breaches of planning control can cumulatively harm the quality of both the built environment and surrounding spaces within a conservation area. An obvious example of this is unauthorised works to a listed building. A listed building is a building of special architectural or historic interest and is enshrined in law under the Planning (Listed Buildings and Conservation Areas) Act 1990. Listed Building Consent is required for any works of alteration to a listed building and it is a criminal offence to carry out unauthorised works. The removal of traditional timber windows and doors, for example, and their replacement with uPVC or poor modern imitations, can be detrimental to the building's intrinsic special interest.

11.1.2. It is not only alterations to listed buildings that can damage the character and appearance of conservation areas. The unauthorised demolition of buildings, or detrimental alterations to non-listed buildings can all erode the special character of a conservation area. The use of non-approved materials, for example, can be particularly harmful (e.g. modern cement rendering). It is important, therefore, that the Council investigates breaches of planning law within conservation areas, as this can help preserve the quality of the historic environment. Anyone can report a suspected planning breach by contacting the Council's Enforcement Team. The District Council will follow up reports of unauthorised work and this may lead to enforcement action being instigated.

12. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

12.1. Strengths

- Harmonious use of materials across the conservation area.
- Good proportion of open space within the centre of the conservation area and reoccurring smaller areas of open green space throughout.
- Church and spire dominating the village and contributing towards key views.
- Historic association of the conservation area with Richard Foxe.
- Large areas of open space contributing towards a spacious quality.
- High number of positive non-listed buildings.
- Overall, the condition of the conservation area is good.



Plate 15: The Green Man Public House, is currently the only public house, recently reopened.

12.2. Weaknesses

- Overhead cables detracting from the character and appearance of the conservation area.
- Erosion of character through loss of fabric and original architectural details.
- The post and timber fence to No. 37 High Street and the concrete block walling to the cemetery on Church Lane are at variance with the traditional use of stone or brick boundary walls. If the opportunity arose the appearance of the conservation area could be enhanced by the reinstatement of more appropriate boundary treatments.
- Disrepair of boundary walls.
- Use of unsuitable UPVC windows and doors.
- Deterioration of pavements and roads distracting from the positive street-scene.
- On-street parking in narrow roads, impacting the overall streetscape and safety.
- Use of unsuitable rendering on buildings.

12.3. Opportunities

12.3.1. There are many buildings in the conservation area; some of which are recognised as being 'positive non-listed buildings' and have a level of significance that also contributes towards local distinctiveness and identity. In the absence of a local list many of these buildings are unrecognised for the special contribution they make to the conservation area. There is the opportunity for the parish council to develop a 'local heritage list' of buildings and monuments that are valued as distinctive elements of the historic environment of Ropsley.

12.3.2. The repair of boundary walls with lime mortar to preserve the enclosure along the street.

12.4. Threats

- Further erosion of character through loss of fabric and original architectural details.
- Incremental erosion through loss of boundary features including walls and hedgerows.
- Erosion of special character of the area through loss of important trees or open space.
- Overhead cables detract from the setting and character of the village. If the opportunity arose the possibility of undergrounding the cables should be encouraged.
- Erosion of character of the buildings through substantial extensions, that distract from the building, and general streetscape.



Plate 16: Church wall recently repaired. Some areas still need cleaning of vegetation.

13. Action Plan

Proposed Measure	Issue Addressed	Action Required
<p>1- To develop a list of buildings and monuments that have significant local heritage interest for Ropsley.</p>	<p>Undesignated heritage assets that make a positive contribution towards local distinctiveness are not afforded recognition and protection that is proportionate to their significance.</p>	<p>The Council to work together with the parish council, local residents, Heritage Lincolnshire and the Lincolnshire Historic Environment Record to nominate and develop a 'local heritage list' of buildings and monuments that are valued as distinctive elements of the historic environment of Ropsley.</p>
<p>2- Items of historic street furniture and floorscape to be retained and maintained.</p>	<p>Historic street furniture and Floorscape contributes towards the local distinctiveness of Ropsley.</p>	<p>Ensure that development proposals and maintenance works take into account the contribution that historic street furniture and floorscape make towards the Conservation Area.</p> <p>Where appropriate, work with local community groups to monitor the condition of street furniture and assist with any grant funding opportunities which may be available for their repair.</p> <p>Guidance to be sought from Lincolnshire County Council's 'Streetscape Design manual'.</p>
<p>3- Ensure that any highway works respect the Conservation Area.</p>	<p>The use of inappropriate materials, design and location of street signage and street lighting can have a detrimental effect on the character and appearance of the Conservation Area.</p>	<p>Liaise with highway authority prior to the installation of street signage and modern lighting to ensure that works are sympathetic to the character and appearance of the Conservation Area. Guidance to be sought from Lincolnshire County Council's 'Streetscape Design manual'.</p>

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Proposed Measure	Issue Addressed	Action Required
<p>4- Removal of overhead cables and replacement of underground cables.</p>	<p>The uses of intrusive overhead cables have a negative impact on the character and appearance of the Conservation Area.</p>	<p>The Council will encourage the appropriate agencies to undertake schemes to ensure that overhead cables are replaced with underground cables.</p>
<p>5- Any proposed changes must have regard to the historic context in terms of scale, alignment, height, form, style, design and materials.</p> <p>The impact of change upon other important elements including the existing street pattern, trees, views and open spaces is also an important material consideration.</p> <p>Proposals should seek to promote or reinforce local distinctiveness</p> <p>Alterations or extensions to existing buildings should be carried out in natural</p>	<p>The negative effect on the character of the Conservation Area through the use of inappropriate materials and design.</p> <p>Development within a designated Conservation Area should be of a high standard of design and should preserve or enhance the traditional character of the area.</p>	<p>The Council will strive to ensure that new development makes a positive contribution to the character of a Conservation Area through the development control process and enforcement powers in accordance with its statutory obligations.</p>

Proposed Measure	Issue Addressed	Action Required
<p>materials appropriate to the location, should be subordinate to the main building and reflect its character in terms of scale, appearance and detailing.</p>		
<p>6- Ensure that heritage assets within the Conservation Area are maintained to a high standard.</p>	<p>Heritage assets are an irreplaceable resource and make a valued contribution to Ropsley and need to be conserved and enhanced for now and future generations.</p>	<p>The Council expects that owners and occupiers of heritage assets will respect and care for them and will, therefore, encourage appropriate repairs or restoration.</p> <p>Monitor the condition of the buildings in the conservation area which are in poor condition and liaise with owners/occupiers where necessary. The Council to use enforcement measures where necessary, particularly in relation to listed buildings.</p>
<p>7- To ensure that alterations to the Conservation Area (windows, doors, chimneys, rendering and boundary treatments) seek to preserve and enhance its character.</p>	<p>Unsympathetic features contribute to incremental erosion of character within the Conservation Area</p>	<p>Improved access to design guidance (e.g. street furniture) and advice on maintenance and repair for homeowners, developers, property owners and agents.</p> <p>Consider the introduction of article (4) directions to restrict permitted development rights. Article 4 directions will result in planning permission being required for changes to roofs, vent pipes, boundary walls, gate piers, doors and windows.</p>

Proposed Measure	Issue Addressed	Action Required
8- Remove unauthorised satellite/ TV antenna/ broadband receiver	Satellite/TV antenna/ broadband receivers are visually intrusive and create a cluttered appearance within the streetscene	Develop an enforcement strategy to address unauthorised works.
9- Any proposals for development will have consideration to the above and below archaeological potential of the Conservation Area.	Inclusion of a site on the HER means it is a material consideration in the planning system	Guidance/consultation should be sought from Heritage Lincolnshire for any proposals that affect the site or setting of a record on the HER. This may also incur a requirement prior to a decision for a field evaluation or historic building survey where there is substantial demolition or alteration to a heritage asset.
10-All historic floorscape features to be retained	Historic street furniture and floorscape contribute towards the local distinctiveness of Ropsley, and are at risk from inappropriate development and maintenance works.	Ensure that development proposals and maintenance works take into account the contribution that historic street furniture and floorscape make towards the Conservation Area. If the opportunity arose, to investigate, better reveal and enhance any historic floorscape that has been identified in the appraisal.
11-To monitor the condition of heritage assets in the Conservation Area.	Heritage assets that are at threat from deterioration in their structural condition or low occupancy levels.	Heritage assets that are unoccupied or not in active use may be deemed 'at risk' and consideration must be given to their inclusion on the local authority 'at risk' register, or Historic England's 'at risk' register, where appropriate.
12-Chimneys are an important feature which should be retained.	Removal of chimneys that make a positive contribution harms the significance of the Conservation Area.	The local planning authority to continue to use its enforcement powers in accordance with its statutory obligations to address unauthorised works to chimneys.
13-Grass verges and	Development proposals that may have a	Ensure that development proposals take into

Proposed Measure	Issue Addressed	Action Required
important areas of open space to be retained.	negative impact on important areas of open space including grass verges.	account the contribution that important area of open space and grass verges make towards the Conservation Area.
14- Preserve and enhance existing hedgerows and boundary walls, railings and gate piers.	Removal of hedgerows and important boundary features.	<p>Consideration will be given to the contribution that hedgerows and boundary walls make to the character and appearance of the conservation area when dealing with development proposals.</p> <p>Encourage regular maintenance and repair of existing boundary features through the production design guidance. Encourage replanting of new hedgerows.</p> <p>The Council will strive to ensure existing hedgerows and boundary walls are retained by using its enforcement powers in accordance with its statutory obligations, where there have been any planning breaches.</p> <p>Consideration will be given to the contribution that individual trees and tree groups make to the character and appearance of the Conservation Area when dealing with development proposals</p>

14. References

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Historic England, 2017 *The Setting of Heritage Assets, Historic Environment Good Practice Advice in Planning: 3 (2nd Edition)*
Pevsner, 1964 *The Buildings of England: Lincolnshire*, Penguin
National Planning Policy Framework, 2023
National Planning Practice Guidance, 2023
Planning (Listed Buildings and Conservation Areas) Act 1990
South Kesteven District Council. 2020. *The South Kesteven Local Plan Lane. T.W. 1995 The archaeology and developing landscape of Ropsley and Humby, Lincolnshire.*
Ropsley, memories at the Millenium, Alwayn and Malcom Sentance, Published 1999, Firs Publishing.

15. Useful Contacts

For enquiries regarding listed buildings and conservation areas please ask to speak to the Council's **Conservation Officer**:

planning@southkesteven.gov.uk

For enquiries related to the Historic Environment Record for Lincolnshire please contact:

Lincolnshire Historic Environment Record:

Lancaster House
36 Orchard Street
Lincoln
LN1 1XX
Telephone: 01522 782070
Email: lincssmr@lincolnshire.gov.uk

For any enquiries relating to Archaeology please contact:

Heritage Lincolnshire:

The Old School
Cameron Street
Heckington
Lincolnshire
NG34 9RW
Phone: 01529 461499
Email: htladmin@heritagelincolnshire.org

Historic England

The Foundry
82 Granville Street
Birmingham
B1 2LH
Phone: 0121 625 6888
Email: midlands@HistoricEngland.org.uk

The Georgian Group

6 Fitzroy Square
London
W1T 5DX
Telephone: 020 7529 8920
Email: office@georgiangroup.org.uk

The Victorian Society,

1 Priory Gardens,
London
W4 1TT
Telephone 020 8994 1019
Email: casework@jcnas.org.uk

Society for the Protection of Ancient Buildings

37 Spital Square
London
E1 6DY
Telephone 020 7377 1644
Email: info@spab.org.uk

Historic Buildings and Places

The Courtyard
37 Spital Square
London
E1 6DY
Telephone: 020 7236 3934

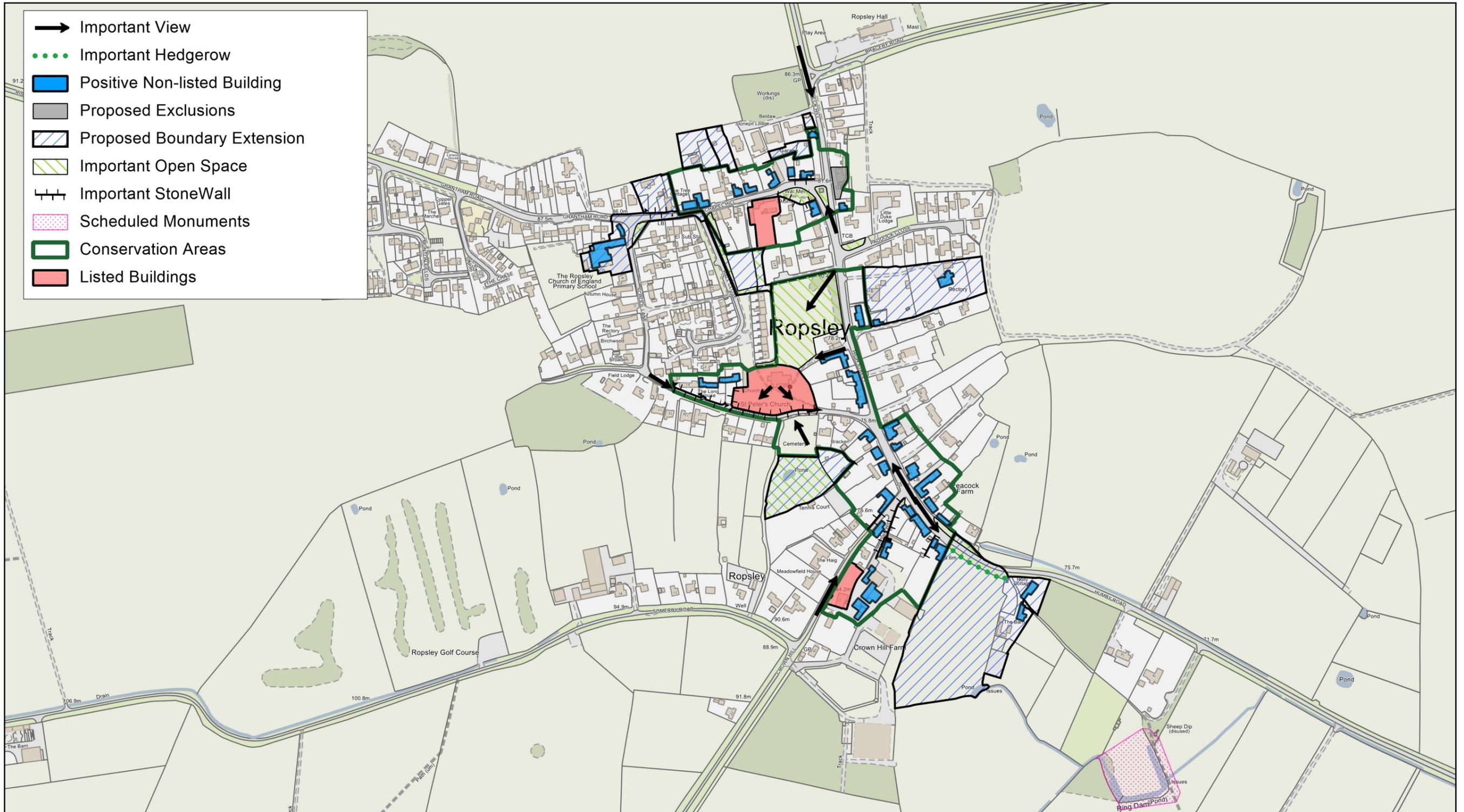
The Twentieth Century Society

70 Cowcross Street
London EC1M 6EJ
Telephone: 020 7250 3857
Email: casework@jcnas.org.uk.
caseworker@c20society.org.uk

The War Memorials Trust

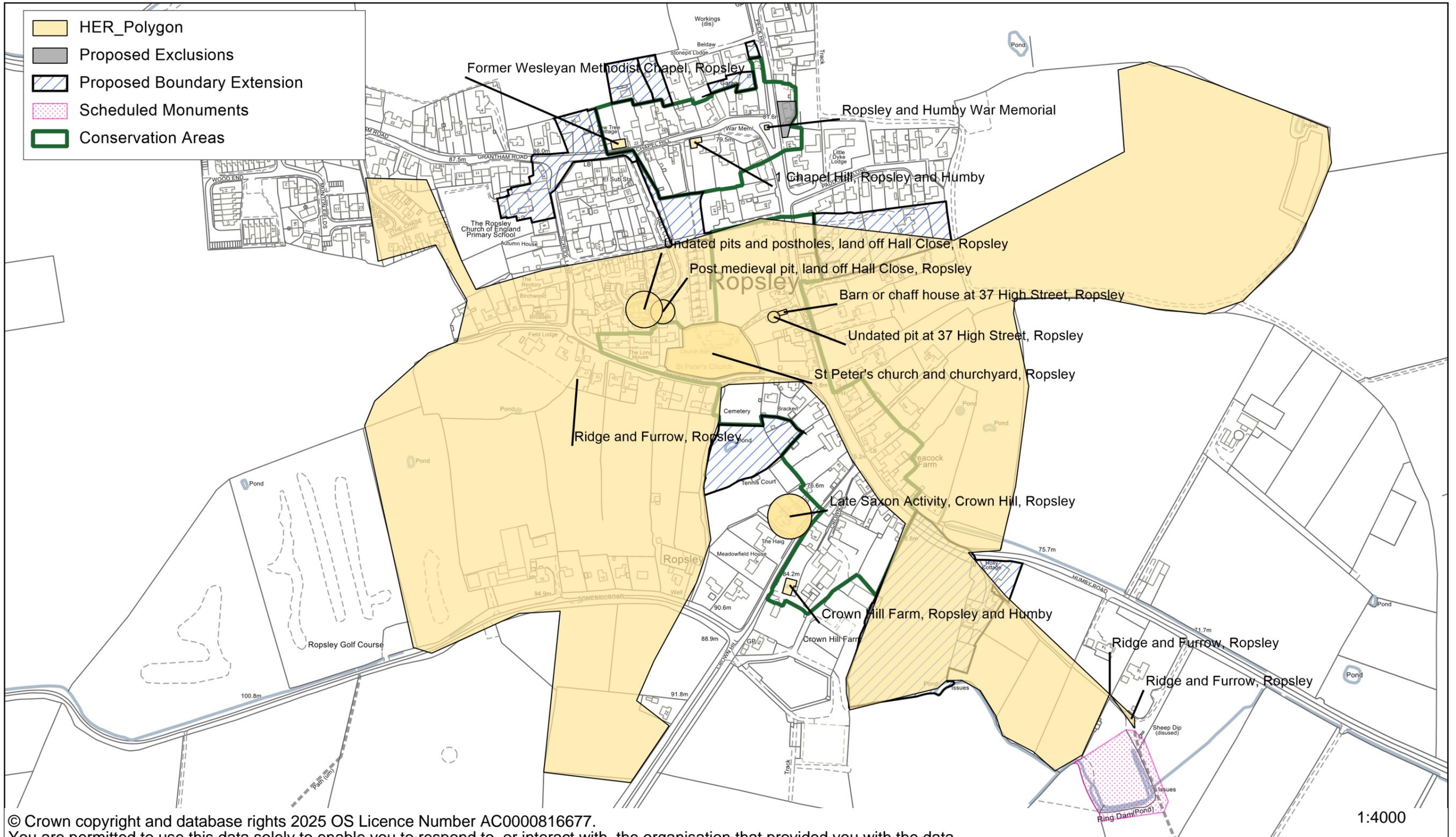
14 Buckingham Palace Road,
London
SW1W 0QP
Email: conservation@warmemorials.org

Appendix 1: Ropsley Conservation Area Map



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Appendix 2: Ropsley Historic Environment Record Map



Contact details

Alternative formats are available on request:
audio, large print and Braille

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SOUTH
KESTEVEN
DISTRICT
COUNCIL

Ropsley Conservation Area Appraisal

Appendix B

Comment

Summary of representations:

Concerns were raised about the removal of No 16-18 Chapel Hill. This was formerly the village bakery until 1908, likely dating from the 1860s, set back from the road. The stone extension, built in 2000, faces Chapel Hill. The building is considered to add to the conservation area, due to its history and appearance.

Response:

The additional information we received regarding No 16-18 Chapel Hill resulted in a reconsideration of the exclusion. The building has now been added back into the Conservation Area, as a neutral feature within the streetscape.

Action:

No 16-18 Chapel Hill will be inclusion back into the Conservation Area. The boundary will be adjusted to include all of the property.

2610

Comment

Respondent: Mrs Suzanne Cordon

Summary:

I agree with all the suggestions apart from removing 16-18 Chapel Hill from the conservation area. It is noted that an extension running parallel with the road has been added to part of the property at the rear but the rest of the building is original. The extension is also in keeping with character of the village. Therefore, 16-18 Chapel Hill should be retained within the conservation area.

2613

Comment

Respondent: Mr Harry Whinney

Summary:

Regarding 18 Chapel Hill, statement 9.3.3. on the Conservation Area Appraisal document is incorrect. Formerly the village bakery until 1908, this stone-built 1860s house extends to the North away from Chapel Hill. The stone extension, built in 2000, faces Chapel Hill. As such, it brings the house to the road, reversing the argument that this house has been altered to face away, or distract from, the Conservation Area. Although planning permission for the 2000 extension granted uPVC windows & doors, [REDACTED] the front door has been replaced with a traditionally crafted timber door to reflect the heritage of the house & village.

2617

Comment

Respondent: Mrs Jane Whinney

Summary:

Re 18 Chapel hill, Ropsley. Formerly village bakery until 1908. Object to para in from SKDC letter 6.1.25 Ropsley Conservation Area 2025 'The proposed amendments....'. The houses continues to offer positive contribution to the Conservation Area. To take number 18 out of the conservation area based on the quote given above would be erroneous.

Comment

Summary of representations:

The property was originally the village blacksmith. The front doorway of the property is wider than a normal doorway which was to accommodate heavy horses in and out, this fact seemed to be confirmed when a new door was required as this had to be made to measure. On the strength of this information a stable door was made as part of keeping the character of the original use.

Response:

Further study of historic maps confirmed that No 4 Peck Hill is of historic origin. While it could not be confirmed the building was a smithy in the 19th century, the building is the last remnant of a courtyard of buildings, all other buildings have been removed in the mid to late 20th century. Albeit heavily altered, the building has some level of historic significance as part of the historic layout of the village. As such, the proposed exclusion of the building is being reversed.

Action:

No 4 Peck Hill is being added back into the CA, No 2 Peck Hill is still excluded.

2616

Comment

Respondent: Mrs Jean Doughty

Summary:

Paragraph 9.3.2. - The property was originally the village blacksmith. I was told no one was aware of this information and said that it could be of interest. The front doorway of the property is wider than a normal doorway which was to accommodate heavy horses in and out, this fact seemed to be confirmed when a new door was required as this had to be made to measure. On the strength of this information a stable door was made as part of keeping the character of the original use.

Comment

Summary of representations:

The appraisal seeks to enhance the harmonious character of the area by including additional traditional buildings and removing those that do not contribute. The recommendation includes an extension to include No 48 High Street, which is a post war, 1970s, property that does not match the style of the properties upon which the conservation area focuses. The frontage of the No 48 plot is already included, covering visuals of the high street. It is proposed that the entire plot of No 48 should not be included as the extant inclusion of frontage of the plot and associated TPO already suffices.

Response:

While No 48 is not considered as a positive unlisted feature, the plot of No 48, its landscaping within the grounds and garden contributes positively to the conservation area. The decision is based on the historic extent of the Rectory, now set to the rear of No 48. When comparing the area to historic cartographic material, especially the 1887 OS map, it became clear that the property was once part of the landscaped/designed garden of the rectory, and intertwined with No 42. The area is therefore considered to be of importance to the setting of the rectory, as well as the conservation area. It contributes positively to the conservation area, and links the rectory to the Conservation Area through its historic grounds and plot.

Action:

The proposed extension is retained. Further clarifications regarding the reasoning for its inclusion will be added to the report.

2619

Comment

Respondent: Mr Allan Marshall

Summary:

The appraisal seeks to enhance the harmonious character of the area by including additional traditional buildings and removing those that do not contribute. The recommendation includes an extension to include No 48 High Street, which is a post war, 1970s, property that does not match the style of the properties upon which the conservation area focuses. The frontage of the No 48 plot is already included, covering visuals of the high street. It is proposed that the entire plot of No 48 should not be included as the extant inclusion of frontage of the plot and associated TPO already suffices.

Comment

Summary of representations:

Hopefully the amendments won't affect the schools ability to grow + adapt to suit the future needs of children, and not be limited by being in the conservation area.

Response:

Any extension and alterations of a school fall under Class M of the General Permitted Development Order 2015, restrictions by being in the Conservation Area are focused on ensuring any extension or alterations are of similar external appearance of the principal building.

Action:

Excerpts of the restrictions to be added into the document.

2620

Comment

Respondent: Elizabeth Hicks

Summary:

Hopefully the amendments won't affect the schools ability to grow + adapt to suit the future needs of children, and not be limited by being in the conservation area.

Comment

Summary of representations:

Some confusion about which Ropsley Rectory, as there has been several in Ropsley.

Please can you confirm why these boundaries have changed and the choice of the boundary changes and confirmation of which Ropsley Rectory?

Concerned regarding potential restrictions on building a garage/carport within the conservation area.

Nos 2&4 School Lane misleadingly named, it is 2-4 School Lane, also 'Honeypot Cottage'.

Response:

To avoid confusion, we will confirm in text that the Rectory, High Street, is referred to.

Boundary changes are reflective of a re-assessment of the area, through which buildings and areas were identified to either positively contribute to or detract from the village, and thus the conservation area.

The construction of car ports and garages would fall under Class E restrictions of the General Permitted Development Order 2015.

No 2&4 School Lane will be relabelled to the correct address as provided.

Action:

Amendments to text will be undertaken to clarify the buildings referred to and adjusting the address.

2628

Comment

Respondent: Cllr Sarah Trotter

Summary:

Some confusion about which Ropsley Rectory, as there has been several in Ropsley, but the original Rectory is on the High Street, although the private bungalow on School Lane was also once lived in by the local Rector.

Please can you confirm why these boundaries have changed and the choice of the boundary changes and confirmation of which Ropsley Rectory?

Concerned regarding potential restrictions on building a garage/carport within the conservation area.

Nos 2&4 School Lane misleadingly named, it is 2-4 School Lane, also 'Honeypot Cottage'

Comment

Summary of representations:

There are concerns regarding the upkeep of trees within areas to be added to the conservation area.

Response:

Details regarding the potential limitations of works to trees can be noted within the document. It is acknowledged that any works to trees within a conservation area will require a Section 211 notice. This would not incur a fee, and a response to the notice would be provided within six weeks. The Council strives to respond as soon as possible within the six week period. In emergencies, where trees are dangerous or dead, works can be undertaken without a notice in place, however evidence and justification for these works should still be provided to the local planning authority. Useful information is provided here: <https://www.planningportal.co.uk/planning/planning-applications/consent-types/consent-under-tree-preservation-orders>

Action:

Additional information regarding works to trees will be provided in the document.

2621

Comment

Respondent: Ann Cook

Summary:

I'm concerned about limitations to the up-keep of trees.

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Ropsley Conservation Area Appraisal

2622

Comment

Respondent: Historic England

Summary:

Thank you for consulting Historic England on the draft conservation area character appraisal for Ropsley. There are over 1000 conservation areas in the East Midlands. While we do not provide detailed advice on every appraisal and management plan due to resource implications, if there are specific issues that would merit our closer involvement on this occasion please advise us of this.

The policy considerations relating to conservation area designation and appraisal are dealt with extensively in the NPPF and its associated guidance.

2623

Comment

Respondent: Lincolnshire County Council

Summary:

From both an archaeology and built heritage perspective, we have no comments to make on the draft appraisal.

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Equality Impact Assessment

Question	Response
1. Name of policy/funding activity/event being assessed	Conservation Area Appraisals
2. Summary of aims and objectives of the policy/funding activity/event	<p>South Kesteven contains 48 Conservation Areas within its district, the oldest, Stamford, dating to 1967 and the most recent, Grantham St Annes dating from 2013. It is a legal requirement to produce Conservation Area Appraisals for all designated conservation areas.</p> <p>Each Conservation Area Appraisal identifies the special qualities of the conservation area and seeks to manage positive change within the designated area, and its setting. Accompanying management plans sets out how the conservation area can be improved, along with local priorities for enhancements.</p> <p>Once adopted, the Conservation Area Appraisals will be a material consideration when considering planning applications within each the Conservation Area.</p>
3. Who is affected by the policy/funding activity/event?	Those living, working and visiting Conservation Areas.
4. Has there been any consultation with, or input from, customers/service users or other stakeholders? If so, with whom, how were they consulted and what did they say? If you haven't consulted yet and are intending to do so, please complete the consultation table below.	Each individual Conservation Area Appraisal will be consulted upon with relevant parties, and all comments received will be considered when finalising the Conservation Area Appraisal.
5. What are the arrangements for monitoring and reviewing the actual impact of the policy/funding activity/event?	A review of the Conservation Area Appraisals should be undertaken at regular intervals as noted in the Planning (Listed Building and Conservation Area) Act 1990 to ensure that the District's conservation areas are up to date and not impacted upon negatively.

Protected Characteristic	Is there a potential for positive or negative impact?	Please explain and give examples of any evidence/data used	Action to address negative impact e.g. adjustment to the policy <i>(The Action Log below should be completed to provide further detail)</i>
Age	Negative	Development within a Conservation Area may require the use of specific materials, which may negatively impact people with mobility, visual and other issues caused by their age. Existing areas, buildings and features may not be	Proposals to alter features or add features such as mobility aids will be considered through the planning process.



		fully accessible and may not be easily altered due to significant historic fabric or character.	
Disability	Negative	Development within a Conservation Area may require the use of specific materials, which may negatively impact people with disabilities. Existing areas, buildings and features may not be fully accessible and may not be easily altered due to significant historic fabric or character.	Proposals to alter features or add mobility aids such as handrails will be considered through the planning process.
Gender Reassignment	Neutral		
Marriage and Civil Partnership	Neutral		
Pregnancy and Maternity	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Other Factors requiring consideration			
Socio-Economic Impacts	Neutral		
Carers (those who provide unpaid care to a family member, friend or partner)	Neutral		

Consultation

Negative impacts identified will require the responsible officer to consult with the affected group/s to determine all practicable and proportionate mitigations. Add more rows as required.		
Group/Organisation	Date	Response



Proposed Mitigation: Action Log

To be completed when barriers, negative impact or discrimination are found as part of this process – to show actions taken to remove or mitigate. Any mitigations identified throughout the EIA process should be meaningful and timely. Add more rows as required.				
Negative Impact	Action	Timeline	Outcome	Status
Development within a Conservation Area may require the use of specific materials, which may negatively impact people with mobility and visual issues caused by their age or disability.	Proposals to alter features or add features such as mobility aids will be considered through the planning process.		Potential issues to be addressed on a case by case basis through the planning process, focused on the individual needs of the person impacted	

Evaluation Decision

Once consultation and practicable and proportionate mitigation has been put in place, the responsible officer should evaluate whether any negative impact remains and, if so, provide justification for any decision to proceed.		
Question	Explanation / justification	
Is it possible the proposed policy or activity or change in policy or activity could discriminate or unfairly disadvantage people?	There is the potential that individuals with mobility and visual issues may be impacted by features and material of historic significance, which could cause a barrier or trip hazard. Adjustments would be considered on a case by case basis.	
Final Decision	Tick	Include any explanation/justification required
1. No barriers identified, therefore activity will proceed		
2. Stop the policy or practice because the data shows bias towards one or more groups		
3. Adapt or change the policy in a way that will eliminate the bias		
4. Barriers and impact identified , however having considered all available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy or practice (e.g. in extreme cases or where positive action is taken). Therefore you are going to proceed with caution with this policy or practice knowing that it may favour some people	x	It is accepted that the legislation governing conservation areas could result in a negative impact for people with disabilities, however, the Council remains mindful of the need to make or allow all reasonable adjustments necessary to improve equality wherever practicable.



less than others, providing justification for this decision	Therefore, any change required which results from equality legislation will be considered on a case-by-case basis.
---	--

Did you consult with an Equality Ally prior to carrying out this assessment? Yes

Sign off

Name and job title of person completing this EIA	Ariane Buschmann
Officer Responsible for implementing the policy/function etc	Conservation and Planning Teams
Date Completed	14 November 2024
Line Manager	Shaza Brannon
Date Agreed <i>(by line manager)</i>	19 November 2024
Date of Review <i>(if required)</i>	

Completed EIAs should be included as an appendix to the relevant report going to a Cabinet, Committee or Council meeting and a copy sent to equalities@southkesteven.gov.uk.

Completed EIAs will be published along with the relevant report through Modern.Gov before any decision is made and also on the Council's website.



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Cllr Virginia Moran, Cabinet Member for Housing

Contract Award Report for Reactive Repairs Works to Council Properties

Report Author

Mark Rogers, Head of Service (Technical Services)

✉ mark.rogers@southkesteven.gov.uk

Purpose of Report

To seek approval to enter into contract with two contractors, for the provision of carrying out reactive repairs to properties owned by South Kesteven District Council.

The contract will be awarded for an initial period of 3 years with an option to extend for an additional 1+1 years.

Recommendations

Cabinet is recommended to:

- 1. Approve the award of contracts to Foster Property Maintenance Limited and Lukeman Electrical Services Limited to carry out reactive repairs to dwellings that are owned by South Kesteven District Council with an annual value of up to £2.2M split between both contractors for a period of 3 years with the option to extend for up to 2 years.**

Decision Information

Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	Yes
What are the relevant corporate priorities?	Housing Effective council
Which wards are impacted?	(All Wards);

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 The proposals have been undertaken in accordance with the Council's Contract Procedure Rules and the cost of the works will be met from allocated Repairs and maintenance budget. This budget allocation will be split equally between the two appointed contractors as far as practicable. Any spend will need to be maintained within the budget envelope set for repairs and maintenance and where this might be exceeded appropriate budget approvals will need to be sought.

Completed by: David Scott – Assistant Director of Finance and Deputy s151 Officer

Procurement

- 1.2 It is confirmed that a fully compliant procurement process has been completed and the Council's Procurement Lead has been consulted throughout the process.

Supplier Name	Foster Property Maintenance Limited Lukeman Electrical Services Limited
Initial contract duration	3 Years
Optional extensions	1+1 Years
Total contract duration Incl.Extensions	5 Years
Annual Contract value	£1.1M for each contractor = £2.2M per annum
Total Contract value	£11,000,000

Completed by: Helen Baldwin (Procurement Lead)

Legal and Governance

- 1.3 The necessary processes have been followed in accordance with the Council's Contract Procedure Rules – this decision is above the Key Decision threshold. There are no further significant legal, or governance implications not already highlighted within the body of the report.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

- 2.1. The Council has a clear commitment in its Corporate Plan 2024 – 2027 to ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations which this procurement will contribute towards achieving.
- 2.2. The Council is responsible for around 6,000 properties which are let to tenants. The Council seeks to improve the repairs service to residents by reducing the time taken to complete repairs. This requires the procurement of new contractors to support our in-house teams to build capacity to meet service demands and ensure that we can meet the timeframes set out in our new repairs policy.
- 2.3. The scope of works will include the following:
 - Responding to and rectifying various types of repair requests within SKDC Geographical area as advised in the Property List incorporated in the JCT Agreement.
 - Providing regular updates and reports to SKDC on completed and outstanding repairs.
 - Adhering to the NHF Schedule of Rates 7.2 version with the Contractor's proposed percentage uplift.
 - Developing integration with the Council's QL software for processing incoming repair requests and subsequent real time monitoring of the repair to practical and financial completion.
 - Management of Quoted works (outside Schedule of Rates) which will either be Major Repairs or Complex Repairs.
 - The incoming Response Repair Contractor must have suitable ICT software, Processes and Systems that allows monitoring and tracking of repairs in real-time, provides daily updates and data transfers to SKDC and will seamlessly integrate with SKDC's QL software for efficient processing of repair requests from tenants.
- 2.4. Working with Welland Procurement the Council conducted a procurement exercise to select 2 reactive repairs contractors to deliver works. The preferred procurement route was through open competition to ensure the best bidders were selected considering price and quality. The award criteria was based on 60% for the quality assessment, and the remaining 40% was for the price assessment.
- 2.5. Prior to any evaluation of bids the following pass/fail criteria were assessed:
 - Employers Liability Insurance (£5 million)
 - Public Liability Insurance (£5 million)
 - Professional Indemnity Insurance (£5 million)
 - Provision of 2 references where the supplier has conducted relevant previous work of similar contract value

- 2.6. The priced submissions were assessed by Welland Procurement and quality submissions assessed by three Council officers within the Technical Services team. Comments and scores of the evaluation were populated into a spreadsheet and returned to Welland Procurement.
- 2.7. After the quality evaluation was completed, a moderation meeting was facilitated by Welland Procurement to review the scores and to ensure that the scoring had been consistent and the key points in each question had been accounted for.
- 2.8. The evaluation scoring process was devised based upon a maximum score of 100% being available to each supplier as stated in the Tender documentation and outlined above.
- 2.9. Following the completion of the evaluation and moderation process the final scores awarded to the suppliers were as follows:

Rank	Bidder	Overall Score
1	Foster Property Maintenance Ltd	80.55%
2	Lukeman Electrical Services Ltd	75%
3	Bidder 3	73.98%
4	Bidder 4	73.30%
5	Bidder 5	70.28%
6	Bidder 6	53.77%
7	Bidder 7	0%
8	Bidder 8	0%
9	Bidder 9	0%

- 2.10 Three suppliers failed to meet the minimum quality requirements and were therefore eliminated from the procurement process.
- 2.12 It is therefore recommended that the Council enter into contracts with Foster Property Maintenance Limited and Lukeman Electrical Services Limited for the provision of repairs and maintenance services to the Councils housing stock.

3. Key Considerations

- 3.1. The Regulator of Social Housing (RSH) expects that landlords to have robust systems for managing repairs and maintenance, ensuring that they are carried out effectively and efficiently. By appointing two contractors the Council will build capacity into the service to meet the demands on the service and meet the reduced timeframes for completing repairs that we have set out in our new repairs policy.

- 3.2. In addition, the Council has recently gathered data through tenant satisfaction surveys on how well the Council is performing and residents have identified that the time taken to complete repairs is a key priority. This valuable feedback has informed our plans to make improvements to the reactive repairs service.
- 3.3. The procurement process has been conducted in accordance with best practice and the relevant UK procurement regulations, ensuring the principles of transparency, equity and fairness have been adhered to.
- 3.4. The Council will use an 8 Working Day standstill period following the distribution of the notification letters (after approval has been granted).

4. Other Options Considered

- 4.1. The Council could choose not to procure new contractors to deliver reactive repairs or procure just one contractor instead of two as outlined in this report. If the Council did not procure new contractors, it would risk using incumbent contractors who are out of contract and have not been appointed in accordance with an approved procurement route.
- 4.2. The option of procuring just one contractor was considered but was discounted to ensure there is adequate resilience to meet the fluctuating demand of a reactive repairs service and ensure that the Council do not risk placing all works with one contractor.

5. Reasons for the Recommendations

- 5.1. There is a need for improvement to our repairs service and procuring new compliant contractors with increased capacity will ensure that improvements can be made to service provided to residents.
- 5.2. Once the recommendation has been approved, the preferred bidders and all unsuccessful bidders will be notified of the outcome simultaneously. Subject to the satisfactory return of due diligence, and no legal challenge being received, the Council intends to execute the Contract at the conclusion of any standstill period.

6. Appendices

- 6.1 **CONFIDENTIAL** Appendix 1 – Welland Procurement Report

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Welland Procurement: Procurement Planning and Delivery Toolkit



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Section 1: Pre-Procurement Approvals (WP to complete with Client, Manager to sign off)

Authority Name	<input type="text" value="South Kesteven DC"/>	Procurement Title:	<input type="text" value="Housing Repairs"/>
Lead Officer:	<input type="text" value="Head of Technical Services"/>	WP Procurement Reference:	<input type="text" value="SKDC-1535"/>
Phone Number:	<input type="text" value="Click or tap here to enter text."/>	FTS Reference	<input type="text" value="Click or tap here to enter text."/>
Lead Officer Email:	<input type="text" value="Click or tap here to enter text."/>	Date Supplier must begin work:	<input type="text" value="01/01/2026"/>

Overview of the Procurement

Please tell the story or **what you are buying and why**, the aims and scope of the project, **include any historical information** needing to be considered. Are there any **risks or special considerations** eg will staff transfer from current provider, is there sensitive information involved, what about intellectual property or copyright concerns? Is this something that needs local suppliers, SME's or The Voluntary, Charity or Social Enterprise sector? Are there any timelines in terms of Funding deadlines or do we need to meet any special procurement rules? **Have you already discussed things with suppliers other than your current supplier?** Who is the project sponsor or point of escalation? **Are there any key milestone dates for approvals or decisions?**

- Responding to and rectifying various types of repair requests within SKDC Geographical area as advised in the Property List incorporated in the JCT MTC Agreement.
- Providing regular updates and reports to SKDC on completed and outstanding repairs.
- Adhering to the NHF Schedule of Rates 7.2 version with the Contractor's proposed percentage uplift. Integrating with the Council's QL software for processing incoming repair requests and subsequent real time monitoring of the repair to practical and financial completion.
- Management of Quoted works (outside Schedule of Rates) which will either be Major Repairs or Complex Repairs (Band £10k > 49k)
- The incoming Response Repair Contractor must have suitable ICT software, Processes and Systems that:
- Allows monitoring and tracking of repairs in real-time.
- Provides daily updates and data transfers to SKDC.
- Seamlessly integrates with SKDC's QL software for efficient processing of repair requests from tenants.

Project Type: I want to replace my current goods/works/service but need to change a few things

Please confirm the situation regarding funding for this procurement Funding has been approved

Is approval to procure required and has this been secured: Cabinte/Committee Sign Off Required Approval to Procure Secured

Has legal been engaged to provide a draft contract and legal advice. Legal Engaged, Standard Template Supplied

Other Resources (if not the Lead officer)	Name	Contact (email & Phone)
---	------	-------------------------

Person responsible for the Contract	<input type="text" value="Head of Technical Services"/>	<input type="text" value="Click or tap here to enter text."/>
Person Responsible for the Specification	<input type="text" value="Repairs Manager"/>	<input type="text" value="Click or tap here to enter text."/>
Person responsible for the Pricing Doc	<input type="text" value="Repairs Manager"/>	<input type="text" value="Click or tap here to enter text."/>

Procurement Details:

A. Will this require either Soft Market Engagement or Supplier input to define the scope before the tender is published? If yes provide details below	<input type="text" value="No"/>
---	---------------------------------

B. Will any staff carrying out the proposed work be transferring to the new supplier for either the current supplier(s) or from the authority? If yes provide details below including weblink to any internal policy	<input type="text" value="No"/>
--	---------------------------------

C. Are there any Equality and Diversity objectives in the proposed work? If yes provide details below including weblink to any internal policy	<input type="text" value="Unsure"/>
--	-------------------------------------

D. Will confidential data as defined under GDPR be transferred in the proposed work? yes provide details below including weblink to any internal policy	<input type="text" value="Unsure"/>
---	-------------------------------------

E. Are you looking to include Social Value, sustainability, or environmental impact outcomes as part of the proposed work? If yes provide details below including weblink to any internal policy	<input type="text" value="Yes"/>
--	----------------------------------

Contract Length	<input type="text" value="5 years (3+1+1)"/>
Commodity Type	<input type="text" value="Works"/>

Contract Extension option	<input type="text" value="2 years in increments of 1+1"/>
Total Contract Value	<input type="text" value="£11,000,000"/>

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Approval to Start

<p>Director Signature: Director of:Head of Service – Technical Services..</p> <p>Signature:Email confirmation received 06.03.2025.....</p>	<p>The relevant officer has liaised with Democratic Services and understands the decision-making implications and confirms approval to procure has been granted and has financial approval to proceed.</p> <p>☞ (Email Confirmations was recieved from person named left (see folder) ☞</p>
--	---

[Link to return to Section 5: Project Governance \(after checking approvals\)](#)

Section 2: Procurement Planning Phase (WP to complete)

1. Design of the Procurement Process

Framework/ DPS/Dynamic Market options explored (Include details below): <input type="checkbox"/> Framework option <input checked="" type="checkbox"/> Yes - Not Deemed Appropriate	
<input type="text" value="Originally viewed the EEM0056 Property Improvements frameworks but did not cover the full requirements of SKDC regarding reactive repairs."/>	
Framework Reference (if used) <input type="text" value="Click or tap here to enter text."/>	FTS ref for Framework (If Used/available) <input type="text" value="Click or tap here to enter text."/>
<input type="checkbox"/> A new framework is required to be set up	<input type="checkbox"/> A new Dynamic Market is required to be set up
Reasoning:	

Lotting Arrangements: Is the opportunity to be broken down into lots? Either provide the lot breakdown or reasons why lots are not used (below)
<input type="text" value="not lotted – it was deemed that it would not be any more competitive to split requirements further. Up to 2 suppliers can be awarded the contract."/>

Competitive Flexible: Phases Required: PHASES SELECTED FOR SINGLE STAGE OPEN PROCESS		
a) Market Engagement Event <input type="checkbox"/>	f) Audits and Checks <input type="checkbox"/>	k) Preferred Supplier Stage <input type="checkbox"/>
b) Participation Stage <input type="checkbox"/>	g) Negotiation <input type="checkbox"/>	l) Final Tender <input checked="" type="checkbox"/> ONLY
c) Site Visits <input type="checkbox"/>	h) Dialogue <input type="checkbox"/>	m) Supplier Funding <input type="checkbox"/>
d) Supplier Presentations <input type="checkbox"/>	i) Award Without Negotiation/Dialogue <input type="checkbox"/>	n) Prototype development <input type="checkbox"/>
e) Product Demonstrations <input type="checkbox"/>	j) Intermediate Assessment to reduce field <input type="checkbox"/>	o) Variant Tenders <input type="checkbox"/>
		p) E-auction <input type="checkbox"/>

How long should the tender remain valid for from date of final tender submission?

2. Procurement Risks /Issues Identified

Risk/Issue Description	Officer Assigned	Date Added	Severity (1-5)	Likelihood (1-5)	Score	Mitigation	Last Reviewed
Tight tender timeframes to meet Cabinet deadline	Head of Technical Services	26/03/2025	3	3	9	MR responsible for ensuring all SKDC staff adhere to timescales.	19/08/2025
Initial delays to tender timeline due to availability of tender docs	Head of Technical Services	26/03/2025	3	3	9	MR responsible for ensuring all technical documentation is available on time.	19/08/2025
Procurement process not identifying any suppliers	Welland Procurement	26/03/2025	4	2	8	CH responsible for ensuring all notices and wraparound tender documentation provided on time.	19/08/2025
Procurement process finishing on time	Welland Procurement	26/03/2025	3	2	6	CH responsible for ensuring all evaluators are trained and moderations run smoothly.	19/08/2025

Click [here](#) to return to the stage 4 report: risk implications

3. Recommended Route to Market

Procurement Route: « Open Tender (Over Threshold) »	Reason: « Full flexibility to ensure all requirements of the authority are captured in a single stage, competitive process. »
--	--

4. Procurement Timeline

Activity	Proposed Date(s)	Agreed Dates	Delivered Dates	If delivered late include reason
Market Engagement (UK2)	n/a	n/a	n/a	Click or tap here to enter text.
Completion Of Specification	30/04/2025	23/06/2025	23/06/2025	Click or tap here to enter text.
Draft Contract Provided	30/04/2025	23/06/2025	23/06/2025	Click or tap here to enter text.
Pricing Document Completed	30/04/2025	23/06/2025	23/06/2025	Click or tap here to enter text.
Quality Questions Completed	30/04/2025	23/06/2025	23/06/2025	Click or tap here to enter text.
Approval To Publish Competition	16/05/2025	02/07/2025	02/07/2025	Click or tap here to enter text.
Advertised on eTender System	16/05/2025	07/07/2025	07/07/2025	Click or tap here to enter text.
Tender Notice (UK4)	19/05/2025	07/07/2025	07/07/2025	Click or tap here to enter text.
Clarifications Close	16/06/2025	25/07/2025	25/07/2025	Click or tap here to enter text.
Tender Submission Date	27/06/2025	06/08/2025	06/08/2025	Click or tap here to enter text.
Evaluation Period	30/06/2025 - 11/07/2025	06/08/2025- 15/08/2025	06/08/2025- 15/08/2025	Click or tap here to enter text.
Moderation Session	14/07/2025	15/08/2025	15/08/2025	Click or tap here to enter text.
Recommendation Report	18/07/2025	19/08/2025	19/08/2025	Click or tap here to enter text.
Approval to Award	28/07/2025	22/08/2025	22/08/2025	Click or tap here to enter text.
Contract Award Notice (UK6)	01/08/2025	22/08/2025	22/08/2025	Click or tap here to enter text.

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Standstill letters Sent	01/08/2025	22/08/2025	22/08/2025	Click or tap here to enter text.
Standstill Ends (8 working days)	13/08/2025	05/09/2025	05/09/2025	Click or tap here to enter text.
Contract Details Notice (UK7)	14/08/2025	22/09/2025	Click or tap here to enter text.	Click or tap here to enter text.
Contract Register Completed	01/09/2025	22/09/2025	Click or tap here to enter text.	Click or tap here to enter text.
Agreed Contract Start Date	01/09/2025	01/10/2025	Click or tap here to enter text.	Click or tap here to enter text.

5. MAT Criteria (most advantageous tender)

Tender Weightings			
Section Title	Section Weighting	Sub Section	Sub Section Weighting
Quality	50%	Question 1	10%
		Question 2	15%
		Question 3	15%
		Question 4	10%
		Question 5	5%
Price	40%		40%
Social Value	10%	Question 6	5%

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Section 3: Approval To Publish This Procurement:

Prior to publishing any tender, the WP lead must provide the tender pack and this document to the lead officer for it to be signed off as ready to publish to suppliers.

Sign off should be from the Head of Department as a minimum.

Welland Procurement can only publish this tender once this has been signed off.

Specification Checked <input checked="" type="checkbox"/>	Pricing Document Checked <input checked="" type="checkbox"/>
Quality Questions signed off <input checked="" type="checkbox"/>	Draft Contract signed off <input checked="" type="checkbox"/>
Having reviewed: <ul style="list-style-type: none">• the information in section 2 of this document,• the documentation to be published to suppliers, and• having completed the above checklist, I confirm permission to publish this procurement has been granted by:	
Name:	HEAD OF TECHNICAL SERVICES
Signature	Approved via email (02/07/2025)
Position in Authority:	Head of Service (Technical Services)

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[Link to return to Section 4: Project Governance \(after checking approvals\)](#)

Section 4: Conflict of Interest Log With Mitigations:

Name	Role in Procurement	COI identified	Date COI Identified	Mitigation used (if required)
Head of Technical Services	Evaluator	None		
Repairs Manager	Evaluator	None		
Planned Works Manager	Evaluator	None		

- Where multiple COI are identified for a single person list each on a separate line
- Roles may include evaluators, those who have designed the specification or those with influence upon the award/contract decision.

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Section 5: Procurement Recommendation Report and Award

The purpose of this report is to ensure all the pertinent procedures followed for the selection of the Provider(s) to be awarded the contract have been recorded. This is for both the provision of an audit trail, and to enable the appropriate Officer to approve the recommendation as part of the Council's internal governance and accountability arrangements.

This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. The report should only be published with the consent of the Lead Officer; due to the sensitive information it contains relating to the bidder's Tender submissions.

Procurement Summary information

Project Title	<input type="text" value="Housing Repairs"/>	Lead Client Officer	<input type="text" value="Head of Technical Services"/>
		<input type="text" value="Click or tap here to enter text."/>	
Project ID:	<input type="text" value="SKDC-1535"/>	FTS Reference	<input type="text" value="2025/S 000-037640"/>
Contract length	<input type="text" value="5 years (3+1+1)"/>	Contract Extensions	<input type="text" value="2 years in increments of 1+1"/>
Agreed Contract Start Date (based on tender return) 01/10/2025	Actual Contract Value (from supplier)	<input type="text" value="£11,000,000"/>	
Commodity Type	<input type="text" value="Works"/>		
Date Tenders Submitted: Error! Reference source not found.			

The Project

The contract is for the provision of:	<input type="text" value="The scope of works will include, but is not limited to, the following: Responding to and rectifying various types of repair requests within SKDC Geographical area as advised in the Property List incorporated in the JCT MTC Agreement. Providing regular updates and reports to SKDC on completed and outstanding repairs. "/>
---------------------------------------	---

	<ul style="list-style-type: none"> • Adhering to the NHF Schedule of Rates 7.2 version with the Contractor’s proposed percentage uplift. Integrating with the Council's QL software for processing incoming repair requests and subsequent real time monitoring of the repair to practical and financial completion. • Management of Quoted works (outside Schedule of Rates) which will either be Major Repairs or Complex Repairs (Band £10k > 49k) • The incoming Response Repair Contractor must have suitable ICT software, Processes and Systems that: • Allows monitoring and tracking of repairs in real-time. • Provides daily updates and data transfers to SKDC. • Seamlessly integrates with SKDC's QL software for efficient processing of repair requests from tenants.
Procurement Route Used: <input type="checkbox"/> Choose an item.	Reason: <input type="checkbox"/> Full flexibility to ensure all requirements of the authority are captured in a single stage, competitive process.

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Early Market Engagement

Option 1: Market Engagement was carried out as follows

Option 2: No Soft Market Engagement was involved in this tender.

Project Governance

Click the link below to review all approvals to date for:

- Approval to Begin the procurement [Click Here](#)
- B: Approval to publish the procurement [Click Here](#)

The Public Procurement Process

In accordance with the Procurement Act 2023, the following option shown below was used: Option A

Option A: this Tender opportunity was advertised on the Find a Tender Service (FTS) under reference And advised that award of the contract would follow the process.

Option B: this opportunity was not advertised, as it was a call off from a Framework . The Framework itself was previously advertised on the Find a Tender Service (FTS) reference: here to enter text.

On publication of the opportunity, organisations were asked to register their interest via the Council’s “ProContract” e-Sourcing portal, where Tender documents were available. A total of expressions of interest were received, resulting in Tender submissions.

Lot Information

The procurement was:

- A. Not broken into lots (see reason Below)
- B. Broken into lots as (see Below) :

Lot Details	Bidders per lot
It was not deemed commercially competitive to break down the requirements further into lots. No competitive advantage would have been gained in doing so.	

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Award Criteria

The award criteria questions considered the merit of the eligible Tenders to identify the Most Advantageous Tender (MAT) as follows.

Tender Weightings			
Section Title	Section Weighting	Sub Section	Sub Section Weighting
Quality	50%	Question 1	10%
		Question 2	15%
		Question 3	15%
		Question 4	10%
		Question 5	5%
Price	40%		40%
Social Value	10%	Question 6	5%

1. Pass/Fail

Prior to any evaluation the following pass/fail criteria were assessed:

Insurance levels for:

Employers Liability (£5 million)

Public Liability (£5 million)

Professional Indemnity (£5 million)

Provision of x2 references where you have conducted relevant previous work of similar contract value. Please provide the following as a minimum for each reference:

Name of Referee

Contact Organisation

Contract Value

Description of works on contract

Referee Contact Details

2. Quality Assessment

Each bidder's response to each question with a subjective evaluation response was evaluated and marked a maximum of 5 marks as per the below scoring matrix:

In the evaluator's reasoned opinion, the response is an:		
5	Excellent Response	The response is excellent in relation to the stated requirements of the question. The response provides an excellent level of detail and demonstrates that the bidder's expertise and approach significantly exceed the Council's minimum requirements such as to provide added value.
4	Strong Response	The response is strong in relation to the stated requirements of the question. The response provides a good level of detail and demonstrates that the bidder's expertise and approach exceeds the Council's minimum requirements.
3	Satisfactory Response	The response is satisfactory in relation to the stated requirements of the question. The response provides a satisfactory level of detail and demonstrates that the bidder has the necessary expertise to meet the Council's minimum requirements and has a reasonable understanding of what those minimum requirements are.
2	Weak Response	The response is weak in relation to the stated requirements of the question. The response provides a low level of detail and provides less than satisfactory evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements and/or demonstrates some misunderstanding of those requirements.
1	Poor Response	The response is poor in relation to the stated requirements of the question. The response provides a very low level of detail. There is a significant lack of evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements or really understands what those requirements are.
0	Unacceptable Response	The response is unacceptable in relation to the stated requirements of the question. The response provides no detail and fails to provide any evidence that the bidder can meet the requirements of the question. OR No answer has been given.

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Bidders were advised that irrespective of the methodology described above:

1. A score below XX% for the quality assessment would result in the elimination of their Tender, as the Council requires a minimum quality threshold. **NOT USED**
2. An agreed score for any of the quality questions of '0' or '1' would result in the elimination of their Tender, as the Council requires a minimum quality threshold.

3. Commercial Assessment

The bidder with the lowest overall compliant price being awarded the full score available, The remaining bids were scored in accordance with the following calculation:

$$=((\text{lowest submitted price})/(\text{potential supplier' s submitted price}) \times \text{price weighting}$$

Review of the Pass/Fail Criteria

The selection questionnaire responses were reviewed by Welland Procurement.

The following bidders did not pass the Pass/Fail Criteria and Welland Procurement recommended that as stated in the Tender documentation, the remainder of their Tender was therefore not evaluated:

Supplier Name	Reason for Exclusion
None	None – all suppliers passed the Pass/Fail Criteria

Evaluation of the Award Criteria

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An evaluation panel was constructed to ensure that individuals assigned to evaluate questions were the most suitable and relevant to the criteria being examined, based upon qualifications and experience. Each question was evaluated by at least three evaluators and their scores, and comments recorded (see appendix B for details).

Subjective evaluation was undertaken, and initial scores to a maximum of 5 marks were awarded using the scoring matrix above.

A process of moderation for each individual evaluator's scores was undertaken by Welland Procurement. The responses were discussed at a moderation meeting held on 15th August 2025 attended by all evaluators and chaired by the moderator and a final agreed score awarded. The meeting ensured that scoring had been consistent and key points in each question had been accounted for. Average scoring was not used. In all such cases, following discussion, the moderator concluded the most appropriate mark to be awarded.

Following the moderation meeting, the following bidders were identified as failing to meet the minimum threshold (%) for the award criteria:

Abnormally Low Tender

The following outlines details of any Abnormally low bids and investigations carried out.

Last Updated: 16/09/2025 13:41

Supplier	Investigation and findings	Result
N/A	N/A	N/A

Bid Clarifications

The following post tender clarifications were carried out.

Supplier	Clarification	Response
N/A	N/A	N/A

Results

The evaluation scoring process was devised based upon a maximum score of 100% being available to each bidder as stated in the Tender documentation and outlined above.

Following the completion of the evaluation and moderation process the scores awarded to the participants were as follows:

Place	1st	2nd	3rd	4th	5th	6th	7th	8th	9th
Name	Foster Property Maintenance Limited	Lukeman Electrical Service Limited							
Score	80.55%	75%	73.98%	73.30%	70.28%	53.77%	0%	0%	0%

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The following suppliers failed to meet the minimum quality requirements and were therefore eliminated from the procurement process:

- Bidder 7
- Bidder 8
- Bidder 9

Risk Implications and Conflicts of Interest

As part of the tender, risks were identified as documented [Here](#) and mitigations placed as detailed.

The procurement process has been conducted in accordance with best practice and the relevant UK procurement regulations, ensuring the principles of transparency, equity and fairness have been adhered to.

The Council will use a 8 Working Day standstill period following the distribution of the notification letters (after approval has been granted).

Recommendation

Option 1: Following the completion of the procurement process, it is recommended that the following supplier(s) is/are awarded the contract.

Foster Property Maintenance Limited

Option 2: If it is recommended that an award is not made following this process, for the following reason(s)

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Subcontractors

Option 1: Please note the share of the contract which the successful tenderer intends to subcontract to third parties is approximately 20%.

The main supplier's nominated subcontractors are as follows:

Option 2: No subcontractors will be used for this contract.

Next Steps

The Lead Council Officer must ensure the internal governance/approval process is followed, prior to returning this summary report to Welland Procurement.

This summary report does not supersede or replace any internal governance/approval process the Council may have.

Once the recommendation has been approved by the appropriate approvers, the preferred bidder and all unsuccessful bidders will be notified of the outcome simultaneously. Subject to the satisfactory return of due diligence, and no legal challenge being received, the Council intends to execute the Contract at the conclusion of any standstill period.

Sign Off

Procurement lead	Lead Council Officer	Chief Officer/Approver/Budget Holder
Name:	Name:	Name:
Role: Deputy Head of Welland Procurement	Role:	Role:
Signature	Signature	Signature
Date 19/08/2025	Date	Date

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Section 6: Contract Management:

This section covers information and actions required after the signing of the contract for the authority assigned Contract Manager

Contract Mobilisation

Role	Name	Contact
Contract Manager (authority)		
Contract manager (supplier) Foster Property		
Contract manager (supplier) Gratton Construction		

Contract Meetings

Has the authority contract manager set up a contract review meeting:

At what frequency are the meetings?

Contract Award Notice

It is a legal requirement to publish a UK7 Contract Details Notice **within 30 days** of the signature of any contract valued over £20,000. Contracts **over £5m** must also have a **redacted version of the contract** attached.

Please confirm you have passed the **contract start date, contract length, final contract total** and a **redacted contract if required** to Wellandprocurement@melton.gov.uk to enable them to publish this on your behalf.

Date of email:	17 th Jan 2025	Sender details:	Helen.baldwin@southkesteven.gov.uk
-----------------------	---------------------------	------------------------	--

KPI's

The KPI's for this Contract are as follows:

KPI Ref	Title	Method of calculating	Required KPI level
1			
2			
3			

Other Legal Requirements for the Contract Manager

During the contract lifetime the following notices are required:

- Where a contract needs to be varied in terms of costs (outside of annual indexation) or scope (excluding material changes) the contract manager must arrange for the UK10 Contract Change notice to be placed on the Find a Tender System

- Where a contract needs to be extended (either via an agreed extension or otherwise) the contract manager must arrange for the UK10 Contract Change notice to be placed on the Find a Tender System
- When a contract terminates – for any reason including naturally reaching the contract end date the contract manager must arrange for the UK11 Contract Termination notice to be placed on the Find a Tender System
- Where your contract is over £5m, the contract manager must arrange for the UK9 Contract Performance Notice to be placed on the Find a Tender System at least annually (and not less than 30 days after in response to missed KPI's or a breach of contract)
- Where your contract has payments of over £30k in any quarter, the contract manager must arrange for the UK8 Contract Payment Notice to be placed on the Find a Tender System in that quarter

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**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Virginia Moran,
Cabinet Member for Housing

Contract Award for New Build Housing Scheme at Wellington Way, Market Deeping.

Report Author

Suniel Pillai MRICS, New Build Project Officer

✉ suniel.pillai@southkesteven.gov.uk

Purpose of Report

This report sets out the proposals for a new build social housing development of 11 units at Wellington Way, Market Deeping and recommends that the construction contract be awarded to Lindum Group Limited.

Recommendations

That Cabinet:

- 1. Approve the outcome of the tender process and appoint Lindum Group Limited as the preferred contractor for the construction of the housing development at Wellington Way, Market Deeping.**
- 2. Delegates to the Deputy Chief Executive and Section 151 Officer, in consultation with the Cabinet Member for Housing, to enter a contract with Lindum Group Limited to build 11 units at a cost of £1,926,000.**

Decision Information

Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Housing
Which wards are impacted?	Market & West Deeping;

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 The delivery of this scheme is a key element of the new build programme for the Housing Revenue Account (HRA). The budget for this development of £2m was included in the 2025-2026 capital programme and is funded from the HRA Capital Receipts Reserve. The delivery of 11 units will provide a rental income stream to the HRA and will be built in the HRA financial business plan.

Completed by: Richard Wyles, Deputy Chief Executive and s151 Officer

Procurement

- 1.2 The necessary processes have been followed in accordance with the Council's Contract Procedure Rules.

Completed by: Helen Baldwin, Procurement Lead

Legal and Governance

- 1.3 There are no further significant legal, or governance implications not already highlighted within the body of the report. Contract Procedure Rules state that an award of this value must be made by Cabinet.

Completed by: Alison Hall-Wright, Director – Housing & Projects

Risk and Mitigation

- 1.4 A project risk register will be created in partnership between the contractor and the Council, which will be subject to robust review as the project progresses. As part of the process there will be a mutual agreement of the identified risks and enable confirmation of ownership to be confirmed by the contractor of the Council.
- 1.5 The contractor will be responsible for insuring the building works until the properties are handed over to the Council.

Completed by: Tracey Elliott, Governance and Risk Officer

Health and Safety

- 1.6 Lindum Group Ltd have a contract in place to provide inspections, support and guidance to ensure compliance across all sites (and office) locations. All documentation will be made available to the Council and joint meetings and visits will be arranged to ensure that there is a collaborative approach to health and safety.
- 1.7 On completion of the works there will be a full handover of all compliance information, technical data and relevant safety information to ensure that safe management of the asset can be implemented and required works embedded into existing programs of compliance inspections and surveys

Completed by: Phil Swinton, Head of Health, Safety, Compliance and Emergency Planning

Climate Change

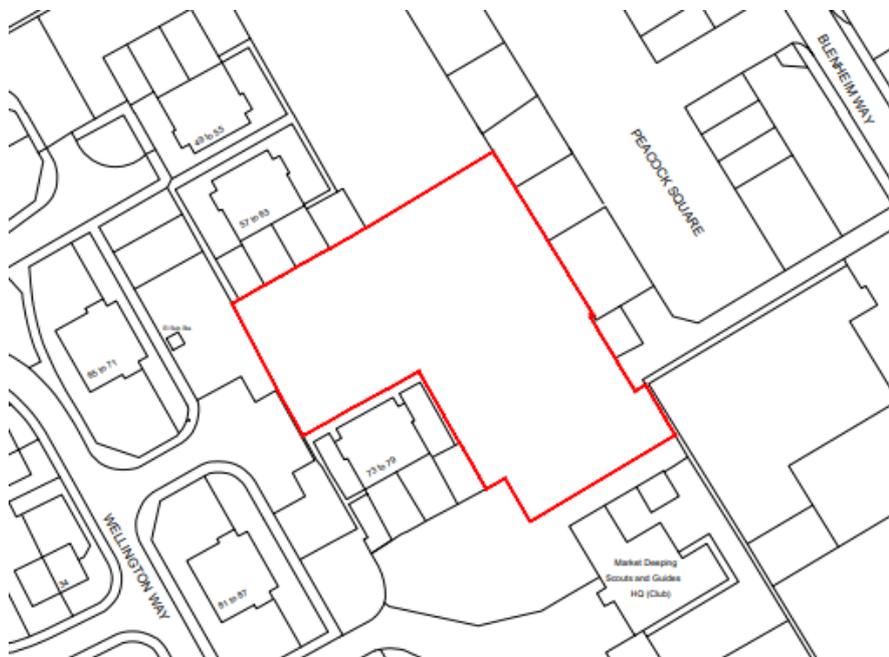
- 1.8 The contractor has included sustainable measures as part of their submission. The dwellings are to be constructed in line with current Building Regulations, Secured by Design standard (Bronze Award minimum) and SKDC Policy SB1. Properties are to be fitted with air source heat pumps and solar PV to provide energy efficiency for end occupiers and reduce carbon emissions.

Completed by: Serena Brown, Sustainability and Climate Change Manager

2. Background to the Report

- 2.1. The approved Corporate Plan 2024-2027 clearly sets out how South Kesteven District Council (SKDC) intends to meet the mission “to ensure that all residents can access housing which is safe, good quality, sustainable and suitable for their needs and future generations.”
- 2.2. The Corporate Plan, Priority 4 identifies ‘Housing’ as a key priority with high quality housing essential for all, and the council is committed to working with partners to provide this by:
- Facilitating a range of appropriate and sustainable housing and community facilities for future generations and the emerging needs of all our communities.
 - Delivering exemplary and high-quality services for housing and homelessness.
 - Increasing the supply of sustainable and high-quality Council-provided housing.
 - Working with developers and private landlords to ensure sustainable, affordable, and high-quality housing is facilitated.
- 2.3. The location of the proposed development is on the plan below edged red. The site is surrounded by residential properties to the north, south and west, and an industrial estate to the east. The site is close to links to the A15, A1175 and B1524.

2.4.



- 2.5. The development site is owned by South Kesteven District Council, it is currently open space and has been used by the neighbouring Scout Group, who have been consulted and provided feedback at numerous stages of the pre-application and planning process.



Current View of the Site.

- 2.6. The scheme has been approved by the Local Planning Authority (subject to entering of the S106 Agreement) under reference S24/2110 – Erection of 11 dwellings with associated access, parking and landscaping.
- 2.7. The S106 agreement is a separate cost to the HRA of £7,260 which includes an NHS Health Contribution.
- 2.8. The proposed site plan is attached as Appendix 1 to this report which shows that the 11 units will be made up of a mix of property types, 2 x 1-bedroom apartments, 4 x 2-bedroom apartments and 5 x 2-bedroom houses. The cost received for constructing the 11 units was £1.926m. The new build properties are designed to include air source heat pumps, solar PV and infrastructure for electric vehicles.
- 2.9. Below are some perspectives of the proposed new development:



- 2.10. The housing need in Market Deeping is high with one-bed and two-bedroom apartments and houses most requested hence the type of housing being proposed on the site.

The Council has a hybrid approach to delivering its housing pipeline as it loses around 40 properties per year through the Right to Buy process therefore there

needs to be a plan to build on its own land and seek to secure affordable housing on larger developments to meet the needs of our residents. This development in Market Deeping will replace over a quarter of the houses lost through Right to Buy in one year and is one of the larger schemes in the pipeline on HRA owned land.

Procurement Information

- 2.11. To ensure that there was a robust procurement the Council secured Welland Procurement to support this process, and an initial Expression of Interest (EOI) was requested on the Westworks framework.
- 2.12. The response to the initial EOI was good and the Council progressed to the full procurement of the scheme and nine submissions were received.
- 2.13. Following an evaluation and moderation process the bid that received the highest score for quality and cost was confirmed as Lindum Construction.
- 2.14. A procurement evaluation has been completed by Welland Procurement and Westworks will inform the unsuccessful of the bidders of the outcome.
- 2.15. Appendix 2 of this report details the procurement evaluation document from Welland Procurement.

3. Key Considerations

- 3.1. Key areas for consideration are set out within the report.

4. Other Options Considered

- 4.1. The Council could wait to commence the scheme or not build the development, but these options have been discounted due to the high levels of housing needs in the area.

5. Reasons for the Recommendations

- 5.1. There is a housing need for the Council to develop the site therefore the recommendation is for the contract to be awarded so that works can commence in Autumn 2025.

- 5.2. The procurement process is in accordance with the Council's Contract and Procurement Procedure Rules, the Procurement Act 2023 and the Public Contract Regulations 2015.

6. Consultation

- 6.1. A public consultation by SKDC was held in July 2024. At that time the proposal was for a larger scheme of 14 units. Three main concerns were raised by the residents and community regarding the loss of open public amenity space, the loss of parking for the scout and guide hut and the loss of access through to the industrial estate in the North.
- 6.2. Following the feedback, the development proposals were amended to address the concerns raised.
- To address the concerns regarding the loss of parking for the scout and guide hut, the site boundary was amended to omit this area and the 3 proposed bungalows from the South of the site were removed which reinstated the existing parking arrangements for this area.
 - An additional footpath has been added through the site to maintain access to the industrial estate.
 - As highlighted through the open space assessment, the proposed site did not occupy the full extent of the green amenity space, leaving ample green space to the North of the site, however the amended site boundary does retain some additional existing green space which also addresses this concern.
- 6.3. There was consultation as part of the Planning process.
- 6.4. The Housing Overview and Scrutiny Committee have been kept informed of the new build pipeline and this scheme.

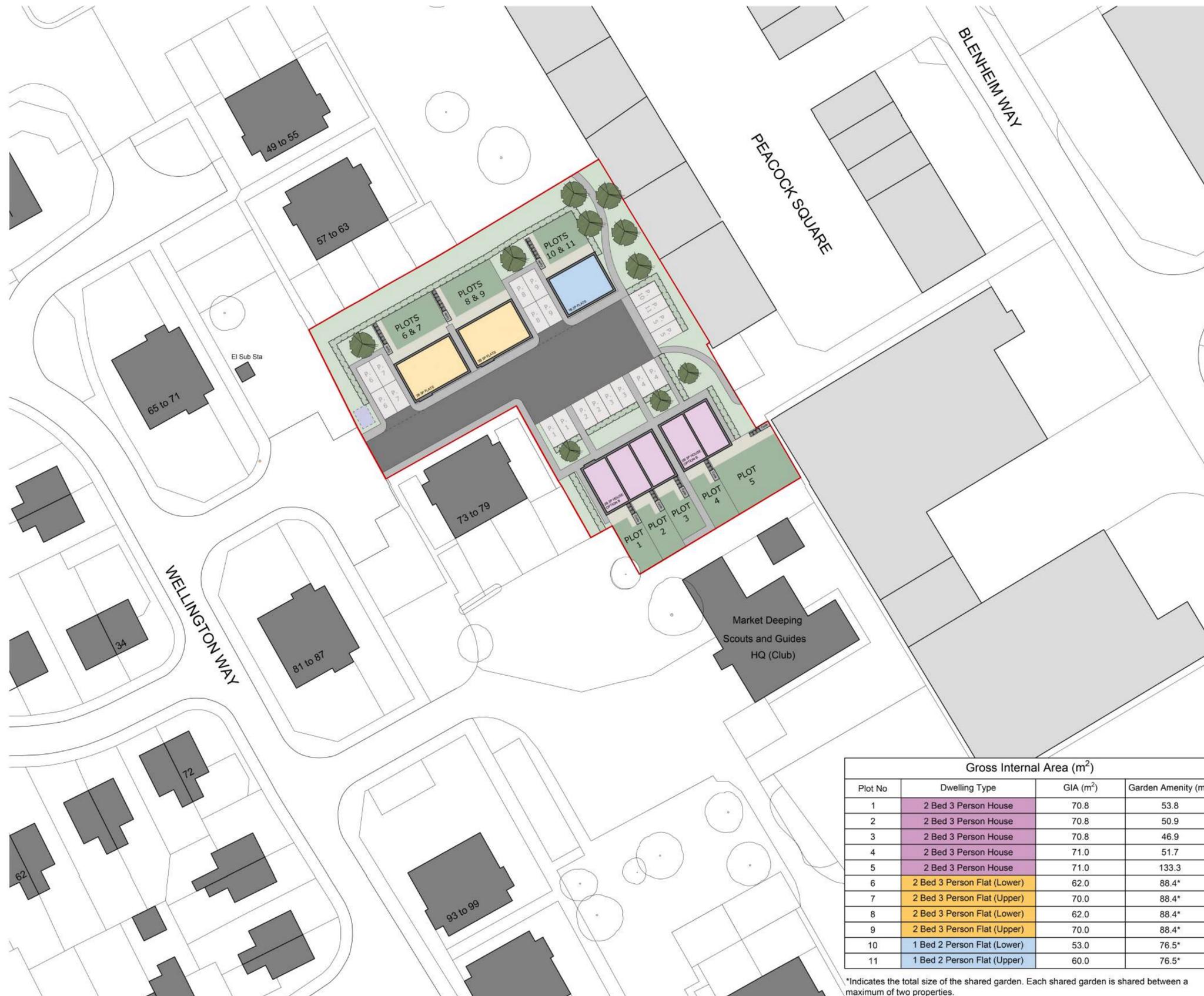
7. Background Papers

- 7.1. Planning Portal for Application: [S24/2110 | Erection of 11 dwellings with associated access, parking and landscaping | Wellington Way Market Deeping Lincolnshire PE6 8LW](#)

8. Appendices

- 8.1 Appendix 1 – Proposed Site Plan
Appendix 2 – Procurement Evaluation report

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SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION:

IN ADDITION TO THE HAZARDS / RISKS NORMALLY ASSOCIATED WITH THE TYPES OF WORK DETAILED ON THIS DRAWING, NOTE THE FOLLOWING:

Significant Residual Risks:	
Action to be Taken:	Refer to Health and Safety Plan

NOTES:

- Proposed Site
- 2m² 1 Bed 2 Person Flats
- 4m² 2 Bed 3 Person Flats
- 5m² 2 Bed 3 Person Terraced Houses
- Existing Trees To Remain
- Existing Trees To Be Removed
- Proposed Trees
- Refuse Collection
- Public Amenity Space
- Private Amenity Space
- Hedges

P01	02.09.24	Planning Issue	LA	MB
REV	DATE	AMENDMENTS	BY	APPRD

Do not scale from this drawing. All dimensions must be checked on site by the Contractor prior to the commencement of any fabrication or building works. Where applicable, dimensions and details are to be read in conjunction with specialist consultants' drawings and/or other specifications; any disparity is to be brought to the attention of Michael Dyson Associates Limited prior to the commencement of any fabrication or building works. © This drawing is the property and copyright of Michael Dyson Associates Limited; it shall not be copied to any other party without the express written consent of an authorised director of Michael Dyson Associates Limited.



Michael Dyson associates Ltd

Excellence in Housing Consultancy

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Huddersfield HD9 6LB
t. 01484 666888 f. 01484 664186
w. www.mdysn.co.uk

CLIENT:

SOUTH KESTIVEN DISTRICT COUNCIL

PROJECT:

RESIDENTIAL DEVELOPMENT AT
WELLINGTON WAY, MARKET DEEEPING
PETERBOROUGH

TITLE:

PROPOSED SITE PLAN

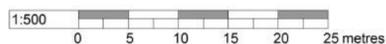
DRAWN BY:	LA	APPROVED BY:	MB
DATE:	AUG 2024	DATE:	AUG 2024
SCALE:	1:500 @ A2	ORIGINAL DRAWING SIZE	594 x 420 - A2
DRAWING No:	001-(PL)-9026	REV:	P01

Gross Internal Area (m ²)			
Plot No	Dwelling Type	GIA (m ²)	Garden Amenity (m ²)
1	2 Bed 3 Person House	70.8	53.8
2	2 Bed 3 Person House	70.8	50.9
3	2 Bed 3 Person House	70.8	46.9
4	2 Bed 3 Person House	71.0	51.7
5	2 Bed 3 Person House	71.0	133.3
6	2 Bed 3 Person Flat (Lower)	62.0	88.4*
7	2 Bed 3 Person Flat (Upper)	70.0	88.4*
8	2 Bed 3 Person Flat (Lower)	62.0	88.4*
9	2 Bed 3 Person Flat (Upper)	70.0	88.4*
10	1 Bed 2 Person Flat (Lower)	53.0	76.5*
11	1 Bed 2 Person Flat (Upper)	60.0	76.5*

*Indicates the total size of the shared garden. Each shared garden is shared between a maximum of two properties.

PROPOSED SITE PLAN

Scale 1:500



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Appendix 2 -Procurement Summary Report

FURTHER COMPETITION UNDER WESTWORKS DEVELOPMENT AND CONSTRUCTION DPS, CATERGORY 2 FOR WELLINGTON WAY HOUSING DEVELOPMENT

SOUTH KESTEVEN DISTRICT COUNCIL

This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. **The report should only be published with the consent of the Lead Council Officer, and after bidder's details and tender submission details (£) have been redacted;** due to the sensitive information it contains relating to the bidder's Tender submissions.

CONTRACT DETAILS	
Lead Officer (Contracting Authority)	New Build Project Officer
Welland Project ID	SKDC-1404
FTS Reference	155-354660
Contract Dates	<u>Start:</u> November 2025 <u>End:</u> May 2027
Length of Contract	18 months with no option to extend
Procurement Value (£)	The budget prior to going to market was in the region of £1.7 million in total.
Type of Contract	Works

Contents

- 1.0 [Introduction](#)
- 2.0 [The Project](#)
- 3.0 [Pre-procurement Process](#)
- 4.0 [Project Governance](#)
- 5.0 [The Public Procurement Process](#)
- 6.0 [Invitation to Tender](#)
- 7.0 [Evaluation of the Award Criteria](#)
- 8.0 [Bid Clarifications](#)
- 9.0 [Additional Tender Information](#)
- 10.0 [Results](#)
- 11.0 [External Financial Checks](#)
- 12.0 [Risk Implications](#)
- 13.0 [Recommendation](#)
- 14.0 [Next Steps](#)
- 15.0 [Governance](#)

Appendices

- A. [Tender Award Questions](#)
- B. [List of Evaluators](#)

1.0 Introduction

- 1.1 The purpose of this report is to ensure all the pertinent procedures followed for the selection of the Provider(s) to be awarded the Wellington Way housing development contract are recorded. This is for both the provision of an audit trail, and to enable the appropriate Officer to approve the recommendation as part of the Council's internal governance and accountability arrangements. This report also satisfies the reporting requirements under Regulation 84 of the Public Contract Regulations 2015.
- 1.2 This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. **The report should only be published with the consent of the Lead Officer;** due to the sensitive information it contains relating to the bidder's Tender submissions.

2.0 The Project

- 2.1 The works comprise of the construction of 11 new build dwellings on an open grassed area accessed from Wellington Way, Market Deeping, PE6 8LE. The site proposed has a total area of 2855m² and is currently being used as green space for the community and local scout and guides groups, where the landscape is mostly flat. The site is surrounded by residential properties to the north, south and west, and Northfields Industrial Estate to the east.

The mix of properties on the development comprises of;

- 2 x 1 bed 2 person apartments
- 4 x 2 bed 3 person apartments
- 5 x 2 bed 3 person houses

3.0 Pre-procurement Process

- 3.1 An initial meeting was held to discuss the best procurement route. It was decided to run a mini-comp using either a Pagabo or EEM/Westworks framework. Emails were sent to both providers to obtain details/costs. Following a review of the responses the decision was made to use the Westworks framework. Welland would prepare the tender documents and pass these onto Westworks who would run the procurement process and pass on the submissions for evaluation, once the tender period closed.
- 3.2 A similar procurement had been run recently so the quality questions and pricing schedule were repurposed to be included in this tender.
- 3.3 SKDC advised they would like to use an NEC4 contract.

4.0 Project Governance

- 4.1 Details of Officer that approved the below, along with the relevant dates.
 - PID – New Build Project Officer

- Budget/spend
- To make the Tender live - Westworks
- Accept any relevant abnormalities within the Tender - Westworks
- Accept/Reject SQ submissions - Westworks
- Accept pricing submitted – New Build Project Officer

4.2 Details of the Key Officers:

- Procurement Lead (Welland)
- Procurement Lead (Westworks)
- New Build Project Officer (Contracting Authority)

5.0 The Public Procurement Process

5.1 In accordance with the Public Contract Regulations 2015, this opportunity was not advertised, as it was a call off from a Framework (Westworks Development and Construction DPS, Category 2). The Framework itself was advertised on the Official Journal of the European Union (OJEU) (155-354660).

5.2 On publication of the opportunity, organisations were asked to register their interest via Westworks In-Tend e-tendering portal, where Tender documents were available. An initial expression of interest was issued, 9 suppliers expressed an interest, which resulted in 9 Tender submissions.

6.0 Invitation to Tender

6.1 The award questionnaire was constructed in sections to facilitate evaluation. Some sections carried a percentage weighting (%). For every weighted section, there was at least one question that carried an individual question sub weighting (%). The overall weighting (%) of questions within a section also totalled 100%.

6.2 Award Criteria

The award criteria questions considered the merit of the eligible Tenders to identify the most economically advantageous Tender.

The Council evaluated the award criteria as follows:

- A quality assessment worth **40%**; the following criteria, weighting and methodology were applied:

Each bidder's response to each question was evaluated and marked a maximum of 5 marks as per the below scoring matrix:

In the evaluator's reasoned opinion, the response is an:
--

5	Excellent Response The response is excellent in relation to the stated requirements of the question. The response provides an excellent level of detail and demonstrates that the bidder's expertise and approach significantly exceeds the Council's minimum requirements such as to provide added value.
4	Strong Response The response is strong in relation to the stated requirements of the question. The response provides a good level of detail and demonstrates that the bidder's expertise and approach exceeds the Council's minimum requirements.
3	Satisfactory Response The response is satisfactory in relation to the stated requirements of the question. The response provides a satisfactory level of detail and demonstrates that the bidder has the necessary expertise to meet the Council's minimum requirements and has a reasonable understanding of what those minimum requirements are.
2	Weak Response The response is weak in relation to the stated requirements of the question. The response provides a low level of detail and provides less than satisfactory evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements and/or demonstrates some misunderstanding of those requirements.
1	Poor Response The response is poor in relation to the stated requirements of the question. The response provides a very low level of detail. There is a significant lack of evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements or really understands what those requirements are.
0	Unacceptable Response The response is unacceptable in relation to the stated requirements of the question. The response provides no detail and fails to provide any evidence that the bidder can meet the requirements of the question. OR No answer has been given.

The award criteria questions were split into the following sections:

Section Title	Question Number	Question Sub Weighting (%)
Award Criteria – Quality	1	7.5
	2	7.5
	3	5
	4	5
	5	5
	6	5
	7	5

Bidders were advised that irrespective of the methodology described above, an agreed score for any of the quality questions of '0' or '1' would result in the elimination of their Tender, as the Council requires a minimum quality threshold.

- A price assessment worth 60%; the following criteria were applied:

Price scores were calculated based on the bidder with the lowest overall compliant price being awarded the full score of 60%. The remaining bids were scored in accordance with the following calculation:

$$= \left(\frac{\text{lowest submitted price}}{\text{potential supplier's submitted price}} \right) \times \text{price weighting}$$

6.3 Bidders were required to submit responses by no later than midday on the 10th July 2025.

7.0 Evaluation of the Award Criteria

7.1 An evaluation panel was constructed to ensure that individuals assigned to evaluate questions were the most suitable and relevant to the criteria being examined, based upon qualifications and experience. Each question was evaluated by three evaluators and their scores, and comments recorded (see appendix B for details).

7.2 Subjective evaluation was undertaken, and initial scores to a maximum of 5 marks were awarded using the scoring matrix above.

7.3 A process of moderation for each individual evaluator's scores was undertaken by Welland Procurement. The responses were discussed at a moderation meeting held on 6th August 2025, attended by all evaluators and chaired by the moderator.

The moderation meeting enabled the panel to review the scores awarded by each evaluator and agree a moderated score for each question. The meeting also ensured that scoring had been consistent and key points in each question had been accounted for. Average scoring was not used.

In all such cases, following discussion, the moderator concluded the most appropriate mark to be awarded.

8.0 Bid Clarifications

8.1 Following the moderation meeting further clarification of Lindum's submissions was required. The New Build Project Officer drafted the clarification question, this was then passed to Westworks to raise the query via their tendering portal. The response provided clarity and was deemed satisfactory. The Council confirmed they were happy to progress to award.

9.0 Additional Tender Information

9.1 Bidders were offered the opportunity to conduct unsupervised site visits, however these were not a mandatory requirement.

10.0 Results

10.1 The evaluation scoring process was devised based upon a maximum score of 100% being available to each bidder as stated in the Tender documentation and outlined above.

10.2 Following the completion of the evaluation and moderation process the scores awarded to the participants were as follows:

1 st	Lindum Group Ltd	86.77%
2 nd		85.71%
3 rd		81.00%
4 th		79.07%
5 th		76.01%
6 th		72.44%
7 th		72.20%
8 th		68.83%
9 th		68.61%

11.0 External Financial Checks

11.1 Currently Welland Procurement are unable to provide any external financial checks through Experian. We therefore recommend that the Council conducts any further financial checks it sees fit to ensure satisfactory consideration has been made to financial risk.

12.0 Risk Implications

12.1 The procurement process has been conducted in accordance with best practice and the Public Contract Regulations 2015, ensuring the principles of transparency, equity and fairness have been adhered to.

12.2 The Council will use a 10-day standstill period following the distribution of the notification letters (after approval has been granted).

13.0 Recommendation

13.1 Following the completion of the procurement process, it is recommended that Lindum Group Ltd are awarded the contract.

13.2 All evaluators completed a conflict of interest form, no conflicts were identified.

14.0 Next Steps

14.1 **The Lead Council Officer must ensure the internal governance/approval process is followed, prior to returning this summary report to Welland Procurement.**

14.2 This summary report does not supersede or replace any internal governance/approval process the Council may have.

14.3 Once the recommendation has been approved by the appropriate approvers, the preferred bidder and all unsuccessful bidders will be notified of the outcome simultaneously. Subject to no legal challenge being received, the Council intends to execute the Contract at the conclusion of the standstill period.

15.0 Governance

15.1 Signed (Procurement Lead)

Name:

Job Title and Authority: Contract & Supply Specialist, Welland Procurement

Date: 15th August 2025

15.2 Signed (Lead Council Officer)

Name:

Job Title and Authority:

Date:

15.3 Signed (Chief Officer/Approver/Budget Holder)

Name:

Job Title and Authority:

Date:

Appendix A – Tender Award Questions

Question
<p>1 Provide a detailed overview of your interpretation of the specific requirements and objectives outlined for the affordable housing development project at Wellington Way?</p> <p>Provide 3 Nr examples of low energy / energy efficient / affordable projects currently on site or completed in the last 3 years where the construction value was under £2 million through the NEC3 or NEC4.</p> <p>Notes for Q1:</p> <ul style="list-style-type: none"> o You should include the Client, value of project and a brief description of the project, including any specific challenges on the site and how you overcame them. o Provide details of similar projects undertaken which effectively demonstrate you have the experience to successfully deliver this project at Wellington Way. o A good assessment will include examples of Affordable housing schemes which have used renewable technologies as the heating source and show how you overcame any initial
<p>2 Provide a detailed organisational chart for the team and office location that will be managing this project?</p> <p>Notes for Q2:</p> <ul style="list-style-type: none"> o The chart should identify the individuals who will lead on the delivery of the works including Project Manager, Site Agent, and Quantity Surveyor. o The chart should clearly identify all the individuals who will lead on the delivery of the Project. Include the minimum level of expertise and qualifications for the key disciplines on this project.
<p>3 Provide a master programme showing project timeline from appointment to completion including key milestones?</p> <p>How do you plan to manage and mitigate potential delays or unforeseen challenges during construction?</p> <p>Notes for Q3:</p> <ul style="list-style-type: none"> o The master programme for the project to include the following but not limited to: o Pre-construction and supply chain procurement, o Completion date for residential units, o Dates when client information is required i.e. client choices, o Lines of communication for delivery, design sign-off and commercial matters, o Draft construction, environmental plan, key milestones, and site logistics, o Show dependencies, reliance's, critical path, time risk allowances, key

milestones, dates of submissions, the latest date for receipt of comments, approval, and consents from any third parties.

4 Provide your detailed plan by way of a process map showing your full commitment to ensuring a positive customer experience for the entire project.

Notes for Q4:

- o Including, but not limited to the areas below:
- o Handover procedures (defect free exit)
- o Minimising disruption to residents,
- o Detail your supply chain commitment in this area,
- o Customer satisfaction and client expectations,
- o How defects are prioritised,
- o Performance measurements in this area,
- o Provide confirmation of your policy relating to defects call outs outside of your contractual requirement. Should you decide to charge for such defects call outs, a schedule of charges must be included within the contractors' proposals which will be taken into consideration by the Employer as part of the tender evaluation.
- o Please include details on procedures and those responsible for conducting and signing off properties in line with your handover procedure and prior to occupation by customers.

5 Provide your health and safety policy and provide examples of how as a company you manage Fire Safety?

Provide documentation showing your safety record and adherence to the industry standards.

Notes for Q5:

- o The policy should clearly state how Health & Safety is managed on your scheme. Please include any RIDDOR events and HSE notices within the last 3 years.
- o Please also indicate whether any on-site H&S inspections will be undertaken in-house or whether an external 3rd party will be appointed.
- o Please provide examples of 2no on-site H&S reports for your most recent scheme.
- o Please highlight any lessons learned from previous experiences and include any supporting documentation that may be relevant.

6 What is your current financial standing? Please provide evidence of your financial stability to undertake a project of this scale.

Are there any pending legal actions, disputes, or financial challenges that may impact your ability to complete the project?

Please provide the name and address of your insurance brokers.

Please provide details of your employer's liability, public liability, and product

liability insurance?

Notes for Q6:

- o Please provide details of your professional indemnity insurance cover that may be required in connection with potential contractor designed elements of the work.

7 Identify project risks, including factors potentially causing delay and specific risks in relation to discharging planning conditions and achieving a timely start of site?

Notes for Q7:

- o Set out mitigation, management, or treatment of the risks, along with any associated costs and programme implications.
- o Please also state the % that your organisation would include within your target price for any unknown risks.
- o Alternatively, please provide details of other arrangements where you have delivered successful outcomes and confirm that you will be able to resource (with suitably qualified/experienced personnel) and commit to delivering projects through the NEC form of contract under this arrangement.

Appendix B – List of Evaluators

Name	Job Title	Authority
	New Build Project Officer	South Kesteven District Council
	Corporate Project Officer	South Kesteven District Council
	Head of Corporate Projects	South Kesteven District Council

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**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Ashley Baxter,
Leader of the Council, Cabinet Member
for Finance, HR and Economic
Development

Local Government Outcomes Framework

Report Author

Charles James, Policy Officer

✉ charles.james@southkesteven.gov.uk

Purpose of Report

To inform Cabinet on the government's draft Local Government Outcomes Framework (LGOF) and Council's proposed response to the consultation.

Recommendations

Cabinet is recommended to approve the LGOF consultation response for submission to MHCLG.

Decision Information

Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective Council
Which wards are impacted?	All Wards

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 There are no direct financial implications arising from this report apart from the officer time required to monitor and report on the metrics contained within the final version of Local Government Outcomes Framework.

Completed by: David Scott – Assistant Director of Finance and Deputy S151 officer

Legal and Governance

- 1.2 Whilst the Council is not compelled to respond to the consultation, it is good to be a part of the process in shaping the Framework at this early stage.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

- 2.1. On 3 July 2025, the Deputy Prime Minister launched the Local Government Outcomes Framework (LGOF). Described as a '*new approach to outcome-based accountability*', the LGOF sets fifteen outcomes that government expects to work with local authorities on to deliver key national priorities for local people and communities. These will be underpinned by outcome metrics drawing from existing data sources to show how progress will be measured.
- 2.2. A suite of eighty-six draft metrics across fifteen policy areas were published for sector feedback (Appendix A). The Ministry of Housing, Communities & Local Government (MHCLG) have delivered a series of engagement webinars on each policy area over July-September. Consultation will close on 12 September 2025. The proposed South Kesteven DC response is in Appendix B.
- 2.3. Sector feedback will be reviewed and the final LGOF will be published alongside the provisional Local Government Funding Settlement in December 2025. An online data product showing the LGOF priority outcomes and metrics (likely similar to the dashboards produced by the defunct Office for Local Government [OFLOG]) will be published in early 2026. The LGOF will go 'live' in April 2026.
- 2.4. MHCLG state that the LGOF is part of the reform package set out in the English Devolution White Paper to rewire the relationship between the centre and

localities. The broader reform package includes simplifying funding streams, streamlining reporting requirements and ministerial consents and reviewing statutory duties to reduce unnecessary burdens. The overall objective is to empower local leaders with greater flexibility to place shape and move away from top-down micro-management in favour of a new partnership between central and local government.

- 2.5. However, MHCLG recognise that greater local powers and capacity can offer potential for greater variance in priorities, service delivery and outcomes. Meta-governance mechanisms¹ are needed to ensure that all actors in a system of multi-level governance² row in the same direction to deliver national standards and priorities. The LGOF is intended to be such a mechanism.
- 2.6. The LGOF delivers this through two interlinked components: steering and monitoring.
- 2.7. In practice, the LGOF articulates a shared set of outcomes for central and local government to work together to achieve through problem focused interactions. In essence, to take the Homelessness & Rough Sleeping policy area as an example, the metrics would indicate the challenge in a given locality. The local authority, strategic authority, relevant government departments, non-departmental bodies, other public sector partners, civil society organisations could then rally themselves using the LGOF as a powerful signal to coordinate and develop a joined up policy response.
- 2.8. This is same conceptual approach as the role of the Ambitions and 2034 Outcomes in the Corporate Plan 2024-27. Consideration will be given on how best to incorporate the LGOF into Council's service planning and performance reporting.
- 2.9. Progress will then be monitored using the LGOF. MHCLG stress that the LGOF will not set targets or impose new data reporting requirements on local authorities. LGOF performance will feed into existing assurance and inspection regimes, including the Best Value Duty. The approach to accountability and support for localities with concerning LGOF data has not been detailed.
- 2.10. The LGOF does not assess local authority performance like previous performance management regimes (OFLOG/ the Audit Commission), but the performance of an area. A significant proportion of the LGOF metrics are not within direct local authority control, complicating and effectively limiting the LGOF's use as a disciplinary mechanism.

¹ Meta-governance being 'the governance of governance'. Local authorities are self-governing bodies. Meta-governance are the techniques and mechanisms by which the centre coordinates and manages the localities to ensure desired behaviours and policy objectives. Example mechanisms include the Best Value and Devolution frameworks, the LGR criteria and funding design and formulae.

² Multi-level governance being the understanding that the process through which policy is formulated and implemented not only involves different levels of government but also public, private, and civic actors.

3. Key Considerations

- 3.1. The LGOF is a new outcomes-based approach to local authority accountability. MHCLG have undertaken engagement with the sector over the summer.
- 3.2. The final metric suite will be published with the provisional Local Government Funding Settlement. The LGOF will go live in April 2026.
- 3.3. The LGOF's primary purpose is to steer central, local and hyperlocal activity, stimulating a joined-up policy response to shared challenges.
- 3.4. The LGOF augments existing assurance and inspection regimes, including the Best Value Duty. The approach to accountability and support for localities with concerning LGOF data has not been detailed.

4. Other Options Considered

- 4.1 The Council are not required to respond to the LGOF consultation. However, in not doing so, the Council would miss an opportunity to influence the development of a key MHCLG workstream.

5. Reasons for the Recommendations

- 5.1. The LGOF is a key part of MHCLG's programme to rewire the relationship between central and local government. The consultation is an opportunity for the Council to influence the development of this workstream.

6. Background Papers

- MHCLG, [Local Government Outcomes Framework feedback document: July – September 2025](#)

7. Appendices

- Appendix A – MHCLG Local Government Outcomes Framework (LGOF) - Priority outcomes and draft metrics
- Appendix B - South Kesteven DC LGOF Consultation Response



Ministry of Housing,
Communities &
Local Government

Local Government Outcomes Framework

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Priority outcomes and draft metrics

Headline priority outcomes

Homelessness and rough sleeping	Prevent and reduce homelessness and rough sleeping
Housing	Everyone has access to a decent, safe, secure, and affordable home
Multiple disadvantage	Improve the lives of adults experiencing multiple disadvantages
Best start in life	Improve early child health, family support and early education to give every child the best start in life
Every child achieving and thriving	Support all children and young people to achieve and thrive in school, at home and in their communities
Keeping children safe and family security (Children’s Social Care)	Keep children safe in secure and loving homes and help more families to thrive together
Health and wellbeing	People live healthier lives for longer and health inequalities are reduced
Adult Social Care – Quality	Care users and carers experience high quality adult social care that is provided by a skilled workforce
Adult Social Care – Independence	Care users are supported to stay independent in their homes where possible, and have choice and control over their support
Adult Social Care - Neighbourhood health / integration	Care users are supported by joined up health and social care services at a neighbourhood level
Neighbourhoods	People feel safe and included in their local community and are satisfied with their local area as a place to live
Environment, Circular Economy and climate change	Support a healthier, more resilient natural and built environment, including responding to the risks and impacts of climate change to the benefit of communities
Transport and local infrastructure	Communities are connected with improved, healthier and greener public transport, enabled by well maintained, enhanced and delivered transport infrastructure
Contextual metrics	
Economic prosperity and regeneration	Foster local economic growth and prosperity
Child poverty	Reduce and alleviate child poverty to improve children’s lives and life chances

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Priority outcomes and draft metrics

Priority outcomes	Draft metrics for sector engagement	
	Outcome measures (data source)	Output measures (data source)
<p>Homelessness and rough sleeping</p> <p>Prevent and reduce homelessness and rough sleeping</p>	<ul style="list-style-type: none"> No. of households with children in temporary accommodation (MHCLG) Number of families in B&B over 6 weeks (MHCLG) Percentage of duties owed where homelessness was prevented (MHCLG) Number of people sleeping rough on a single night (MHCLG) Number of people sleeping rough over the month who are long term (MHCLG) 	N/A
<p>Housing</p> <p>Everyone has access to a decent, safe, secure, and affordable home</p>	<ul style="list-style-type: none"> Proportion of rental housing in LA area deemed decent (MHCLG) Net additional dwellings (MHCLG) House price to workplace-based earnings ratio (ONS) Proportion of homes rated EPC C and above (ONS) Social housing demand [placeholder] 	<ul style="list-style-type: none"> Enforcement action taken by local authorities against 11m+ buildings under the Housing Act 2004 (MHCLG) Completed remediation for unique buildings (MHCLG) Proportion of LA-owned social housing deemed decent (MHCLG) Total new homes delivered as a % of existing total area stock (MHCLG) Percentage of planning applications decided on time (dwellings) (MHCLG) Year-on-year change in social rented dwellings held in LA Housing Revenue Account (HRA) (MHCLG) Private Rented Sector enforcement [placeholder]

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Priority outcomes	Draft metrics for sector engagement	
	Outcome measures (data source)	Output measures (data source)
<p>Multiple disadvantage</p> <p>Improve the lives of adults experiencing multiple disadvantage</p>	<ul style="list-style-type: none"> Proportion of people in substance use treatment also experiencing at least one other overlapping disadvantage, achieving significant progress in treatment (OHID) [placeholder] Households with accommodation secured at end of prevention/relief duty for households also experiencing at least two areas of overlapping disadvantage (MHCLG) [placeholder] 	<ul style="list-style-type: none"> Proportion of prison leavers with a substance misuse need engaged in treatment within three weeks of release (DHSC/NDTMS) Number of households unable to be supported at domestic abuse safe accommodations due to being unable to meet additional needs (MHCLG)
<p>Best start in life</p> <p>Improve early child health, family support and early education to give children in every part of the country the best start in life</p>	<ul style="list-style-type: none"> Percentage of children with a good level of development up to 5 years old (DfE) (see early children’s health measure included in health and wellbeing outcome) 	<ul style="list-style-type: none"> Take-up rate of 2yo disadvantage childcare offer (DfE) Take-up rate of 3-4yo 15hrs childcare offer (DfE)
<p>Every child achieving and thriving</p> <p>Support all children and young people to achieve and thrive in school, at home and in their communities</p>	<ul style="list-style-type: none"> Percentage of pupils meeting expected standards of reading / writing / maths at KS2 for LA maintained schools (DfE) Key Stage 4 attainment 8 data for LA maintained schools (DfE - in development) Percentage of young people (16 – 17) not in education, employment or training (DfE) Percentage of SEN pupils meeting expected standards of reading / writing / maths at KS2 (DfE) Young people supported to move into education, employment or training – SEN post-16 destinations (DfE) Absence rate for SEN pupils (DfE) Absence rate – persistent and severe absence (DfE) 	<ul style="list-style-type: none"> Percentage of SEND children supported in mainstream schools (DfE) Ofsted report outcome for LA maintained schools [Placeholder] Participation in sport and physical activity (age 5 - 16) (Active Lives Survey) Participation in youth services [placeholder]

Priority outcomes	Draft metrics for sector engagement	
	Outcome measures (data source)	Output measures (data source)
	<ul style="list-style-type: none"> • First time entrants to youth justice system (MoJ) • Percentage of youth offenders reoffending (MoJ) 	
<p>Keeping children safe and family security (Children’s Social Care)</p> <p>Keep children safe in secure and loving homes and help more families to thrive together</p>	<ul style="list-style-type: none"> • Rate of looked after children per 10,000 children (for unaccompanied asylum-seeking children and non-unaccompanied asylum-seeking children) (DfE) • Persistent absence for Children in Need Only (CINO), Child Protection Plans Only (CPPO) and Children Looked After (CLA) (DfE) • Educational attainment at KS2 (expected standard in read / writing / maths) and KS4 (average attainment 8) for CINO, CPPO and CLA (DfE) • Percentage of children who cease being looked after due to moving into Special Guardianship Order (SGO) or Care Arrangement Order (CAO) (DfE) • Percentage of child protection plans which are a second or subsequent plan (DfE) • Percentage of child protection plans which were longer than 2 years (DfE) • Percentage of looked after children with 3 or more placements during the year (DfE) • Percentage of children living in foster, residential care, or secure children’s homes (DfE) • Percentage of care leavers in education, employment or training (DfE) • Percentage of care leavers in suitable accommodation (DfE) 	<ul style="list-style-type: none"> • Percentage of local authority spend not on children looked after (CLA) (DfE) • Workforce vacancy rates (DfE)

Priority outcomes	Draft metrics for sector engagement	
	Outcome measures (data source)	Output measures (data source)
<p>Health and wellbeing</p> <p>People live healthier lives for longer and health inequalities are reduced</p>	<ul style="list-style-type: none"> • Healthy life expectancy at birth (Fingertips) • Slope Index of Inequality in life expectancy at birth (Fingertips) • Smoking: Percentage of successful quitters (To be published on Fingertips) • Child health: Percentage achieving good level of development at 2-2.5 year review (Fingertips) (see early children’s health measure also included in best start in life outcome) • Drugs and alcohol: Rate of alcohol specific mortality (directly standardised rate (dsr) per 100,000) (Fingertips) • Obesity: Year 6 obesity prevalence (Fingertips) • Physical inactivity: Percentage of adults who are physically inactive (Fingertips) • Sexual health: Under 18 conception rate (Fingertips) • Oral health: Percentage of 5-year-olds with experience of visually obvious dental decay (Fingertips) 	<ul style="list-style-type: none"> • Smoking: Percentage of local population who smoke provided with support to quit (To be published on Fingertips) • Drugs and alcohol: Proportion of the opiate and/or crack prevalent population (15-64) and the proportion of alcohol dependent population (18 and over) that are not in treatment (unmet need) (NDTMS) • Sexual health: HIV testing rate per 100,000 (Fingertips) • CVD prevention: Proportion of NHS health checks completed across the eligible population (Fingertips)
<p>Adult Social Care – Quality</p> <p>Care users and carers experience high quality adult social care that is provided by a skilled workforce</p>	<ul style="list-style-type: none"> • Care recipient quality of life (adjusted to account for LA impact) (1B) (ASCOF) • Carer quality of life (1C) (ASCOF) • Overall satisfaction of carers with social services (for them and the person they care for) (1E) (ASCOF) • Overall satisfaction of care recipients with their care and support (1D) (ASCOF) • Proportion of section 42 safeguarding enquiries where a risk was identified, and the reported 	<ul style="list-style-type: none"> • Workforce turnover: Proportion of staff in the formal care workforce leaving their role in the past 12 months (6A) (Skills for care)

Priority outcomes	Draft metrics for sector engagement	
	Outcome measures (data source)	Output measures (data source)
	outcome was that the risk was reduced or removed (4B) (ASCOF)	
<p>Adult Social Care – Independence</p> <p>Care users are supported to stay independent in their homes where possible, and have choice and control over their support</p>	<ul style="list-style-type: none"> • Proportion of people who received reablement during the year, who previously were not receiving services, where no further request was made for ongoing support (2A) (ASCOF) • Proportion of people receiving long-term support living in their home or with family (2E) (ASCOF) • Proportion of people who use services who report having control over their daily life (3A) (ASCOF) • Proportion of care users and carers who have found it easy to find information about services/support (3C) (ASCOF) • Proportion of carers who report that they have been involved in discussions about the person they care for (3B) (ASCOF) • Proportion of people using social care who receive direct payments (3D) (ASCOF) 	<ul style="list-style-type: none"> • Access to LA arranged or funded care by age and setting (nursing, residential and community) per 100,000 adults in England (DHSC)
<p>Adult Social Care - Neighbourhood health / integration</p> <p>Care users are supported by joined up health and social care services at a neighbourhood level</p>	<ul style="list-style-type: none"> • Proportion of people 65 and over discharged from hospital into reablement and who remained in the community within 12 weeks of discharge (2D) (ASCOF) • Number of adults (18-64) whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population) (2B) (ASCOF) • Number of adults (65+) whose long-term support needs are met by admission to residential and 	N/A

Priority outcomes	Draft metrics for sector engagement	
	Outcome measures (data source)	Output measures (data source)
	nursing care homes (per 100,000 population) (2C) (ASCOF)	
<p>Neighbourhoods</p> <p>People feel safe and included in their local community and are satisfied with their local area as a place to live</p>	<ul style="list-style-type: none"> Percentage agree adults in their communities can be trusted (DCMS) Anti-social behaviour [placeholder] People feel they can influence local decisions (DCMS) People are satisfied with community / cultural facilities [placeholder] (DCMS) People are satisfied with their local area as a place to live (DCMS) 	<ul style="list-style-type: none"> Fly tipping enforcement actions per incident (Defra) Access to green spaces [placeholder] (DEFRA) Physical visits of people into library premises per population [placeholder] (ACE)
<p>Environment, Circular Economy and Climate Change</p> <p>Support a healthier, more resilient natural and built environment, including responding to the risks and impacts of climate change to the benefit of communities</p>	<ul style="list-style-type: none"> Deaths attributable to particulate air pollution (particulate matter less than 2.5 micrometres in diameter [PM2.5]) (Fingertips) Percentage of total household waste sent for recycling/ compost/ reuse (Defra) Percentage of total household waste that is collected separately as food waste (Defra) Flood protection [placeholder] (Defra) Biodiversity [placeholder] 	N/A

Priority outcomes	Draft metrics for sector engagement	
	Outcome measures (data source)	Output measures (data source)
<p>Transport and local infrastructure</p> <p>Communities are connected with improved, healthier and greener public transport, enabled by well maintained, enhanced and delivered transport infrastructure</p>	<ul style="list-style-type: none"> • Connectivity score for public transport to key services • Passenger journeys on buses (DfT) • Passenger journeys on light rail for LAs in scope (DfT) • Percentage of adults who walk or cycle for travel purposes at least once per week (DfT) • Killed or seriously injured per billion vehicle miles (DfT) • Percentage of local authority motorways and A roads that should be considered for maintenance (DfT) • Percentage of B and C roads that should be considered for maintenance (DfT) • Proportion of the <i>local unclassified</i> roads that should be considered for maintenance (% red) (DfT) 	<ul style="list-style-type: none"> • Public EV charging devices per 100,000 population (DfT) • Vehicle kilometres on local bus services (DfT)

Priority outcomes	Draft metrics for sector engagement	
	Outcome measures (data source)	Output measures (data source)
Contextual priority outcomes	Contextual metrics	
<p>Economic prosperity and regeneration</p> <p>Foster local economic growth and prosperity</p>	<ul style="list-style-type: none"> • Gross value added per hour worked (ONS) • Gross median weekly pay (ONS) • Employment for 16-19 year olds (ONS) • Employment rate 16-64 year olds (ONS) • Indices of Multiple Deprivation (IMD) average score (MHCLG) • Births of new enterprises (ONS) • Deaths of enterprises (ONS) • Number of high growth enterprises (ONS) • Business density (ONS) • Business survival rate (ONS) • Reducing poverty [placeholder] • Employment support [placeholder] 	
<p>Child poverty</p> <p>Reduce and alleviate child poverty to improve children’s lives and life chances</p>	<ul style="list-style-type: none"> • Children in low-income families (DWP) 	

Local Government Outcomes Framework Feedback – South Kesteven DC

Questions about use of the Framework

How would you like to see the Framework used as a tool to support local authorities and local partners to deliver against key national outcomes? For example, undertaking quiet conversations with councils based on outcome trajectory, convening departments to coordinate support where there are concerns across multiple outcomes

We understand the LGOF to be primarily a mechanism to steer local authority activity, rather than a disciplinary performance regime like the Audit Commission, or what OFLOG was conceived to be within parts of the sector. We agree with MHCLG's recognition that greater local powers and capacity can offer potential for greater variance in priorities, service delivery and outcomes. Hence mechanisms are needed to ensure that all actors in a system of multi-level governance row in the same direction to deliver national standards and priorities. We agree with MHCLG's position that the LGOF will not set targets, inform league tables or impose new data reporting requirements on local authorities. Using LGOF performance as an accompaniment to existing assurance and inspection regimes is a sensible approach. The LGOF metric's generally measure area performance, rather organisational, as OFLOG did. This means that concerns over outcome trajectory is primarily a diagnosis of a left behind area, rather than automatically an indictment of poor local authority performance, although poor performance may be separately identified and may be a contributing factor. We would suggest keeping LGOF separate from more explicitly disciplinary mechanisms e.g. Best Value, and that all relevant partners should be convened to coordinate support and drive improvement.

How would your organisation use the Framework either in its own work or when working with partners?

South Kesteven DC would incorporate the LGOF into the our existing strategic planning and performance reporting processes. The current Corporate Plan 2024-27 already demonstrates high alignment with the LGOF policy areas. Service planning would be adjusted using the LGOF to further encourage service leaders to approach policy challenges in a holistic and cross cutting manner. For example, framing planned actions in alignment with the LGOF objectives.

In partnership working with other public sector partners, the district council role can be broadly be described as preventative, compared to the reactive role of other agencies. For example, our public protection services. The LGOF will be used to strategically steer partnership activity and provide a framework to link seemingly disparate workstreams together.

For partnership working within the district, where the Council plays the lead role, for example work with town & parish councils, local business and community groups etc. the LGOF will be used to frame, steer and coordinate activity. We would seek through the design of our neighbourhood area committees post LGR and other mechanisms to empower communities and neighbourhoods, as set out in the English Devolution White Paper, to create a nested

system where the LGOF is used to effectively replicate the relationship between MHCLG, central government departments and the local authority, on a hyperlocal level. For example using MSOAs as the basic building blocks for area committees, so that hyperlocal equivalents to the LGOF metrics can be presented and monitored.

To be clear the replicated relationship would be as follows: 'The local authority, strategic authority, relevant government departments, non-departmental bodies, other public sector partners, civil society organisations could then rally themselves using the LGOF as a powerful signal to coordinate and develop a joined up policy response.'

7. Do you have views on how the Framework can best support local innovation, partnership working and long-term planning?

We note that the LGOF appears to be founded on a view of local authorities as governing relatively compact geographies, deeply connected to their place and if empowered would develop innovative solutions to local policy challenges. The LGOF then serving as a meta-governance mechanism to steer and stimulate this local activity in line with national priorities. In short, to ensure all actors are rowing in the same direction through problem focused interactions.

A concern is that another component of the MHCLG policy programme – the LGR workstream stands in potential tension with this. LGR will create significantly geographically larger authorities, in our area, effectively sub-regional in scale. This will inevitably negatively impact local connection and knowledge of place, regardless of compensatory mechanisms like area committees. A particular concern is the absence of geographic granularity in the LGOF in that scenario. Taking Lincolnshire, regardless of the final LGR configuration, the coast and the interior have very different performance and challenges. A LGOF that simply presents data for a sub-regional scale authority will flatten this difference, obscuring the challenges and limit the usefulness of the exercise. We would suggest that post LGR, MHCLG, the ONS and other bodies continue to capture and publish data on the old district footprints (where appropriate and feasible). This will enable central government to have a better view of local outcomes and allow the local authority to marshal local partners and deliver effective data driven policy interventions.

Priority Outcome 1: Homelessness and Rough Sleeping					
Outcome Statement: Prevent and reduce homelessness and rough sleeping					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of households with children in temporary accommodation		X			
Number of families in B&B over 6 weeks		X			
% of duties owed where homelessness was prevented		X			
Number of people sleeping rough on a single night		X			
Number of people sleeping rough over the month who are long term		X			
Priority Outcome 2: Housing					
Outcome Statement: Everyone has access to a decent, safe, secure, and affordable home					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Proportion of rental housing in LA area deemed decent		X			
Net additional dwellings		X			
House price to workplace-based earnings ratio			X		
Social housing demand [placeholder]			X		
Proportion of homes rated EPC C and above		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Completed remediation for unique buildings		X			
Enforcement action taken by local authorities against 11m+ buildings under the Housing Act 2004		X			
Total new homes delivered as a % of existing total area stock		X			
Percentage of planning applications decided on time (dwellings)					X
Private Rented Sector enforcement [placeholder]			X		
Proportion of LA-owned social housing deemed decent		X			
Year-on-year change in social rented dwellings held in LA HRA		X			

Priority Outcome 3: Multiple Disadvantage					
Outcome Statement: Improve the lives of adults experiencing multiple disadvantage					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Proportion of people in substance use treatment also experiencing at least one other overlapping disadvantage, achieving significant progress in treatment [Placeholder]		X			
Households with accommodation secured at end of prevention/relief duty for households also experiencing at least two areas of overlapping disadvantage [Placeholder]		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Proportion of prison leavers with a substance misuse need engaged in treatment within three weeks of release		X			
Number of households unable to be supported at domestic abuse safe accommodations due to being unable to meet additional needs		X			
Priority Outcome 4: Best Start in Life					
Outcome Statement: Improve early child health, family support and early education to give every child the best start in life					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Children with a good level of development up to 5 years old		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Access to early education – take-up rate for 15 hour offer for 2-year-olds receiving additional forms of support		X			
Access to early education – take-up rate for 15 hour (universal) offer for 3 and 4-year-olds		X			

Priority Outcome 5: Every Child Achieving and Thriving					
Outcome Statement: Support all children and young people to achieve and thrive in school, at home and in their communities					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
KS2 attainment - % of pupils meeting expected standards of reading / writing / maths, LA maintained schools		X			
KS4 attainment – Attainment 8, LA maintained schools		X			
% of young people (age 16- 17) not in education, employment or training		X			
SEN attainment - % of SEN pupils meeting expected standards of reading / writing / maths at KS2		X			
Young people supported to move into education, employment or training – SEN post-16 destinations		X			
Overall absence rate for SEN pupils		X			
Absence rates – persistent and severe absence		X			
First time entrants to youth justice system		X			
% of youth offenders reoffending		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
% of SEND pupils supported in mainstream schools		X			
Participation in sport and physical activity (age 5 - 16)		X			
Ofsted report card - outcomes in LA maintained schools [placeholder]			X		
Participation in youth services [Placeholder]			X		

Priority Outcome 6: Keeping Children Safe & Family Security (Children's Social Care)					
Outcome Statement: Keep children safe in secure and loving homes and help more families to thrive together					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Rate of looked after children per 10,000 children (for unaccompanied asylum seeking children and non-unaccompanied asylum-seeking children)		X			
Persistent absence for Children in Need Only (CINO), Child Protection Plans Only (CPPO) and Children Looked After (CLA)		X			
Educational attainment at KS2 (expected standard in read / writing / maths) and KS4 (average attainment 8) for CINO, CPPO and CLA		X			
% of children who cease being looked after due to moving into Special Guardianship Order (SGO) or Child Arrangements Order (CAO)		X			
% of child protection plans which were a second or subsequent plan		X			
% of child protection plans which were longer than 2 years		X			
% of looked after children with 3 or more placements during the year		X			
% of children living in foster, residential care, or secure children's homes		X			
% of care leavers in education, employment or training		X			
% of care leavers in suitable accommodation		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
% of Children Services spend not on CLA			X		
Workforce vacancy rate		X			

Priority Outcome 7: Health and Wellbeing					
Outcome Statement: People live healthier lives for longer and health inequalities are reduced					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Healthy life expectancy at birth		X			
Slope index of inequality in life expectancy at birth		X			
Smoking: % of successful quitters		X			
Drugs & Alcohol: Rate of alcohol specific mortality (directly standardised rate per 100,000)		X			
Sexual Health: Under 18 conception rate		X			
Child health: % achieving a good level of development at 2-2.5 year review		X			
Oral health: % of 5-year-olds with experience of visually obvious dental decay		X			
Obesity: year 6 obesity prevalence		X			
Physical Inactivity: % of adults who are physically inactive		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Smoking: % of local population who smoke provided with support to quit		X			
Drugs & Alcohol: Proportion of the opiate and/or crack prevalent population (15-64) and the alcohol dependent population (18 and over) that are not in treatment (unmet need)		X			
Sexual Health: HIV testing rate per 100,000		X			
CVD prevention: Proportion of NHS health checks completed across the eligible population		X			

Priority Outcome 8: Adult Social Care – Quality					
Outcome Statement: Care users and carers experience high quality adult social care that is provided by a skilled workforce					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Care recipient quality of life (adjusted for LA impact)		X			
Carer quality of life		X			
Overall satisfaction of carers with social services (for them and the person they care for)		X			
Overall satisfaction of care recipients with their care and support		X			
Proportion of section 42 safeguarding enquiries where a risk was identified, and the reported outcome was that the risk was reduced or removed		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Workforce turnover: Proportion of staff in the formal care workforce leaving their role in the past 12 months		X			
Priority Outcome 9: Adult Social Care – Independence					
Outcome Statement: Care users are supported to stay independent in their homes where possible, and have choice and control over their support					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Proportion of people who received reablement during the year, who previously were not receiving services, where no further request was made for ongoing support		X			
Proportion of people receiving long-term support living in their home or with family		X			
Proportion of people who use services who report having control over their daily life		X			
Proportion of care users and carers who have found it easy to find information about services/support		X			
Proportion of carers who report that they have been involved in discussions about the person they care for		X			
Proportion of people using social care who receive direct payments		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Access to LA arranged or funded care by age and setting (nursing, residential and community) per 100,000 adults in England		X			

Priority Outcome 10: Adult Social Care - Neighbourhood Health / Integration					
Outcome Statement: Care users are supported by joined up health and social care services at a neighbourhood level					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Proportion of people 65 and over discharged into reablement and who remained in the community within 12 weeks of discharge		X			
Number of adults (18-64) whose long-term support needs are met by admission to residential and nursing care homes		X			
Number of adults (65+) whose long-term support needs are met by admission to residential and nursing care homes		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
None Proposed			X		
Priority Outcome 11: Neighbourhoods					
Outcome Statement: People feel safe and included in their local community and are satisfied with their local area as a place to live					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People agree adults in their communities can be trusted		X			
Anti-social behaviour [placeholder]			X		
People feel they can influence local decisions					X
People are satisfied with community / cultural facilities [placeholder]			X		
People are satisfied with their local area as a place to live		X			
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Physical visits of people into library premises per population [placeholder]			X		
Fly tipping enforcement actions per incident					X
Access to green spaces		X			

Priority Outcome 12: Environment, Circular Economy and Climate Change					
Outcome Statement: Support a healthier, more resilient natural and built environment, including responding to the risks and impacts of climate change to the benefit of communities					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Deaths attributable to particulate air pollution (particulate matter less than 2.5 micrometres in diameter [PM2.5])		X			
% of total household waste sent for recycling/ compost/ reuse		X			
% of total household waste that is collected separately as food waste		X			
Biodiversity [placeholder]			X		
Flood protection [placeholder]			X		
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
None Proposed			X		
Priority Outcome 13: Transport and Local Infrastructure					
Outcome Statement: Communities are connected with improved, healthier and greener public transport, enabled by well maintained, enhanced and delivered transport infrastructure					
Outcome Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Passenger journeys on buses			X		
Passenger journeys on light rail for LAs in scope			X		
Percentage of adults who walk or cycle for travel purposes at least once per week			X		
Killed or seriously injured (KSI) per billion vehicle miles			X		
% roads where maintenance should be considered (local A roads & motorway, B&C roads, and unclassified)			X		
Public transport connectivity score to key services			X		
Output Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Public EV charging devices per 100,000 population		X			
Vehicle kilometres on local bus services			X		

Priority Outcome 14: Economic Prosperity and Regeneration (Contextual Outcome)					
Outcome Statement: Foster local economic growth and prosperity					
Contextual Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Gross value added per hour worked		X			
Gross median weekly pay		X			
Employment for 16-19 year olds		X			
Employment for 16-64 year olds		X			
Indices of Multiple Deprivation (IMD) average score			X		
Number of high growth enterprises		X			
Births of new enterprises		X			
Deaths of enterprises		X			
Business survival rate		X			
Business density		X			
Employment support [placeholder]			X		
Reducing poverty [placeholder]			X		
Priority Outcome 15: Child Poverty (Contextual Outcome)					
Outcome Statement: Reduce and alleviate child poverty to improve children's lives and life chances					
Contextual Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Children in low-income families		X			

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**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Ashley Baxter -
The Leader of the Council, Cabinet
Member for Finance, HR and Economic
Development

Housing Revenue Account Provisional Outturn Report 2024/25

Report Author

Richard Wyles, Deputy Chief Executive and s151 Officer

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Purpose of Report

This report provides details of the Housing Revenue Account (HRA) outturn position for the financial year 2024/25. The report covers the Revenue Budget, Capital Programme and Reserves.

Recommendations:

Cabinet is asked to:

- 1. Review the provisional HRA Revenue and Capital Outturn position and the supporting appendices for the financial year 2024/25.**

Decision Information

Is this a key decision	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting communities Sustainable South Kesteven Enabling economic opportunities Housing Effective council
Which wards are impacted?	All

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance

1.1 The financial implications are included within the report.

Completed by: David Scott, Assistant Director of Finance and Deputy s151 Officer.

Legal and Governance

1.2 As part of good governance, it is important members are kept updated in respect of the financial position of Council.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

2.1 This report provides Cabinet with detail of the Council's provisional outturn position for the financial year 2024/25. Throughout the financial year both Cabinet and the Finance & Economic Overview and Scrutiny Committee (FEOSC) have been provided with regular and comprehensive budget monitoring reports that has enabled members to be kept updated. The budget was set in the context of providing further investment in key service areas whilst being mindful of the need to maintain a sustainable 30 year financial business plan.

2.2 During the course of the financial year, the HRA budgets have continued to focus on:

- Meeting the housing needs of tenants
- Facilitating the delivery of new housing across a range of tenures
- Enabling those whose independence may be at risk to access housing (including their current home) that meets their needs
- Supporting investment in homes for affordable warmth for our tenants
- Meeting compliance requirements and ensuring resources are allocated appropriately.

3. HRA Revenue Budget 2024/25

3.1 The budget set by Council on 29 February 2024 showed a budgeted operating surplus of £7.004m. This surplus is used to provide funding for the external loan and to enable reserve levels to be maintained that subsequently fund the capital programme and service improvements. For the purposes of the outturn variance analysis the budget carry forwards have been removed and the actual surplus for the year is provisionally £5.674m. This surplus reduction is a consequence of an overspend of £1.314m due to investment in addressing the backlog of repairs and ensuring statutory compliance.

3.2 Table 1 shows the HRA revenue outturn position for 2024/25 and shows the variance comparison between budget and provisional outturn.

Table 1 – HRA Revenue Outturn Position 2024/25

Description	2024/25 Current Budget	2024/25 Current Budget (less proposed budget c/f)	2024/25 Provisional Outturn	2024/25 Variance
	£'000	£'000	£'000	£'000
Expenditure				
Repairs and Maintenance	11,190	11,190	13,528	2,338
Supervision and Management – General	2,663	2,663	2,895	232
Supervision and Management – Special	1,964	1,964	1,824	(140)
Depreciation and Impairment of Fixed Assets *	4,062	4,062	4,062	0
Debt Management Expenses	35	35	38	3
Provision for bad debts	201	201	380	179
Support recharge to the General Fund	2,942	2,942	2,942	0
Total Expenditure	23,057	23,057	25,669	2,612
Income				
Dwelling Rents	(28,916)	(28,916)	(29,374)	(458)
Non-Dwelling Rents	(356)	(356)	(284)	72
Charges for Services and Facilities	(721)	(721)	(1,037)	(316)
Other Income	(17)	(17)	(33)	(16)
Total Income	(30,010)	(30,010)	(30,728)	(718)
Net Cost of HRA Services	(6,953)	(6,953)	(5,059)	1,894
Interest Payable and Similar Charges	2,140	2,140	2,138	(2)
Interest and Investment Income*	(2,099)	(2,099)	(2,627)	(528)
Investment Property Inc & Exp *	0	0	(46)	(46)
Reserve Funding	(100)	(100)	(87)	13
Accumulated Absences	0	0	7	7
HRA (Surplus)/Deficit	(7,012)	(7,012)	(5,674)	1,338

*Provisional outturn pending completion of year end accounting entries

- 3.3 Appendix A provides details of the significant variances which impact across the HRA with supporting information explaining the main variances across the Expenditure and Income headings that result in a net cost overspend of £1.894m.
- 3.4 During the financial year, there has been significant expenditure in repairs and maintenance which has led to an overspend of £2.3m. This expenditure has enabled the Council to reduce the backlog of repairs and to remedy damp and mould cases. Material costs have also increased above standard inflation, in some cases as high as 15% together with the increase in productivity has also contributed towards this overspend. There has also been an increased focus to decrease void turnaround times which has contributed towards this overspend but this has led to increased rent receipts of £458k and reduced void times which reduced from 136 days to 79 days. This overspend has reduced the overall budgeted surplus for the HRA and it is proposed that the overspend is funded from the Priorities Reserve in order to protect the Major Repairs Reserve.
- 3.5 There has also been some further movement below the net cost service in relation to increased investment income returns of £528k due to the average rate of return being above 5% throughout the majority of the year compared with the budgeted rate of 4%.

4. HRA Capital Programme 2024/25

- 4.1 The budget set by Council on 29 February 2024 for the 2024/25 HRA Capital programme was £21.315m. Budgets have been amended as projects have commenced and these changes increased the 2024/25 budget to £27.207m. For the purposes of the outturn variance analysis, the proposed budget carry forwards of £842k have been removed from this which reduces the budget for comparative purposes to £24.365m as summarised in Table 2 below. Appendix B provides a further commentary on the significant variances across the HRA capital programme for 2024/25.

Table 2 – HRA Capital Outturn Position

Capital Scheme	2024/25 Current Budget	2024/25 Budget (less C/F approved by Council February 2025 and less proposed Budget C/F)	2024/25 Provisional Outturn	2024/25 Outturn Variance
	£'000	£'000	£'000	£'000
Energy Efficiency Initiatives	5,104	5,104	7,419	2,315
ICT	355	355	154	(201)
Repair Vehicles	342	342	0	(342)
New Build Programme	11,864	9,430	7,561	(1,869)
Compliance Works	3,914	3,597	3,498	(99)
Physical Adaptations	150	100	76	(24)
Refurbishment & Improvement	5,478	5,437	4,062	(1,375)
Total Expenditure	27,207	24,365	22,770	(1,595)
Financed By:				
HRA Capital Receipts Reserve	8,874	6,440	4,598	(1,842)
Grants & Contributions	2,858	2858	2,226	(632)
HRA Priorities Reserve	1,640	1640	1,368	(272)
LAHF Reserve	622	622	668	46
Major Repairs Reserve	12,988	12,580	12,831	251
S106	225	225	1,079	854
Total Financing	27,207	24,365	22,770	(1,595)

4.2 Table 3 provides a summary of the approved budget carry forwards totalling £842k. These have been approved via an [Officer Delegated Decision](#) by Deputy Chief Executive and s151 officer in consultation with the Cabinet Member for Finance, HR & Economic Development in accordance with the delegation of approved by Cabinet at their meeting on 8th July 2025

Table 3 – HRA Capital Approved Budget Carry Forwards

Project	Approved Budget Carry Forward £'000	Funding	Commentary
Repairs Vehicles	342	Major Repairs Reserve	Underspend to support 2025-26 programme
Roofing (refurbishment & Improvement)	500	Major Repairs Reserve	Underspend to support the 2025-26 programme of compliance works.
TOTAL	842		

5 HRA Reserves 2024/25

5.1 An integral element of the closedown procedure is to undertake a review of the usage and levels of the Council's reserves and balances. The financial statements reflect the proposed use of these, and specific details of the HRA balances and reserves are set out below.

Table 4 – HRA Reserves Position

Description	Actual Balance as at 31 March 2024	Net Provisional Movement	Provisional Balance as at 31 March 2025
	£'000	£'000	£'000
Revenue Reserve			
HRA Climate Reserve	100	400	500
HRA Priorities Reserve	12,116	(4,855)	7,261
LAHF Reserve	668	(668)	0
Repairs Reactive Repairs Reserve	0	1,000	1,000
Working Balance*	2,296	(893)	1,403
Total HRA Revenue Reserves	15,180	(5,016)	10,164
HRA Capital Reserve			
HRA Capital Receipts Reserve	12,899	(1,326)	11,573
Major Repairs Reserve *	18,718	(5,324)	13,394
Total HRA Capital Reserves	31,617	(4,750)	26,867
Total HRA Reserves	46,797	(9,766)	37,031

* this is an estimated position and will be finalised when the statement of accounts are produced.

5.2 HRA Priorities Reserve movements for 2024/25 are:

- £1.3m has been used from this reserve to fund capital programme projects including new build feasibility work and match funding the LAHF grant to enable the purchase of 8 houses.
- A new HRA Climate Reserve was established in 2023/24 and it is proposed to increase the balance to £500k as at 31 March 2025 which will be transferred from the HRA Priorities Reserve.
- Governance and Audit Committee approved a further £1m to create a new reactive Repairs Reserve. This reserve will be used to fund reactive and urgent works that are not able to be met from the approved revenue budget.
- A contribution of £2m has been approved from this reserve to fund the revenue overspend to ensure the balance on the Major Repairs Reserve remains at a level to support the HRA business plan and associated compliance works.

5.3 The LAHF Reserve held the Local Authority Housing Fund grant awarded to the Council in 2023/24 which has been used to fund capital expenditure in fulfilment of the grant conditions in 2024/25.

- 5.4 HRA Capital Receipts Reserve – The Council has established a capital receipts reserve where the ‘Right to Buy’ (RTB) sale receipts are allocated. During the year £3.3m receipts have been received with 31 RTB sales and 2 non RTB sales (compared to 25 RTB sales in 2023/24). During the year £4.6m of the reserve has been used to contribute towards the financing of the capital programme. This reserve will continue to be utilised to contribute to the provision of affordable housing and the provision of additional Council housing stock.
- 5.5 Major Repairs Reserve – This reserve has been decreased by £5.324m, in accordance with the HRA business plan an annual allocation is required in order to provide sustainable funding for the HRA capital programme. To provide financing for the future programme an allocation of £12.8m has been utilised including £3.6m grant match funding for the decarbonisation programme. This will continue to be the primary financing for the housing improvement elements of the Capital Programme.

6. Reasons for the Recommendations

- 6.1 It is important that members are aware of the financial position of the HRA to ensure they can make informed decisions that are affordable and financially sustainable for the Council. Effective budget management is critical to ensuring financial resources are spent in line with the budget and are targeted towards the Council's priorities.
- 6.2 This report provides an overview of the provisional Housing Revenue Account outturn financial position for 2024/25.

7. Other Options Considered

- 7.1 Cabinet in their role should have oversight of the Councils budgets and therefore, the option of not producing a provisional outturn report was discounted.

8. Consultation

- 8.1 The Outturn report has also been presented to FEOSC on 24 July 2025 in order to provide opportunity to provide feedback to Cabinet at this meeting. There were no specific comments made for Cabinet to consider but FEOSC were pleased with the report and congratulated the team and administration on their hard work. Governance and Audit Committee also reviewed the provisional outturn position at their meeting on 23 July 2025

9. Appendices

- 9.1 Appendix A – 2024/25 HRA Significant Variance Analysis
9.2 Appendix B – 2024/25 HRA Capital Programme – Outturn

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APPENDIX A – HRA 2024/25 PROVISIONAL REVENUE OUTTURN ANALYSIS

Service Area	2024/25 Current Budget	2024/25 Current Budget (less Budget Carry Forwards)	2024/25 Provisional Outturn (less Accounting Adjustments)	Variance to Current Budget	2024/25 Outturn Variance
Expenditure	23,057	23,057	25,669	2,612	11.3%
Income	(30,010)	(30,010)	(30,728)	(718)	(2.4%)
Net Cost	(6,953)	(6,953)	(5,059)	1,894	27.2%

Explanation of Significant Variances (before carry forward approved)	£'000
<p>Repairs & Maintenance</p> <ul style="list-style-type: none"> The investment in additional works required to catch up on the backlog of works required, has resulted in an overspend of £632K. Material costs have increased over and above the standard inflation increase calculated into the budget, in some cases as high as 15%. This, together with increased productivity to complete repairs works has resulted in an overspend of £568K. Works undertaken to remedy damp and mould cases and comply with the timeframe requirements of Awaabs Law has led to an overspend of £810K. Asbestos Surveys were required relating to works completed as part of the Earlesfield project of £210k. 	2,220
<p>Supervision & Management</p> <ul style="list-style-type: none"> The work undertaken to reduce the backlog of void properties resulted in an £60K increased cost for grounds maintenance and preparing properties for new tenants. The Earlesfield project compliance works required tenants to be temporarily moved to alternative accommodation at a cost of £87K 	147
<p>Bad Debt Provision</p> <ul style="list-style-type: none"> Due to an increase in outstanding rent arrears which has risen from £709K to £944K there has been a corresponding prudent increase in our bad debt provision. There has also been a decrease in collection rate which was 1.33% below target for 2024/25 which has also contributed to the increase in arrears. 	180
<p>Income</p> <ul style="list-style-type: none"> Improvements in the turnover of vacant properties which reduced from 136 days to 79 days has resulted in an additional £458k collected in rents. The budget in respect of 'Charges for services and facilities' was erroneously set at a lower level due to the accuracy of data migrated to the housing system. The income received is in accordance with the tenancy agreement. This issue has been rectified for the 2025/26 Budget. 	(718)

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APPENDIX B – HRA 2024/25 PROVISIONAL CAPITAL OUTTURN ANALYSIS

Energy Efficiency					
Project	2024/25 Current Budget	2024/25 Current Budget (less Budget Carry Forward approved at Council Feb 25)	2024/25 Provisional Outturn (less Accounting Adjustments)	Variance to Current Budget	2024/25 Outturn Variance
Heating & Ventilation	1,170	1,170	1,568	398	34.0%
Decarbonisation Works (SHDF)	3,934	3,934	5,851	1,917	48.7%
Total	5,104	5,104	7,419	2,315	45.3%
Explanation of Significant Variances (before carry forward approved)					£'000
Heating & Ventilation This overspend is due to works associated with the Earlesfield Project reactive installation of replacement heating systems and the Riverside Communal Heating System. 217 boilers have been installed					398
Decarbonisation Works (SHDF) The total scheme has been delivered on budget overall which is being funded 50/50 between government grant and the Council. In the 2023/24 a greater proportion was grant funded which therefore means in 2024/25 the Council has provided its balance share of funding which will be taken from HRA reserves as planned.					1,917

Repairs Vehicles					
Project	2024/25 Current Budget	2024/25 Current Budget (less Budget Carry Forward approved at Council Feb 25)	2024/25 Provisional Outturn (less Accounting Adjustments)	Variance to Current Budget	2024/25 Outturn Variance
Repairs Vehicles	342	342	0	(342)	(100.0%)
Total	342	342	0	(342)	

Explanation of Significant Variances (before carry forward approved)		£'000
Repairs Vehicles Procurement has been completed but the vehicles won't be delivered until 2025/26 so a budget carry forward request has been made.		(342)

New Build Programme					
Project	2024/25 Current Budget	2024/25 Current Budget (less Budget Carry Forwards)	2024/25 Provisional Outturn (less Accounting Adjustments)	Variance to Current Budget	2024/25 Outturn Variance
New Build properties	9,098	6,664	5,677	(987)	(14.8%)
Local Authority Housing Fund 2	2,144	2,144	1,404	(740)	(34.5%)
Total	11,242	8,808	7,081	(1,727)	(19.6%)

Explanation of Significant Variances (before carry forward approved)	£'000
<p>New Build Programme In July 2024, Cabinet approved a contract award for a housing development at Larch Close, Grantham to Mercer Building Solutions. Pre construction works are nearing completion with an expected start on site date of August 2025. The delays have resulted in a budget underspend in 2024/25.</p>	(987)
<p>Local Authority Housing Fund 2 Our strategy of purchasing new builds from developers allowed us to negotiate discounts and no additional repairs costs were incurred resulting in better value for money and an underspend.</p>	(740)

Refurbishment & Improvement					
Project	2024/25 Current Budget	2024/25 Current Budget (less Budget Carry Forwards)	2024/25 Provisional Outturn (less Accounting Adjustments)	Variance to Current Budget	2024/25 Outturn Variance
Roofing	1,500	1,500	422	(1,078)	(71.9%)
Total	1,500	1,500	422	(1,078)	(71.9%)

Explanation of Significant Variances (before carry forward approved)	£'000
<p>Roofing In July 2024, Cabinet approved a contract award for HRA Roofing Services to Foster Property Maintenance Ltd and the contract commenced in November. The contractor has provided a programme of works but due to this delay and the impact of inclement weather a significant proportion of costs will be incurred in 2025/26.</p>	(1,078)



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Ashley Baxter
Leader of the Council and
Cabinet Member for Finance, HR and
Economic Development

General Fund Provisional Outturn Report 2024/25

Report Author

Richard Wyles, Deputy Chief Executive and s151 Officer

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Purpose of Report

To provide details of the General Fund provisional outturn position for the Financial Year 2024/25. The report covers the following areas Revenue Budget, Capital Programmes and Reserves Overview.

Recommendations

Cabinet is asked to:

- 1. Review the provisional General Fund Revenue and Capital Outturn position and the supporting appendices for the financial year 2024/25.**

Decision Information

Is this a key decision	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting communities Sustainable South Kesteven Enabling economic opportunities Housing Effective council
Which wards are impacted?	All

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance

1.1 The financial implications are included within the report.

Completed by: David Scott, Assistant Director of Finance and Deputy s151 Officer.

Legal and Governance

1.2 As part of good governance, it is important members are kept updated in respect of the financial position of Council.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

2.1 This report provides Cabinet with detail of the Council's provisional General Fund Outturn position for the Financial Year (FY) 2024/25. Throughout the year, Cabinet and the Finance & Economic Overview and Scrutiny Committee (FEOSC) have been updated via regular and comprehensive budget monitoring reports.

2.2 A balanced budget was set for FY2024/25 which provided a solid foundation for the delivery of Council services over the year.

2.3 During the financial year, the Council has managed budgets prudently and has been able to redirect funding where necessary to support the objectives set out in the Corporate Plan. A combination of savings and the generation of additional income has enabled the Council to boost its financial resilience. This is particularly important as the Government is currently consulting upon a fundamental Local Government funding review as well as a reset of the Business Rate system. The implementation of these reviews are confirmed for 2026/27 and based on indicative financial modelling. Both of these reviews are likely to have an adverse financial impact on the Council.

3. General Fund Revenue Budget 2024/25

3.1 The budget set by Council on 29 February 2024 was **£19.744m**. Budgets have been amended for any supplementary estimates approved in year including carry forwards from the previous year. This has resulted in an increase to the 2024/25 budget to **£23.238m**. For the purposes of the outturn variance analysis, the proposed budget carry forwards and accounting adjustments such as depreciation have been removed which reduces the budget for comparative purposes to **£17.489m** as shown in Table 1 below.

Table 1 – General Fund Revenue Outturn Positions (excluding accounting adjustments within Net cost of Service)

Description	2024/25 Current Budget	2024/25 Current Budget (less proposed Budget C/F and accounting adjustments)	2024/25 Provisional Outturn	Variance to Current Budget	2024/25 Outturn Variance
	£'000	£'000	£'000	£'000	%
Corporate, Governance & Public Protection	4,053	3,951	3,969	18	0.5
Finance, Property & Waste Services	11,575	9,828	10,032	204	2.1
Growth & Culture	8,831	5,038	4,389	(649)	(12.9)
Housing & Projects	1,688	1,581	1,329	(272)	(17.2)
HRA Recharge	(2,942)	(2,942)	(2,942)	0	0
Drainage Rates	947	947	976	29	3.1
Investment Income	(914)	(914)	(1,358)	(444)	(48.65)
Net Cost of Service	23,238	17,489	16,375	(1,114)	(6.7)

3.3 A summary of the key variances are provided in table 2 below:

Table 2 – General Fund Revenue Outturn significant variances

Explanation of Significant Variances	£'000
<p>Utilities – Electricity & Gas</p> <p>The budget assumptions that were built into the 2024/25 budget were greater than the actual increases experienced during the year. This, coupled with the rollout of LED lamp upgrades to footway street lighting resulted in a total underspend of (£174k). The lamp upgrades significantly improved energy efficiency with an estimated 75% reduction in energy consumption per upgraded lamp. At the end of March 2025 the LED lamp upgrade programme was 70% complete and is expected to be completed by December 2025.</p>	(174)
<p>Fuel</p> <p>A reduction in fuel price increases has resulted in an overall underspend of £350k for 2024/25. The budget was set using an average unit price of 171p per litre, but actual prices in year have been between 103p and 121p per litre.</p>	(350)
<p>Fees and Charges</p> <p>There are a number of fees and charges budgets which have exceeded budget for a variety of reasons including increased throughput, take up and usage in areas specifically planning fees (£303k), car parking (£182k), the arts centres (£128k) and green waste subscriptions (£59k).</p>	(650)
<p>Property Maintenance</p> <p>A budget of £1m was approved and allocated to the capital programme. However, the stock condition surveys identified urgent remedial works, the majority of which relate to revenue expenditure which has resulted in an overspend of £262k. However, across both capital and revenue there is a net underspend of £220k which will be carried forward to complete ongoing works in 2025/26.</p>	262
<p>Investment Income</p> <p>Higher levels of investment income have resulted from a combination of greater levels of cash balances and higher average interest achieved on those investments (5.0% compared to the 4.75% budget assumption)</p>	(444)

3.4 Appendix A provides details of the significant variances which impacts all Directorates along with supporting information explaining the main variances per service area by Directorate.

3.5 Table 3 provides a summary of the approved budget carry forwards totalling £1.250m. These have been approved via an [Officer Delegated Decision](#) by Deputy Chief Executive and s151 officer in consultation with the Cabinet Member for Finance, HR & Economic Development in accordance with the delegation of approved by Cabinet at their meeting on 8 July 2025.

Table 3 – General Fund Revenue Approved Budget Carry Forwards

Project	Approved Budget Carry Forward £'000	Funding	Commentary
Arnhem/Airborne trail, website and projects delivered over an 18 month period	49	2024/25 unspent grant	Request to carry over remaining grant to fund ongoing spend within the 18-month project period
Community Fund applications	21	2024/25 unspent grant	£13k approved schemes payable in 2025/26 and £8k EEM grant received to fund specific expenditure items in 2025/26
Elections Act 2022 requirements	93	£61k 2023/24 unspent grant, £32k 2024/25 grant	Grant received to fund specific expenditure items in 2025/26
ICT Cyber Security	15	2024/25 unspent grant	Grant received to fund specific expenditure items in 2025/26
Maintenance of assets	381	Local Priorities Reserve	Request to carry over remaining budget to meet the cost of works in 2025/26
Depot (revenue)	93	Regeneration Reserve	To contribute towards the decommissioning and remedial works relating to the current Mowbeck Way site
Greening Grantham feasibility project	10	2023/24 unspent grant	Request to carry over remaining grant to fund committed spend in 2025/26
District Local Plan	187	Local plan budget bid not fully spent in year	Request to carry over remaining amount to fund committed spend in 2025/26
Future High Street project (revenue)	206	2024/25 underspend	Request to carry over remaining budget to fund progression of the project in 2025/26
Play Area's Strategy Action Plan for maintenance of play park equipment	32	Local Priorities Reserve	Request to carry over remaining budget to fund ongoing spend in 2025/26
Climate Change projects	76	Climate Change Reserve	Request to carry over remaining budget to complete projects
Rough Sleeper Project	87	2024/25 unspent grant	Request to carry over remaining grant to fund committed spend in 2025/26
TOTAL	1,250		

4. General Fund Capital Programme 2024/25

- 4.1 The budget set by Council on 29 February 2024 for the 2024/25 General Fund Capital Programme was **£20.361m**. Budgets have been amended for any supplementary estimates approved in year including carry forwards from the previous year resulting in an increase to the 2024/25 budget to **£28.610m**. For the purposes of the outturn variance analysis, the proposed budget carry forwards have been removed from this which reduces the budget for comparative purposes to **£17.204m**.
- 4.2 Table 4 below provides a summary provisional outturn of **£13.780m** resulting in a **£3.424m** underspend on the General Fund Capital Programme for 2024/25. A summary of the significant variances is provided in Appendix B.

Table 4 – General Fund Capital Outturn Position

Directorate	2024/25 Current Budget £'000	2024/25 Budget (less C/F approved by Council February 2025 and proposed Budget C/F) £'000	2024/25 Provisional Outturn £'000	2024/25 Outturn Variance £'000
Corporate, Governance & Public Protection	1,936	1,936	1,743	(193)
Finance, Property & Waste Services	15,143	6,534	5,916	(618)
Growth & Culture	7,451	7,478	4,748	(2,730)
Housing & Property	4,080	1,256	1,373	117
Total Expenditure	28,610	17,204	13,780	(3,424)
Financed By:				
Capital Grants & Contributions	14,269	10,594	8,450	(2,144)
Reserves	3,375	2,242	1,952	(290)
Useable Capital Receipts	2,166	1,235	766	(469)
Borrowing	8,800	3,133	2,612	(521)
Total Financing	28,610	17,204	13,780	(3,424)

- 4.3 Table 5 provides a summary of the capital budget carry forwards totalling **£2.542m** that have also been approved in accordance with the delegation of approved by Cabinet.

Table 5 – General Fund Capital Approved Budget Carry Forwards

Project	Approved Budget Carry Forward £'000	Funding	Commentary
Disabled Facilities Grant	244	Housing Delivery Reserve	Completion of works committed in 2024/25
CCTV Infrastructure Improvements	95	Local Priorities Reserve	Continuation of the project
Vehicle Replacement Programme	261	Local Priorities Reserve	Underspend to support the 2025/26 programme
Construction of new Depot	521	Internal borrowing	Continuation of the project
Future High Street Fund	1,539	Grant	Continuation of the approved projects
Coronation Orchards	33	Grant	Continuation of the project
Cattle Market*	(150)	Local Priorities Reserve	Project ahead of schedule as at 31 March 2025 reducing the available budget carry forward that was previously agreed by Council in February 2025.
TOTAL	2,542		

5 General Fund Reserves 2024/25

- 5.1 An integral element of the closedown procedure is to undertake a review of the usage and levels of the Council's reserves and balances. The financial statements reflect the proposed use of these and specific details of the significant balances and reserves are set out below and detailed at Appendix C.

Table 6 – General Fund Reserves Outturn Position

Description	Actual Balance as at 31 March 2024 £'000	Provisional Movement £'000	Provisional Balance as at 31 March 2025 £'000
Revenue Reserve			
Discretionary Reserves	11,059	1,954	13,013
Governance Reserves	5,244	(191)	5,053
Grants	2,269	1,258	3,527
Working Balance *	6,675	(4,475)	2,200
Total GF Revenue Reserves	25,247	(1,454)	23,793
GF Capital Reserve			
Capital Reserves	3,855	707	4,562
Total GF Reserves	29,102	(746)	28,355

* Provisional outturn pending completion of year end accounting entries

5.2 The following proposals were approved by Governance and Audit Committee at their meeting on 23 July 2025, regarding the allocation to reserves regarding the provisional revenue underspend of **£1.114m**:

- ICT reserve – increase by **£260K** to replenish the level of the ICT Reserve to meet future ICT related expenditure.
- Training and Development Reserve – increase by **£85K** to support ongoing development of staff and members as identified through training development plans.
- Local Priorities Reserve – increase by **£769k** to support ongoing priority projects.

5.3 In addition to the above an additional recommendation was proposed and agreed to create a leisure investment reserve of £500K to invest in decorative and cosmetic improvements in the three leisure centres and SK Sports Stadium.

5.4 Discretionary Reserves – Some of the key movements during 2024/25 are:

- **£91k** expenditure on climate change initiatives.
- **£1.852m** net increase on the Local Priorities Reserve following movements from the working balance and closing down of the Business Rate Volatility Reserve, partly offset by funding of various corporate initiatives in year including capital.
- **£100k** transfer to Flood Reserve
- **£481k** Invest to Save to contribute towards the LED footway lighting replacement scheme
- **£333k** repayment of LLEP (Lincolnshire Local Enterprise Partnership) funding.
- **£83k** from the Property Maintenance reserve to support revenue related property expenditure.
- **£51k** from the Regeneration Reserve as match funding for the Future High Street project.
- New Homes Bonus funding of **£564k** was added to the Local Priorities Reserve.

5.5 Governance Reserves – Significant movements included:

- Council approved the removal of the Business Rate Volatility Reserve and the transfer of the **£1.291m** balance into the Local Priorities Reserves. These two reserves have been consolidated to ensure there is sufficient funding in place to reach a balanced position for 2026/27.
- During the year the current projection for the Working Balance is higher than required so **£4m** has been transferred into other reserves, specifically **£1m** transfer into the Budget Stabilisation Reserve and the remaining **£3m** to the Local Priorities Reserve. This will bolster these two important reserves.

5.6 Grants - The net movement in the Grant Reserve is an increase of **£1.258m** which is made up primarily of the following movements in year:

- Additional **£356k** transferred in to support homelessness prevention.
- **£1.651m** added regarding funding for the upcoming food waste implementation to be spent in 2025/26.
- Spend of **£689k** on UKSPF projects during 2024/25.

5.7 The balance on the Capital Reserves at 31 March 2025 is **£4.563m** after taking into account **£766k** used to finance capital expenditure in year and **£1.473m** added into the reserve from the sale of Council assets as summarised below:

- Land at Stonebridge Road Grantham **£538k**
- Industrial Unit at Hollis Road Grantham **£237k**
- Trent Road Grantham Nursery **£410k**
- Former Offices at Sheep Market, Stamford **£250k**
- Receipts from sales of end-of-life vehicles **£39k**

6. Reasons for the Recommendations

6.1 It is important that members are aware of the financial position of the General Fund to ensure they can make informed decisions that are affordable and financially sustainable for the Council. Effective budget management is critical to ensuring financial resources are spent in line with the budget and are targeted towards the Council's priorities.

6.2 This report provides an overview of the provisional General Fund outturn financial position for 2024/25.

7. Other Options Considered

7.1 Cabinet in their role should have oversight of the Council's budgets and therefore, the option of not producing a provisional outturn report was discounted.

8. Consultation

8.1 The Outturn report has also been presented to FEOSC on 24 July 2025 in order to provide opportunity to provide feedback to Cabinet at this meeting. There were no specific comments made for Cabinet to consider but FEOSC were pleased to see that all Council services had been delivered within budget and resulted in an underspend of £1.1m. Governance and Audit Committee also reviewed the provisional outturn position at their meeting on 23 July 2025.

9. Appendices

- 9.1 Appendix A – 2024/25 General Fund Significant Variance Analysis
- 9.2 Appendix B – 2024/25 General Fund Capital Programme – Provisional Outturn
- 9.3 Appendix C – 2024/25 General Fund Reserves Statement

APPENDIX A - 2024/25 General Fund Revenue Significant Variance Analysis

Corporate, Governance & Public Protection					
Service Area	2024/25 Current Budget	2024/25 Current Budget (less proposed Budget C/F and accounting adjustments)	2024/25 Provisional Outturn	Variance to Current Budget	2024/25 Outturn Variance
	£	£	£	£	%
Corporate Management	497,750	497,750	573,003	75,253	15.1
Human Resources & Organisational Development	467,450	467,450	445,498	(21,952)	(4.7)
Legal & Democratic	1,666,550	1,573,050	1,554,696	(18,354)	(1.2)
Public Protection	1,421,200	1,412,900	1,395,739	(17,161)	(1.2)
Total	4,052,950	3,951,150	3,968,936	17,786	0.5

Explanation of Significant Variances	£'000
Corporate Management Additional capacity given to the Corporate Management support, these additional costs have been met from the overall savings from the staffing budget.	75
Legal & Democratic <ul style="list-style-type: none"> Underspend relating to members allowances and expenses (£55k) due to some members having overlap with Special Responsibility's Allowance reduced travel expenditure Legal fees £74k – additional costs for member complaints / code of conduct 	(18)
Public Protection <ul style="list-style-type: none"> In year vacancies within the Environmental Protection team have resulted in an underspend of (£37k). Additional legal fees have been incurred resulting in an overspend of £16k 	(17)

Finance, Property & Waste Services					
Service Area	2024/25 Current Budget	2024/25 Current Budget (less proposed Budget C/F and accounting adjustments	2024/25 Provisional Outturn	Variance to Current Budget	2024/25 Outturn Variance
	£	£	£	£	%
Community Engagement	334,900	264,900	197,139	(67,761)	(25.6)
Finance	1,711,005	1,672,005	1,934,559	262,554	15.7
Finance Management	273,900	273,900	319,110	45,210	16.5
ICT Services	1,752,760	1,681,160	1,814,841	133,681	7.8
Property Services	2,896,685	1,982,885	2,156,713	173,828	8.8
Revenues, Benefits, Customer & Community Services	785,750	781,750	707,317	(74,433)	(9.5)
Waste Depot	93,000	0	0	0	0
Waste & Markets	3,726,550	3,171,750	2,902,441	(269,309)	(8.5)
Total	11,574,550	9,828,350	10,032,120	203,770	2.1

Explanation of Significant Variances	£'000
Community Engagement There has been a reduction in requests for grants from the Community Fund as other sources of funding have been available, resulting in an underspend.	(68)
Finance <ul style="list-style-type: none"> £32k on external audit fees for additional work undertaking regarding the closure of accounts process including dealing with new accounting standards. £59k increase on Insurance premiums increase based on previous claims history and general inflationary impact within the insurance markets. £98k relating to implementation of the new finance system. £58k cost for expected corporate recharge relating to Change for Lincs project which didn't materialise as expected. 	263
Finance Management Interim cover for the Assistant Director vacancy in year resulted in an overspend of £45k	45
ICT Services Additional costs for a software extension and new invoice scanning software during the transition to the new finance system have resulted in an overspend of £152k. Additional Power BI licences purchased have resulted in an overspend of £20k. An in year vacancy resulted in a saving of (£21k)	134

Property Services <ul style="list-style-type: none"> • Property Maintenance - A budget of £1m was approved and allocated to the capital programme. However, the stock condition surveys identified urgent remedial works, the majority of which relate to revenue expenditure which has resulted in an overspend of £262k. However, overall across both capital and revenue there is a net underspend of £220k which will be carried forward to complete ongoing works in 2025/26. • Car Parking Income – Additional income of (£182k) has been received across all car parks. This takes into account the income loss of £26k resulting from the introduction of Christmas free parking in Grantham and Stamford during December 2024. Lower income budgets had originally been set for 2024/25 when there was uncertainty with respect to the introduction of new tariffs that were being considered at that time. 	173
Revenues, Benefits, Customer & Community Services In year vacancies resulted in a saving of (£58k)	(74)
Waste & Markets <ul style="list-style-type: none"> • Additional green waste income of (£59k) has been received with 30,483 households renewing their subscription for 2024/25 (30,575 in 2023/24) and 648 new households joining the service. • The majority of the underspend relates to savings on fuel costs. 	(269)

Growth & Culture					
Service Area	2024/25 Current Budget	2024/25 Current Budget (less proposed Budget C/F and accounting adjustments)	2024/25 Provisional Outturn	Variance to Current Budget	2024/25 Outturn Variance
	£	£	£	£	%
Arts & Culture	1,704,700	784,100	703,692	(80,408)	(10.2)
Building Control	97,483	96,883	31,679	(65,204)	(67.3)
Communications	309,700	309,700	257,625	(52,075)	(16.8)
Culture & Leisure Management	168,700	168,700	165,516	(3,184)	(1.9)
Development & Policy	694,540	496,240	105,916	(390,324)	(78.6)
Economic Development	269,305	57,805	110,839	53,034	91.7
Growth Management	367,500	367,500	396,344	28,844	7.8
Leisure	2,550,950	430,550	441,021	10,471	2.4
Parks & Open Spaces	704,100	583,000	502,825	(80,175)	(13.8)
Street Scene	1,963,650	1,743,950	1,673,928	(70,022)	(4.0)
Total	8,830,628	5,038,428	4,389,385	(649,043)	(12.9)

Explanation of Significant Variances	£'000
Arts & Culture Increases in room hire, lettings and theatre hire along with increases in admissions income across Guildhall Arts Centre, Stamford Arts Centre and Bourne Corn Exchange have resulted in additional income of (£128k). This has been partly offset by the costs of bar stock at Stamford Arts which was under budgeted for by £21k.	(80)
Building Control SKDC's share of the saving made due to the net effect of a revised staffing structure, in year vacancies and fee income reductions.	(65)
Communications Savings of (£49k) have been made through a staffing restructure with graphic design work being outsourced when required	(52)
Development & Policy <ul style="list-style-type: none"> • Planning Fee Income – There has been a national decline of 14% in the number of planning applications submitted and this has been reflected locally. However, a number of major applications for solar farms with significant fees has resulted in income above budget (£303k) • Planning Policy in year vacancies have resulted in an underspend of (£28k) • Biodiversity Net Gain Grant was received for (£19k) 	(390)
Economic Development Software and licences for visitor insight and monitoring were purchased at a cost of £18k in year. Alongside side this there were a number of other additional costs across the service.	53
Parks and Open Spaces <ul style="list-style-type: none"> • Income losses were incurred from cancellation of events due to bad weather £10k and a reduction in purchase of grave plots and rights of burial £12k. • Inspections of play park equipment resulted in an overspend of £25k 	(80)
Street Scene <ul style="list-style-type: none"> • There have been in year vacancies (£103k) due to staff turnover and savings agreed in year to fund the loss of income from external contract work £40k. • The remaining part of the underspend relates to fuel costs. 	(70)

Housing & Projects					
Service Area	2024/25 Current Budget	2024/25 Current Budget (less proposed Budget C/F and accounting adjustments)	2024/25 Provisional Outturn	Variance to Current Budget	2024/25 Outturn Variance
	£	£	£	£	%
Centralised & Business Support	501,221	501,221	483,496	(17,725)	(3.5)
Corporate Projects & Performance	539,629	519,629	451,959	(67,670)	(13.0)
Health & Safety	146,000	146,000	154,424	8,424	5.8
Housing Services	501,350	414,350	219,203	(195,147)	(47.1)
Total	1,688,200	1,581,200	1,309,082	(272,118)	(17.2)

Explanation of Significant Variances	£'000
Corporate Projects & Performance <ul style="list-style-type: none"> There have been savings for in year vacancies related to the Project officer/Business Support Team Leader posts (£24k) The post of the Tree officer has been vacant for part of the year resulting in a saving (£25k). Additional income has been received in year from the Electric charging points following a number of new units installed during 2024/25 (£22k) 	(68)
Housing Services – General Fund <ul style="list-style-type: none"> Government grant has been received (£303k) to support homelessness delivery which has been spent on additional staffing £105k and increased emergency accommodation costs £126k resulting a net underspend of (£72k). The level of bad debt provision has reduced (£74k) due to the overall level Council debt being lower at the financial year end. 	(195)

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APPENDIX B – 2024/25 GENERAL FUND CAPITAL PROVISIONAL OUTTURN ANALYSIS

Finance, Property & Waste Services					
Project	2024/25 Current Budget	2024/25 Current Budget (less Budget Carry Forward approved at Council Feb 25)	2024/25 Provisional Outturn (less Accounting Adjustments)	Variance to Current Budget	2024/25 Outturn Variance
Vehicle Replacement Programme	1,151	1,151	890	(261)	(22.7%)
M & E Replacement	250	250	0	(250)	(100.0%)
Depot	8,800	3,133	2,612	(521)	(16.6%)
Total	10,201	4,534	3,502	(1,032)	(22.8%)

Explanation of Significant Variances (before budget carry forwards)	£'000
<p>Vehicle Replacement Programme There have been unavoidable delays in procuring some of the waste freighter vehicles whilst the final specification was agreed so all the anticipated spend was not incurred by 31st March 2025. A budget carry forward has been requested.</p>	(261)
<p>Mechanical & Electrical Works The corporate assets Condition Surveys have identified a programme of necessary remedial works which have been undertaken during the financial year. However, due to the nature of the works, they are to be treated as revenue (rather than capital) expenditure leading to underspend in the capital programme.</p>	(250)
<p>Depot Construction of the new depot is now underway with works on target for the completion date of November 2025. A budget carry forward has been requested. This carry forward request is in addition to the carry forward approved by Council in February 2025.</p>	(521)

Growth & Culture					
Project	2024/25 Current Budget	2024/25 Current Budget (less Budget Carry Forward approved at Council Feb 25)	2024/25 Provisional Outturn (less Accounting Adjustments)	Variance to Current Budget	2024/25 Outturn Variance
Future High Street Fund	4,817	4,817	3,278	(1,539)	(31.9%)
Total	4,817	4,817	3,278	(1,539)	(31.9%)

Explanation of Significant Variances (before budget carry forwards)	£'000
<p>Future High Street Fund Grantham town centre enhancement projects at Station Approach and the Market Place have now been completed. The cost of these works has totalled £2.888m. Approval has been granted that will allow the programme to continue into 2025/26. A budget carry forward of the remaining grant allocation has been confirmed by Government requested.</p>	(1,539)

Reserves Forecast - General Fund

GENERAL FUND RESERVES FORECAST 2024/25

		Actual Balance as at 31 March 2024 £'000	Fcast movement	Fcast Balance as at 31 March 2025 £'000	Fcast movement	Fcast Balance as at 31 March 2026 £'000	Fcast movement	Fcast Balance as at 31 March 2027 £'000	Fcast movement	Fcast Balance as at 31 March 2028 £'000
General Fund										
Discretionary Reserves										
1	Climate Change	421	(91)	330	170	500	0	500	0	500
2	Training and Development	15	85	100	0	100	0	100	0	100
3	Street Scene	296	(10)	286	0	286	0	286	0	286
4	ICT investment	251	231	482	(232)	250	0	250	0	250
5	Local Priorities Reserve	5,803	2,121	7,924	(3,907)	4,017	(1,968)	2,049	(1,580)	469
6	Market Reserve	0	0	0	50	50	0	50	0	50
7	Invest to Save	803	(481)	322	(56)	266	0	266	0	266
8	Housing Delivery	418	130	548	(244)	304	0	304	0	304
9	Property Maintenance	1,178	(298)	880	1,572	2,452	0	2,452	0	2,452
10	A1 Litter	60	(13)	47	(47)	0	0	0	0	0
11	Leisure & Community Reserve	200	0	200	100	300	0	300	0	300
12	Leisure	850	0	850	0	850	0	850	0	850
13	Leisure Centre Investment Reserve	0	500	500	0	500	0	500	0	500
14	Waste Services Reserve (pEPR)	0	0	0	837	837	0	837	0	837
15	Regeneration	764	(220)	544	(426)	118	0	118	0	118
		11,059	1,954	13,013	(2,183)	10,830	(1,968)	8,862	(1,580)	7,282
Governance Reserves										
16	Insurance Reserve	211		211		211		211		211
17	Pensions Reserve - Former Employees	244	(31)	213	(31)	182	(31)	151	(31)	120
18	Budget Stabilisation	2,881	1,000	3,881	(250)	3,631	0	3,631	0	3,631
19	Business Rates Volatility	1,291	(1,291)	0	0	0	0	0	0	0
20	Rev Grants c/fwd	164	(45)	119	(10)	109	0	109	0	109
21	Building Control	62	21	83	(30)	53	(27)	26	(26)	0
22	Football 3G Pitch	175	25	200	25	225	25	250	25	275
23	Special Expense Area Reserve	186	50	236	186	422	198	620	210	830
24	Flood Reserve	30	80	110	0	110	0	110	0	110
		5,244	(191)	5,053	(110)	4,943	165	5,108	178	5,286
24	Total General Revenue Reserves	16,302	1,764	18,066	(2,293)	15,773	(1,803)	13,970	(1,402)	12,568
25	Government Grants Received	2,269	1,258	3,527	(1,399)	2,128	0	2,128	0	2,128
26	Working Balance	6,675	(4,475)	2,200	0	2,200	(866)	1,334	(1,071)	263
27	Total Revenue Reserves	25,246	(1,454)	23,793	(3,692)	20,101	(2,669)	17,432	(2,473)	14,959
Capital Reserve										
28	General Fund Capital Reserve	52	0	52	0	52	0	52	0	52
29	Useable Capital Receipts Reserve	3,803	707	4,510	(1,804)	2,706	(861)	1,845	(917)	928
30	Total Capital Reserves	3,855	707	4,563	(1,804)	2,759	(861)	1,898	(917)	981
31	Total General Fund Reserves	29,101	(746)	28,356	(5,496)	22,860	(3,530)	19,330	(3,390)	15,940

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**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Virginia Moran

Cabinet Member for Housing

Radon Remedial works for South Kesteven District Council's Council owned dwellings

Report Author

Andy Garner, Planned Works Manager – Technical Services

✉ andy.garner@southkesteven.gov.uk

Purpose of Report

To seek approval to enter into a contract with The Radon Consultants Ltd for the provision of carrying out Radon remediation and maintenance works to council owned dwellings for South Kesteven District Council.

The contract will be awarded for 2 years with an option to extend for an additional 1+1 years, giving a total duration of 4 years.

Recommendations

- 1. Cabinet is asked to approve the award of a contract to The Radon Consultants Ltd for the provision of Radon remediation and maintenance works at Council owned dwellings with an annual value of up to £500k for a period of 2 years with an option to extend annually for up to 2 years.**

Decision Information

Is this a Key Decision?	Yes.
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Housing that meets the needs of all residents Healthy and strong communities Sustainable South Kesteven
Which wards are impacted?	(All Wards)

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 The proposals have been undertaken in accordance with the Council's Contract Procedure Rules and the cost of the works will be met from allocated Technical Services compliance budget. The annual value of this contract is up to £500K per annum. Works undertaken during each financial year will not exceed the annual value as set out in the contract.

Completed by: Richard Wyles, Deputy Chief Executive and s151 Officer

Procurement

- 1.2 This contract was compliantly procured via the National Housing Consortium (NHC) Residential Property and Asset Management Dynamic Purchasing System (DPS) under Category 1: Radon Gas (Testing, Remediation, Servicing). Full details of the tender process can be found in Appendix 1.

Completed by: Helen Baldwin (Procurement Lead)

Legal and Governance

- 1.3 A contract of this value needs to be approved by Cabinet. Any other legal or governance implications are referred to within the report.

Completed by: James Welbourn, Democratic Services Manager

Health and Safety

- 1.4 As part of the tender documentation, a comprehensive information document was provided for all bidders to review and consider the various aspects associated with the proposed contract.
- 1.5 When the contract is awarded to the successful bidder, a Construction Phase Plan will be requested/provided by the Principal Contractor, and this will detail how all the health & safety risks associated with the construction phase will be

implemented to minimise the risks where possible or eliminate them. This will be monitored through the management of the contract.

Completed by: Philip Swinton, Head of Health, Safety, Compliance and Emergency Planning

2. Background to the Report

- 2.1. This report seeks approval to enter into a contract with The Radon Consultants Ltd for the provision of carrying out Radon remediation and maintenance works on South Kesteven District Council's housing stock. The contract would be awarded for an initial period of 2 years with an option to extend for an additional 1+1 years, giving a total duration of 4 years.
- 2.2. Radon remediation and maintenance work is an essential part of ensuring the safety of residents. Radon is a naturally occurring radioactive gas that can affect properties of all types if suitable measures are not put in place. Although South Lincolnshire is classed as a low-risk area in comparison to other areas of the country action still needs to be taken to mitigate the risks that Radon gas may pose to residents.
- 2.3. This contract will ensure that a variety of appropriate measures, where required, will be installed and maintained to reduce the risks that Radon poses within the Council's housing stock; following an initial Radon survey which would ascertain the level of Radon in properties.
- 2.4. The procurement opportunity was tendered via the National Housing Consortium (NHC) Residential Property and Asset Management Dynamic Purchasing System (DPS) under Category 1: Radon Gas (Testing, Remediation, Servicing). Following publication of the opportunity 4 Expressions of Interest were received which resulted in 2 Tender Submissions. It should be noted The Radon Consultants Ltd joined the DPS after the initial Expressions of Interest was conducted, they were fully vetted by the North Housing Consortium so were eligible to submit a tender for the contract.
- 2.5. The Tender was made up of two questionnaire sets: one for the selection criteria and one for the award criteria. The award criteria questions were evaluated as follows:

Evaluation	Weighting
Quality	60%
Price	40%

- 2.6 An evaluation panel was constructed to ensure that individuals assigned to evaluate questions were the most suitable and relevant to the criteria being examined, based upon qualifications and experience. Each question was evaluated by at least two evaluators and their scores, and comments recorded.
- 2.7 Following the completion of the evaluation process, a moderation meeting was held by Welland Procurement on the 25 April 2025. This was attended by both the evaluators and Welland Procurement to review the scores and also to ensure that the scoring had been consistent and the key points in each question had been 19 accounted for. As the scoring was consistent between the evaluators, average scoring was not used.
- 2.8 Following the completion of the evaluation and moderation process the scores awarded to the participants were as follows:

Rank	Bidder	Overall Score
1	The Radon Consultants Ltd	81%
2	Bidder 2	66.58%

- 2.9 It is therefore recommended that the contract is awarded to The Radon Consultants Ltd for the provision of radon remediation and maintenance work on the Council's Housing Stock

3. Key Considerations

- 3.1. Without the investment of the Radon remedial and maintenance works, higher than recommended levels of Radon may be evident in the Council's housing stock which could lead to issues with residents' health and wellbeing.
- 3.2. Contract procurement has been subjected to a formal process and established a competitive outcome with best value for money and quality of service and product.

4. Other Options Considered

- 4.1. Consideration has been given to the option of carrying out the works "in-house", but due to the specialist nature of the installation work and subsequent re-testing to ensure Radon levels have been reduced, this is not a viable option.
- 4.2 It is not advisable to not carry out the work as this could lead to further issues as noted in the above sections of the report.

5. Reasons for the Recommendations

- 5.1. The Radon Consultants Ltd. have given the best tender submission for the price and quality of the contract. this recommendation would ensure that the Council has a compliant contract in place.

6. Appendices

- 6.1 Appendix 1 - Procurement Summary Report – Welland Procurement

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Procurement Summary Report

Radon Remediation Works for South Kesteven District Council

This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. **The report should only be published with the consent of the Lead Council Officer, and after bidder's details and tender submission details (£) have been redacted;** due to the sensitive information it contains relating to the bidder's Tender submissions.

CONTRACT DETAILS	
Lead Officer (Contracting Authority)	Technical Services – South Kesteven District Council
Project ID	SKDC-1065
FTS Reference	Not applicable
Contract Dates	<u>Start:</u> 1st October 2025 <u>End:</u> 30th September 2027 <u>Extension option:</u> 24 Months
Length of Contract	2 years with an option to extend for 2 years (1 year + 1 year), making a total of 4 years.
Procurement Value (£)	The budget prior to going to market was in the region of £500,000 per annum.
Type of Contract	Goods/Services
CPV Codes	<ul style="list-style-type: none"> 71315210 - Building services consultancy services



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- 7.0 [Review of the Selection Criteria](#)
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- 12.0 [External Financial Checks](#)
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Appendices

- A. [Tender Award Questions](#)
- B. [List of Evaluators](#)
- C. [Final Scores](#)
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1.0 Introduction

- 1.1 The purpose of this report is to ensure all the pertinent procedures followed for the selection of the Provider(s) to be awarded the Radon Remediation Works contract are recorded. This is for both the provision of an audit trail, and to enable the appropriate Officer to approve the recommendation as part of the Council's internal governance and accountability arrangements. This report also satisfies the reporting requirements under Regulation 84 of the Public Contract Regulations 2015.
- 1.2 This report is commercially sensitive (under the Freedom of Information Act 2000 with 2012 updates) and is therefore intended for restricted circulation only. **The report should only be published with the consent of the Lead Officer;** due to the sensitive information it contains relating to the bidder's Tender submissions.

2.0 The Project

- 2.1 The contract is for the provision of Radon Remediation Works and maintenance.
- 2.2 The contract has been split into lots due to it being a single requirement.

3.0 Pre-procurement Process

- 3.1 South Kesteven District Council (SKDC) officers in conjunction with Welland Procurement conducted market research into the procurement options and it was established that the National Housing Consortium (NHC) Residential Property Development and Asset Management Dynamic Purchasing System (DPS) under Category 1: Radon Gas (Testing, Remediation, Servicing) would be the most suitable for the requirements and it includes some suppliers that SKDC have worked with.
- 3.2 As this procurement is under a DPS it was established that NHC would manage the further competition process.
- 3.3 NHC conducted an initial Expression of Interest (EOI) and four suppliers expressed an interest in in the opportunity and two did not respond.

Supplier	Interested Y/N
BCS Property Projects Ltd	Y
Ductclean (UK) Ltd t/a DCUK FM	
Forza Facilities Management Ltd	Y
McHale Contracts and Plant Environmental LLP (MCP)	Y
Ridge and Partners LLP	Y
RSK Environmental Ltd	



All four suppliers were invited to submit a bid once the procurement was published.

4.0 Project Governance

4.1 Key Approvals:

- PID – Feb 2025
- Budget/spend – Technical Services
- To make the Tender live – NHC Procurement – 30/06/2025
- Accept any relevant abnormalities within the Tender – NHC Procurement – 30/06/2025
- Accept/Reject SQ submissions – NHC Procurement – 30/06/2025
- Accept pricing submitted - NHC Procurement – 30/06/2025

4.2 Key Officers:

- Procurement Lead (Welland)
- Lead Officer (Contracting Authority - SKDC)
- Technical Services Budget Holder
- Evaluator 1 -Evaluation Panel Member (Contracting Authority - SKDC)
- Evaluator 2 -Evaluation Panel Member (Contracting Authority - SKDC)

5.0 The Public Procurement Process

5.1 In accordance with the Public Contract Regulations 2015, this Tender opportunity was not advertised as it was a call off under the National Housing Consortium (NHC) Residential Property Development and Asset Management Dynamic Purchasing System (DPS) under Category 1: Radon Gas (Testing, Remediation, Servicing). The DPS itself was advertised on the Official Journal of the European Union (OJEU) ((2019/S 199-483872). The opportunity was also advertised on Contracts Finder.

5.2 On publication of the opportunity, organisations were asked to register their interest via the NHC “Delta” e-Sourcing portal, where Tender documents were available. Following the initial expression of interest all six suppliers were invited to tender, resulting in two Tender submissions.

Bids Received(2)

- The Radon Consultants Ltd
- Bidder 2

6.0 Invitation to Tender

- 6.1 The Tender was made up of two questionnaire sets: one questionnaire for the selection criteria questions, and one for award criteria questions.
- 6.2 The award questionnaire was constructed in sections to facilitate evaluation. Some sections carried a percentage weighting (%). For every weighted section, there was at least one question that carried an individual question sub weighting (%). The overall weighting (%) of questions within a section also totalled 100%.
- 6.3 **Award Criteria**

The award criteria questions considered the merit of the eligible Tenders to identify the most economically advantageous Tender.

The Council evaluated the award criteria as follows:

- A quality assessment worth **60%**; the following criteria, weighting and methodology were applied:

Each bidder's response to each question was evaluated and marked a maximum of 5 marks as per the below scoring matrix:

In the evaluator's reasoned opinion, the response is an:	
5	Excellent Response The response is excellent in relation to the stated requirements of the question. The response provides an excellent level of detail and demonstrates that the bidder's expertise and approach significantly exceeds the Council's minimum requirements such as to provide added value.
4	Strong Response The response is strong in relation to the stated requirements of the question. The response provides a good level of detail and demonstrates that the bidder's expertise and approach exceeds the Council's minimum requirements.
3	Satisfactory Response The response is satisfactory in relation to the stated requirements of the question. The response provides a satisfactory level of detail and demonstrates that the bidder has the necessary expertise to meet the Council's minimum requirements and has a reasonable understanding of what those minimum requirements are.
2	Weak Response The response is weak in relation to the stated requirements of the question. The response provides a low level of detail and provides less than satisfactory evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements and/or demonstrates some misunderstanding of those requirements.
1	Poor Response The response is poor in relation to the stated requirements of the question. The response provides a very low level of detail. There is a significant lack of evidence to demonstrate that the bidder has the expertise to satisfy the Council's minimum requirements or really understands what those requirements are.

0	<p>Unacceptable Response</p> <p>The response is unacceptable in relation to the stated requirements of the question. The response provides no detail and fails to provide any evidence that the bidder can meet the requirements of the question.</p> <p>OR</p> <p>No answer has been given.</p>
----------	--

The award criteria questions were split into the following sections:

Section Title	Section Weighting	Question Number	Question Sub Weighting (%)
Award Criteria – Quality	60%	1	10%
		2	15%
		3	15%
		4	10%
		5	10%
Price	40%		

Bidders were advised that irrespective of the methodology described above, an agreed score for any of the quality questions of '0' or '1' would result in the elimination of their Tender, as the Council requires a minimum quality threshold.

- A price assessment worth **40%**; the following criteria were applied:

Price scores were calculated based on the bidder with the lowest overall compliant price being awarded the full score of 40%. The remaining bids were scored in accordance with the following calculation:

$$= \left(\frac{\text{lowest submitted price}}{\text{potential supplier's submitted price}} \right) \times \text{price weighting}$$

6.4 Bidders were required to submit responses by no later than 12 noon, on 30th June 2025.

7.0 Review of the Selection Criteria

7.1 The selection questionnaire responses were reviewed by NHC Procurement.

8.0 Evaluation of the Award Criteria

- 8.1 An evaluation panel was constructed to ensure that individuals assigned to evaluate questions were the most suitable and relevant to the criteria being examined, based upon qualifications and experience. Each question was evaluated by at least two evaluators and their scores, and comments recorded (see appendix B for details).
- 8.2 Subjective evaluation was undertaken, and initial scores to a maximum of 5 marks were awarded using the scoring matrix above.
- 8.3 A process of moderation for each individual evaluator's scores was undertaken by Welland Procurement. The responses were discussed at a moderation meeting held on 8th July 2025, attended by all evaluators and chaired by the moderator.

The moderation meeting enabled the panel to review the scores awarded by each evaluator and agree a moderated score for each question. The meeting also ensured that scoring had been consistent and key points in each question had been accounted for. Average scoring was not used.

In all such cases, following discussion, the moderator concluded the most appropriate mark to be awarded.

- 8.4 Following the moderation meeting, the evaluators were issued with the bidders submitted Pricing Schedules for review.
- 8.5 The evaluators confirmed that clarification on the Pricing Schedule submissions was required from both bidders.

9.0 Bid Clarifications

- 9.1 Tenders were clarified as part of the evaluation/moderation process and both bidders were issued post tender clarification questions on 9th July 2025.
- 9.2 Both bidders were asked the following questions:

1. *Please provide a full break down of your costs for item Nos. 2 to 8. The breakdown should include details of the products that you propose to use and confirm it includes all elements of the required task description.*
2. *Please specify if the costs for item Nos. 2 to 8 are inclusive of post 90 day monitoring.*

10.0 Additional Tender Information

- 10.1 The post tender submissions were reviewed by the evaluators and a second moderation meeting was held on Friday 18th August 2025.

10.2 The post tender responses did not change the original moderated score or price evaluation.

11.0 Results

11.1 The evaluation scoring process was devised based upon a maximum score of 100% being available to each bidder as stated in the Tender documentation and outlined above.

11.2 Following the completion of the evaluation and moderation process the scores awarded to the participants were as follows:

1 st	The Radon Consultants Ltd	81%
2 nd	Bidder 2	66.58%

12.0 External Financial Checks

12.1 Currently Welland Procurement are unable to provide any external financial checks through Experian. We therefore recommend that the Council conducts any further financial checks it sees fit to ensure satisfactory consideration has been made to financial risk.

13.0 Risk Implications

13.1 The procurement process has been conducted in accordance with best practice and the Public Contract Regulations 2015, ensuring the principles of transparency, equity and fairness have been adhered to.

13.2 The Council will use a 10-day standstill period following the distribution of the notification letters (after approval has been granted).

13.3 As part of the tender, no risks were identified.

14.0 Recommendation

14.1 Following the completion of the procurement process, it is recommended that The Radon Consultants Ltd is awarded the contract.

14.2 All evaluators have completed and signed a conflict of interest form, where no conflicts of interest were identified

15.0 Next Steps

- 15.1 **The Lead Council Officer must ensure the internal governance/approval process is followed, prior to returning this summary report to Welland Procurement.**
- 15.2 This summary report does not supersede or replace any internal governance/approval process the Council may have.
- 15.3 Once the recommendation has been approved by the appropriate approvers, the preferred bidder and all unsuccessful bidders will be notified of the outcome simultaneously. Subject to the satisfactory return of due diligence, and no legal challenge being received, the Council intends to execute the Contract at the conclusion of the standstill period.
- 15.4 The Contracts Finder website must be updated to declare the contract award due to the contract value.
- 15.5 The Council Register for South Kesteven District Council must be updated to confirm the contract spend as per the Transparency Agenda requirements.

16.0 Governance

- 16.1 Signed (Procurement Lead)
Name: Senior Contracts & Supply Specialist
Job Title and Authority: Welland Procurement
Date: 1st September 2025
- 16.2 Signed (Lead Council Officer)
Name: Planned Works Manager
Job Title and Authority: Technical Services - South Kesteven District Council
Date: 1st September 2025
- 16.3 Signed (Chief Officer/Approver/Budget Holder)
Name: Head of Service
Job Title and Authority: Technical Services - South Kesteven District Council
Date: 1st September 2025

Appendix A – Tender Award Questions

Question No.	Question
1	<p>Previous contract examples (weighting 10%) Please provide evidence of previous contracts, minimum of 2 examples are required, where you have carried out radon remedial works for similar organisations to South Kesteven District Council (SKDC).</p> <p>Your answer must not exceed 2 side of A4 (Arial 11pt). OR Your answer must not exceed 1200 words.</p>
2	<p>Contract management (weighting 15%) How will you ensure that sufficient resources are provided to meet the requirements of this contract.</p> <p>Your response should include as a minimum:</p> <ul style="list-style-type: none"> • How you will structure your team for the full range of required services. Please provide a structure chart(s) to show how this will fit within your existing organisational structure and provide an overview of key personnel along with their roles and responsibilities for daily activities. (Bidders may include an attachment). • Detail any succession planning you have in place to ensure the continuity of work throughout the length of the Contract and to mitigate risk. • Please provide a typical process map of how you propose to manage the contract. (Bidders may include an attachment). • If you are to bring in additional resources, how will you ensure their competences? • Confirm the team that will be working on this project. Confirm that your team will have the required levels of competence and qualifications required for this contract including examples of relevant experience and how the contractor will ensure this is met. (Bidders may include an attachment). <p>Your answer must not exceed 2 side of A4 (Arial 11pt). OR Your answer must not exceed 1200 words.</p>
3	<p>Works Delivery (weighting 15%) Please outline (giving examples) your ability to deliver the works.</p> <ul style="list-style-type: none"> • Details should ideally include timeframes from receipt of works instruction to attend site and carry out the works inspection/survey and provide initial/SOR quotation to SKDC. (Bidders may include a flowchart/ attachment) • Booking in of works once the contractor has been provided with an order, commencement of work through to completion. • How will you communicate any delays to the client?

	<ul style="list-style-type: none"> • How do you propose to communicate the completion of works to the client? <p>Your answer must not exceed 2 side of A4 (Arial 11pt). OR Your answer must not exceed 1200 words.</p>
4	<p>Safeguarding (weighting 10%) Please provide your safeguarding policy or document how will you use our policy to report any concerns staff see. (SKDC Policy – see Appendix O)</p> <ul style="list-style-type: none"> • How will your staff be made aware of their responsibilities to report safeguarding concerns through supervision / training / induction materials? • A dedicated safeguarding contact is required. Please confirm you are able to provide a to whom concerns are reported and who knows what action may or should be taken when concerns are raised? • Please confirm that all members of staff hold a current DBS certificate. Evidence of these will be reviewed on an annual basis by SKDC. <p>Your answer must not exceed 1 side of A4 (Arial 11pt). OR Your answer must not exceed 800 words.</p>
5	<p>Social Value (weighting 10%) As part of your response, please provide your approach to the following social value priorities:</p> <ul style="list-style-type: none"> • Sustainability and Environment • Local Workforce, including apprentices where possible • Local Economy <p>Bidders' responses should include:</p> <ul style="list-style-type: none"> • The key steps required to deliver each of the Social Value measures to demonstrate that achievement of the targets set is reasonable. • Timeframes for delivery of Social Value targets including key milestones to deliver each measure proposed. • Clear explanation as to how the Social Value offered will apply directly to this contract and benefit the local communities. • Resources required to ensure delivery of all the Social Value measures. • Details as to how the delivery of all the Social Value commitments made will be monitored and measured throughout the contract term to provide clear and regular updates to the Council. <p>Considerations to be made to the local authority's outputs and outcomes to be achieved as part of this project. Your answer must not exceed 1 side of A4 (Arial 11pt). OR Your answer must not exceed 1000 words.</p>

Appendix B – List of Evaluators

Name	Job Title	Authority
Evaluator 1	Technical Services	South Kesteven District Council (SKDC)
Evaluator 2	Health & Safety	South Kesteven District Council (SKDC)



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Virginia Moran
Cabinet Member for Housing

Annual Complaint Performance and Service Improvement Report 2024/25

Report Author

Alison Hall-Wright, Director of Housing and Projects (Deputy Monitoring Officer)

✉ Alison.Hall-Wright@southkesteven.gov.uk

Purpose of Report

To present Cabinet with the 2024/25 Annual Complaint Performance and Service Improvement Report and self-assessment against the Housing Ombudsman Complaint Handling Code which the Council is required to publish and submit to the Housing Ombudsman.

Recommendations

That Cabinet provide feedback on the 2024/25 Annual Complaint Performance and Service Improvement Report and the Council's self-assessment against the Housing Ombudsman Complaint Handling Code for submission to the Housing Ombudsman.

Decision Information

Is this a Key Decision?	Y
Does the report contain any exempt or confidential information not for publication?	N
What are the relevant corporate priorities? <i>(delete as appropriate)</i>	Housing
Which wards are impacted?	All Wards

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 During 2024/25 the Housing Ombudsman agreed compensation payments totalling £5,150 which we meet from existing budgets within the Housing Revenue Account.

Completed by: David Scott – Assistant Director of Finance and Deputy s151 officer.

Legal and Governance

- 1.2 There is a requirement for this report to be presented to Cabinet so that the Housing Ombudsman can be assured that the report is a true reflection of the Council's complaints handling process.

Completed by: Alison Hall-Wright, Deputy Monitoring Officer

2. Background to the Report

- 2.1. The purpose of this report is to present Cabinet with the 2024/25 Annual Complaint Performance and Service Improvement Report which is attached at Appendix 2 and the Council's self-assessment against the Housing Ombudsman Complaint Handling Code which is attached at Appendix 3. This is a mandatory requirement of the Housing Ombudsman Complaint Handling Code.
- 2.2. In 2024/25 the Housing Directorate received 233 Stage 1 complaints compared with 284 in 2023/24. The number of complaints escalated to Stage 2 in 2024/25 was 18 compared with 39 in 2023/24. There has been a positive reduction in the total number of complaints received which is reflective of the continuous service improvements Housing strives to achieve.
- 2.3. In 2024/25 the Housing Directorate responded to 84% of stage 1 complaints on time compared with only 39% in 2023/24 and all stage 1 complaints received since September 2024 have been responded to on time. In 2024/25 all stage 2 complaints were responded to on time compared with only 26% in 2023/24.

2.4. The first section of the annual report provides information regarding:

- The Council's complaints process
- The number of Stage 1 and Stage 2 complaints received
- The average time taken to close complaints
- Whether a complaint was upheld or not
- The root cause for complaints
- Summary information taken from the Housing Ombudsman Landlord Performance Report which is attached at Appendix 2

2.4 The second section of the report focuses on the learning the Council has taken from the complaints it has received and the service improvements that have been made as a result of customer feedback. This is essential to ensure the Council does not continue to receive complaints on recurring issues.

2.5 The Housing Ombudsman recently reviewed the Council's Housing Feedback Policy and identified where amendments were needed to ensure the Council is fully compliant with their Complaint Handling Code. These amendments have been fully implemented so as detailed in the self-assessment attached at Appendix 3 the Council is fully compliant with the Housing Ombudsman Complaint Handling Code.

3. Key Considerations

3.1. Key areas for Cabinet to consider are the complaints data that has been provided reflects the complaints handling process which the Council has in place.

3.2. That Cabinet are assured that the service improvements being implemented will reduce the number of complaints received on recurring issues.

3.3. The Council's self-assessment against the Housing Ombudsman Complaints Handling Code.

4. Other Options Considered

4.1 To not present the report and self-assessment to Cabinet for their feedback but the Council would then not meet the Housing Ombudsmans requirement that the information is considered by the governing body.

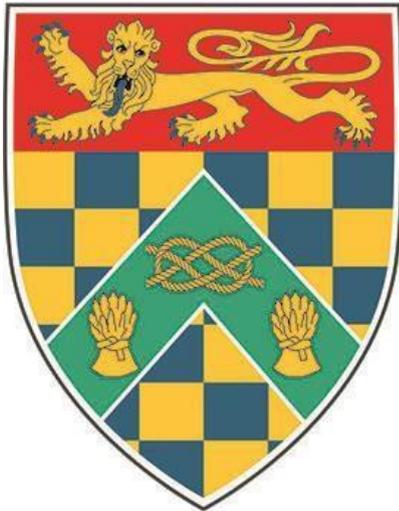
5. Reasons for the Recommendations

5.1. To provide Cabinet with the opportunity to provide feedback on the 2024/25 Annual Complaint Performance and Service Improvement Report and self-

assessment against the Housing Ombudsman Complaint Handling Code prior to submission to the Housing Ombudsman

6. Appendices

- 6.1 Appendix 1 – Draft Annual Complaint Performance and Service Improvement Report 2024/25
- 6.2 Appendix 2 - Housing Ombudsman Landlord Performance Report
- 6.3 Appendix 3 – Self-assessment against the Complaint Handling Code



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

**Annual Complaints
Performance and Service
Improvement Report
2024/25**

Executive Summary

South Kesteven District Council looks after nearly 6,000 homes, and we know how important it is to provide a housing service that is reliable, responsive, and of a high standard. Our commitment is to deliver a service that tenants can trust – and that trust comes from being open, honest, and willing to listen.

Complaints are one of the most important ways tenants tell us what's working and what isn't. We welcome this feedback. It helps us see where things need to be put right and where we can make improvements. We see complaints not as criticism to avoid, but as opportunities to learn and make our services better for everyone.

As the Member Responsible for Complaints I play a key role in ensuring members are provided with assurance regarding the Council's Housing Complaints process and ensures that we hold ourselves to account and focus on continuous improvement in the housing services we deliver.

Operationally, we have strengthened our approach to handling complaints across Housing and Technical Services. This has improved both the speed and consistency of our responses. I attend monthly meetings with senior managers meet to review complaints, identify lessons learned, and implement changes to enhance the tenant experience.

Tenant feedback has directly shaped updates to key policies, including our Repairs and Maintenance Policy, Tenancy Management Policy, Estate Management Policy, and Anti-Social Behaviour Policy. We have also set up a dedicated Damp and Mould Team so that we can respond more quickly and proactively when problems arise.

Looking ahead, we are strengthening how we engage with tenants through our new *Voice of the Tenant* policy, more tenant satisfaction surveys, and closer partnership working. This ensures tenant views remain at the heart of service design and delivery.

The Housing Strategy team brings together feedback from complaints, surveys, and tenant meetings with performance data, so that improvements are not one-off but part of a continuous cycle of learning and change.

Above all, we will continue to listen to tenants and use your feedback to build a better housing service – one that works for everyone.

Cllr Virginia Moran

Cabinet Member for Housing

Introduction

The purpose of this report is to provide information regarding how the Council responded to the Housing complaints received during 1 April 2024 to 31 March 2025 and the actions we have taken in response to these complaints. During this period the Council received 233 complaints relating to Housing Services and Technical Services of which 18 (8%) were escalated to Stage 2.

Overview of complaints process

Council housing in South Kesteven is managed by the Housing and Projects Directorate. The directorate is divided into two Housing service areas who are responsible for service delivery:

- Housing Services - responsible for tenancy services, sheltered housing, estate management and lettings
- Technical Services - responsible for voids, repairs and improvements

Complaints about the Housing and Technical Services are addressed through the Housing Customer Feedback Policy. There are two main stages to this process:

- Stage 1 complaints – the Council will acknowledge a formal complaint within five working days and provide a full response within ten working days.
- Stage 2 complaints – If the complainant is not satisfied with the response, the complaint can be escalated with a request to review the Stage 1 response. The Council will acknowledge the request within five working days and provide a full response within twenty working days.
- If the complainant remains dissatisfied by the Stage 2 review, the matter can be escalated to the Housing Ombudsman, who will conduct an independent investigation into allegations of maladministration.

A copy of the Housing Customer Feedback Policy is available at the following link on the Council's website https://www.southkesteven.gov.uk/sites/default/files/2024-06/Housing_Customer_Feedback_Policy%202024.pdf.

All social landlords are members of the Housing Ombudsman, who regulate how complaints relating to social housing are dealt with. To ensure this is consistent across social landlords, the Ombudsman produces a Housing Complaints Code setting out the standards expected. Landlords are required to conduct a self-assessment of how they meet this code and publish it on their website. A copy of SKDC's self-assessment for 2024/25 can also be found on our website at the following link. <https://www.southkesteven.gov.uk/sites/default/files/2025-06/SKDC%20Complaints%20Code%20Self-Assessment%202024%20amended.pdf>

Definition of a complaint

As defined by the Housing Ombudsman a complaint is:

“An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.”

Complaints can relate to:

- The quality of service offered, or work carried out.
- The action or lack of action carried out while carrying out a service.
- The attitude or behaviour of those providing a service or completing work.
- Missed appointments.
- Failure to comply with policies, procedures, or service standards.
- Failure to provide information when requested that a complainant has a right to.
- A decision we have made or delayed in making.
- Failure to respond to a previous complaint.
- Feedback from a consultation or survey we have sent as part of a consultation or feedback.

The Council also receive ‘complaints’ which are identified as ‘service requests’ as they relate to an initial request for a service rather than a complaint regarding something the Council has already done. Service requests are not recorded as complaints but assigned to the relevant service area to address as a request for action.

An example of a service request would be where a tenant ‘complains’ their heating is not working but this has not previously reported to the Council as an issue. This would be recorded as a service request because it relates to a repair to their heating system.

An example of a complaint would be where a tenant complains about a repair we have carried out to their heating system which they are not satisfied with.

How we manage complaints

A centralised Feedback Team records Housing complaints on the Council’s Complaint Management System, Meritec, as either a Stage 1 or a Stage 2 complaint. Once recorded, the complaint is allocated to Housing Services or Technical Services. This ensures complaints are managed and monitored in a consistent manner across the Housing Service. Stage 1 complaints are allocated to a Service Manager, and Stage 2 complaints are allocated to a Head of Service to provide a respond.

Complaints Performance

Stage One Complaints

Customer feedback is initially recorded as a Stage 1 complaint. The following table details how the 233 complaints received by the Housing and Projects Directorate were allocated between Housing Services and Technical Services:

Service Area	Stage 1
Housing Services	99 (42%)
Technical Services	134 (58%)

Responding to Complaints

The Council aim to respond to all Stage 1 complaints within 10 working days of them being acknowledged. Where we are unable to respond within 10 working days, which will ordinarily relate to the complexity of the complaint, the lead officer will contact the complainant to explain why and provide a date by which a response will be given. This will ensure that a comprehensive response can be provided.

The complaint response provides details regarding the escalation process of complaints to Stage 2 if the complainant is not satisfied with the Stage 1 response provided.

The following table below provides details of how the Council performed in terms of closing stage 1 complaints within the expected 10-day period.

Response Time	Within 10 days	Over 10 days
Housing Services	90	9
Technical Services	105	29
Total	195 (84%)	38 (16%)

The Council responded to 84% of stage 1 complaints within 10 working days which is a significant improvement when compared with 2023/24 where only 39% of complaints were responded to on time. Since September 2024 100% of stage 1 complaints have been responded to on time.

Upholding Complaints

Complaints may be categorised after investigation as either being upheld or not upheld as defined below:

- Upholding the complaint – where the Council are found to be at fault
 - Partially upholding the complaint – where the Council are found to be partially at fault
- Not upheld – where the Council are found not to be at fault

The following table provides details of the outcome of Stage 1 complaints:

Complaint Outcome	Upheld	Partially Upheld	Not Upheld
Housing Services	18	16	65
Technical Services	30	10	94
Total	48 (21%)	26 (11%)	159 (68%)

Root Cause of Complaints

Root causes are classified into several categories of which the main ones are:

Service Delivery Failure – which include issues relating to taking too long to resolve an issue, not meeting the expected standard or not being kept informed of actions to the Council is intending to take.

Service Requests – relate to complaints where a request has been reported to the Council which has not been completed.

Other – includes issues relating to officer conduct or breach of policy.

Communication – includes poor communication between the Council and tenant, ability to contact the council, or unclear communication.

Understanding the ‘root cause’ for complaints is essential as this enables service improvements to be implemented, which supports preventing the same issue reoccurring.

The following table provides details of how the 233 stage 1 complaints received in 2024/25 were categorised.

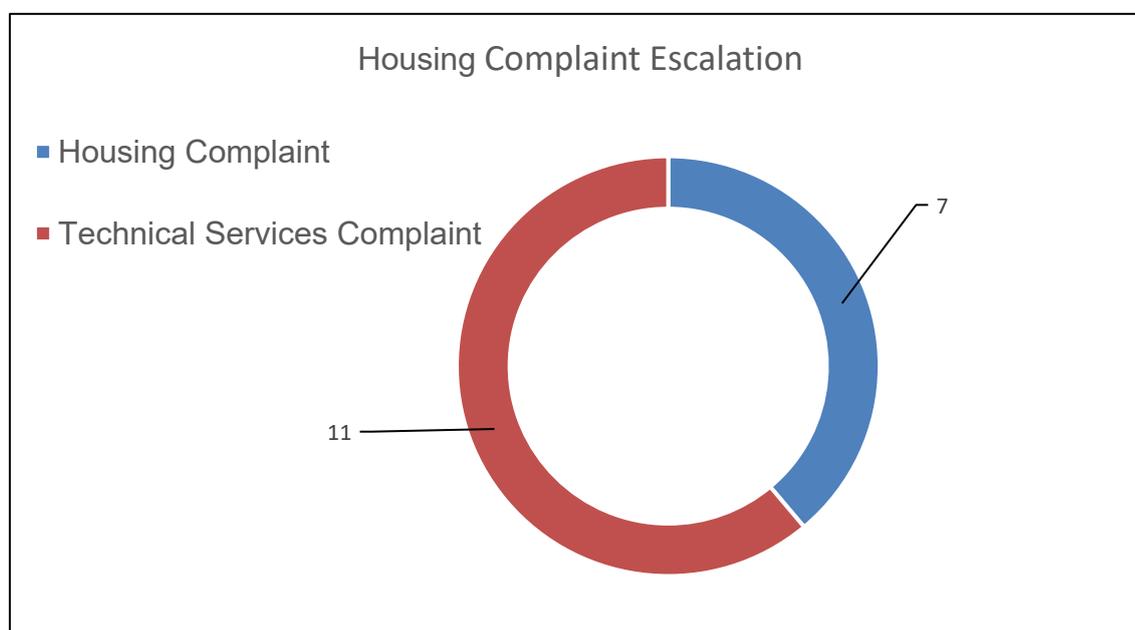
Root Cause	Service Delivery Failure	Service Requests	Officer Conduct	Communication	Other
Housing Services	28	38	11	18	4
Technical Services	57	51	8	12	6
Total	85 (37%)	89 (38%)	19 (8%)	30 (13%)	10 (4%)

Housing Complaint Escalation

If a complainant is not satisfied with a Stage 1 response, they can escalate the complaint to Stage 2. These complaints are allocated to a Head of Service who will review the Stage 1 response to check that it has been adequately investigated, and all available information has been considered.

A response is expected within 20 working days of the Stage 2 complaint being acknowledged. If escalated complaints include issues which cover both Housing and Technical Services they will be dealt with as a joint complaint coordinated by the lead officer.

As shown in the following chart 18 stage 1 complaints were escalated to stage 2:



Time taken to respond to Stage 2 Complaints

Time to respond	Within 20 days	Over 20 days
Housing Services	7	0
Technical Services	11	0
Joint complaint	0	0
Total	18(100%)	0

All Stage 2 complaints were responded to within 20 days

Stage 2 Complaints Upheld

The following table details whether the complaint was upheld, partially upheld or not upheld following the review at Stage 2 of the complaints process.

Complaint Outcome	Upheld/Partially Upheld	Not Upheld
Housing Services	1	6
Technical Services	3	8
Total	4 (22%)	14 (78%)

The Stage 2 complaint response provides details regarding complaint referrals to the Housing Ombudsman if the complainant is not satisfied with the final response.

Ombudsman cases

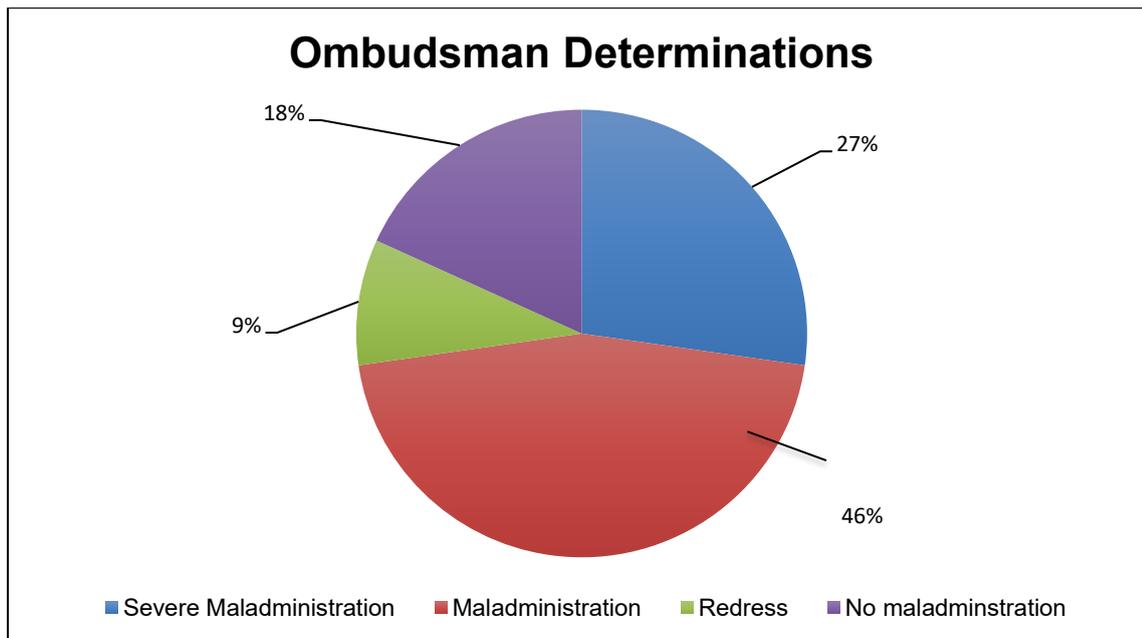
If a complainant is not satisfied with a Stage 2 response, they have the right to refer their complaint to the Housing Ombudsman. The Housing Ombudsman will review the complaint in terms of how it was handled by the landlord and if all the factors have been taken into account. The Housing Ombudsman has a range of options to address any issues it finds, from instructing the landlord to pay compensation, review or develop a policy, or reviewing how we currently do something and amending it.

The Housing Ombudsman publishes a 'Landlord Performance Report' each year detailing how a landlord has performed in complaints handling. The latest report can be found on the Council's website.

The Housing Ombudsman will inform the landlord of its determination of the complaint and their findings. The most frequent finding is 'Maladministration' which refers means the landlord has failed to do something, done something it should not have done or there has been unreasonable delay in completing an action.

The determinations contain recommendations outlining how the landlord should address any issues found as part of this case review. The Housing Ombudsman will usually instruct the landlord to explain how they will complete the identified recommendations. Recommendations can range from reviewing a policy to providing further training to staff.

During 2024/25 the Housing Ombudsman made determinations on 4 cases, resulting in 11 findings, 18 orders with just 2 recommendations across all cases. The following chart summarises the 11 findings:



- The 11 findings are categorised as follows:
 - Property condition - 4
 - Complaints handling – 3
 - Reimbursement and Payments – 2
 - Anti-Social Behaviour – 1
 - Information and data management – 1

- The 18 orders can be broken down as follows:
 - Compensation – 7
 - Apology – 4
 - Repairs – 2
 - Take Specific non-Repair Action – 2
 - Case Review – 1
 - Practice Review – 1
 - Other – 1

- The key issues related to property condition and handling of complaints.
- £5,150 was paid out in compensation.
- 2 recommendations to review succession planning and contact a tenant to offer the chance to raise a further complaint.

Learning from customer feedback

The Council reviews complaints to ensure that lessons are learnt, and service improvements are implemented. The following table details the recurring themes that have been identified and the actions the Council has taken.

Theme	What did we learn	What did we change
Recognition that the time taken to resolve reported issues was too long, which risked problems escalating and causing greater impact for tenants.	To address this, timelines for reactive repairs have been amended and a dedicated repairs scheduler has been implemented to improve efficiency and job planning.	We now ensure initial contact is made with the reporting tenant to gather more details, so that a clear and effective response plan can be developed promptly.
Improving response times and efficiency to protect tenants and deliver better outcomes.”	Recognition that the time taken to respond to reports of damp and mould was too long and needed improvement. Delays risked worsening the problem and impacting tenants’ wellbeing.	In response, the Council established a dedicated Damp and Mould Team to provide quicker, more effective action in line with proposed legislative timelines. This change resulted in reduced turnaround times and more positive outcomes for tenants.
Better communication and keeping tenants informed.	Recognition that tenants felt frustrated when reported issues took too long to resolve and when they were not kept informed about progress. Clear and consistent communication was missing.	We have improved how tenants are notified about their repairs appointments, ensuring they are updated throughout the process. For tenancy management issues, we now arrange regular contact with tenants so they feel informed and supported while their case is being addressed.
Professionalism and Empathy in Communication	Recognition that officer conduct, particularly the tone of language used in both verbal and written communication, can significantly affect how tenants feel and how our service is perceived.	All staff have been reminded of the importance of customer care and showing empathy in every interaction with tenants. Where concerns about officer conduct are raised, senior management review telephone calls, customer interactions and take appropriate action to ensure standards are upheld.

Complaints and Service Improvements

A review of complaints and comments made as part of the Tenant Satisfaction Measures Survey has led to improvements in both the complaints process and service delivery.

Improved complaints handling

The Council has a centralised approach to handling complaints. Three officers in the Housing and Projects Directorate are responsible for logging and assigning complaints in the Meritec system to officers for investigation and response. This has led to better response times and consistent responses being produced.

Regular meetings are held with the complaint handlers and management, to monitor progress and performance on complaints. This enables recurring issues to be identified, actions to be determined and improvements to be implemented.

Monthly meetings are held between the Member Responsible for Complaints, the Director of Housing and Projects, the Head of Housing Services, the Head of Technical Services, the Tenancy Services Manager and the Repairs Manager and the Service Managers. These meetings review complaints and identify the lessons that can be learnt and service improvements to address the complaints.

All Housing and Technical Services staff are aware of the complaints process and their role in responding to complaints. Training has been provided for all officers who deal with complaints to ensure a consistent approach, and a more comprehensive response is provided. All Stage 1 and Stage 2 complaints are now reviewed prior to being sent to ensure they fully respond to the issues that have been raised.

Improved service delivery

The Council has reviewed its key housing policies in response to feedback from complaints and surveys such as the Tenant Satisfaction Measures. This has included changes to the Repairs and Maintenance Policy, the Tenancy Management Policy and Estate Management Policy.

Tenants were asked to review the amended policies in terms of how they met their expectations and made changes based on their feedback. Feedback was also reviewed from surveys, complaints and resident meetings to identify recurring issues that could lead to improvements.

An example of this has been the creation of a damp and mould team within the repairs service which supports the Council with meeting the proposed legislative timelines relating to reports of damp and mould. The team will also provide advice on how to prevent and manage damp and mould issues within the home.

Our Housing Officers have also established strong working partnerships with the police and other agencies to enable a partnership approach to addressing tenancy management issues and wider community issues that affect our neighbourhoods.

Improved communication with tenants

Following feedback from tenants, the Council has made it easier for issues to be reported online, an automatic response is sent to acknowledge the online form has been received.

Target times have been set for responding to tenants regarding the issue they have raised. Responses are recorded on the tenancy management system and our complaints management system. The team ensure their responses are comprehensive and easy to understand.

What we will do to improve further

Tenant engagement is being increased so that the Council has a greater understanding of the improvements that could be implemented from a customer perspective, for example:

- Tenants involvement in reviewing and challenging how we deliver the housing service will be increased
- A Housing Strategy Team has been established which will ensure feedback from complaints, surveys and tenant engagement is collated along with performance information. This will ensure that a continuous cycle of review and improvement becomes embedded into the Housing service.

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Housing

Ombudsman Service

LANDLORD PERFORMANCE REPORT

2024/2025

South Kesteven District Council

[South Kesteven District Council](#)

Landlord: South Kesteven District Council

Landlord Homes: 6,020

Landlord Type: Local Authority / ALMO or TMO

PERFORMANCE AT A GLANCE



Determinations

4



Findings

11



Maladministration Findings

8



Orders Made

18



Recommendations

2



CHFOs

1



Compensation

£5,150



Maladministration Rate

73%

PERFORMANCE 2022-2023



Determinations



Maladministration Rate

Not Applicable

PERFORMANCE 2023-2024



Determinations

7



Maladministration Rate

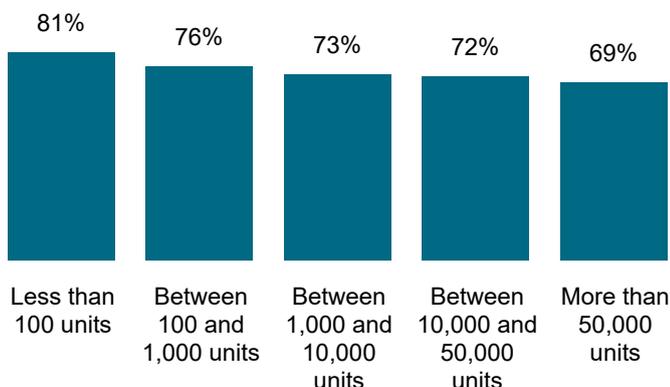
77%

Maladministration Rate Comparison | Cases determined between April 2024 - March 2025

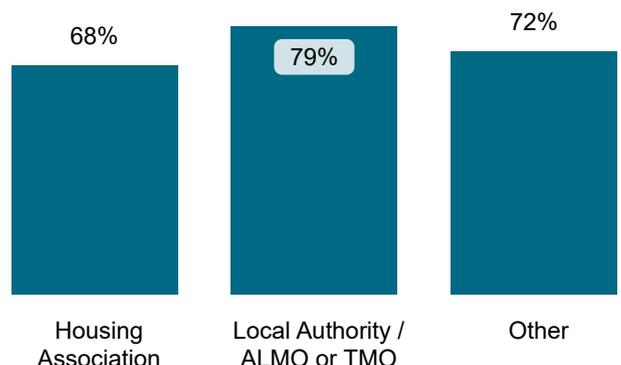
NATIONAL MALADMINISTRATION RATE: 71%

National Maladministration rate for Landlords of a similar size *and* type: **77%**

National Mal Rate by Landlord Size: Table 1.1



by Landlord Type: Table 1.2



Findings Outcome Comparison | Cases determined between April 2024 - March 2025

National Performance by Landlord Size: Table 2.1

Outcome	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	National	Landlord Findings
Severe Maladministration	5%	10%	5%	5%	5%	5%	27%
Maladministration	38%	36%	41%	41%	41%	41%	45%
Service failure	32%	24%	22%	22%	20%	21%	0%
Mediation	0%	0%	1%	2%	2%	1%	0%
Redress	3%	6%	10%	12%	17%	13%	9%
No maladministration	14%	17%	15%	13%	10%	13%	18%
Outside Jurisdiction	8%	7%	6%	6%	5%	6%	0%
Withdrawn	0%	0%	0%	0%	0%	0%	0%

National Performance by Landlord Type: Table 2.2

Outcome	Housing Association	Local Authority / ALMO or TMO	Other	National	Landlord Findings
Severe Maladministration	4%	6%	3%	5%	27%
Maladministration	39%	45%	35%	41%	45%
Service failure	21%	22%	27%	21%	0%
Mediation	1%	1%	1%	1%	0%
Redress	16%	7%	10%	13%	9%
No maladministration	13%	11%	15%	13%	18%
Outside Jurisdiction	5%	7%	8%	6%	0%
Withdrawn	0%	0%	0%	0%	0%

Landlord Findings by Category | Cases determined between April 2024 - March 2025

Table 2.3

Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Property Condition	1	2	0	0	1	0	0	0	4
Complaints Handling	1	2	0	0	0	0	0	0	3
Reimbursement and Payments		0	0	0	0	2	0	0	2
Anti-Social Behaviour	1	0	0	0	0	0	0	0	1
Information and data management	0	1	0	0	0	0	0	0	1
Total	3	5	0	0	1	2	0	0	11

Findings by Category Comparison | Cases determined between April 2024 - March 2025

Top Categories for South Kesteven District Council

Table 3.1

Category	# Landlord Findings	% Landlord Maladministration	% National Maladministration
Property Condition	4	75%	73%
Complaints Handling	3	100%	77%
Reimbursement and Payments	2	0%	46%

National Maladministration Rate by Landlord Size:

Table 3.2

Category	Less than 100 units	Between 100 and 1,000 units	Between 1,000 and 10,000 units	Between 10,000 and 50,000 units	More than 50,000 units	% Landlord Maladministration
Complaints Handling	100%	86%	84%	81%	70%	100%
Property Condition	65%	79%	73%	74%	73%	75%
Reimbursement and Payments	0%	100%	45%	43%	48%	0%

National Maladministration Rate by Landlord Type:

Table 3.3

Category	Housing Association	Local Authority / ALMO or TMO	Other	% Landlord Maladministration
Complaints Handling	73%	87%	86%	100%
Property Condition	71%	79%	68%	75%
Reimbursement and Payments	46%	46%	0%	0%

Findings by Sub-Category | Cases Determined between April 2024 - March 2025

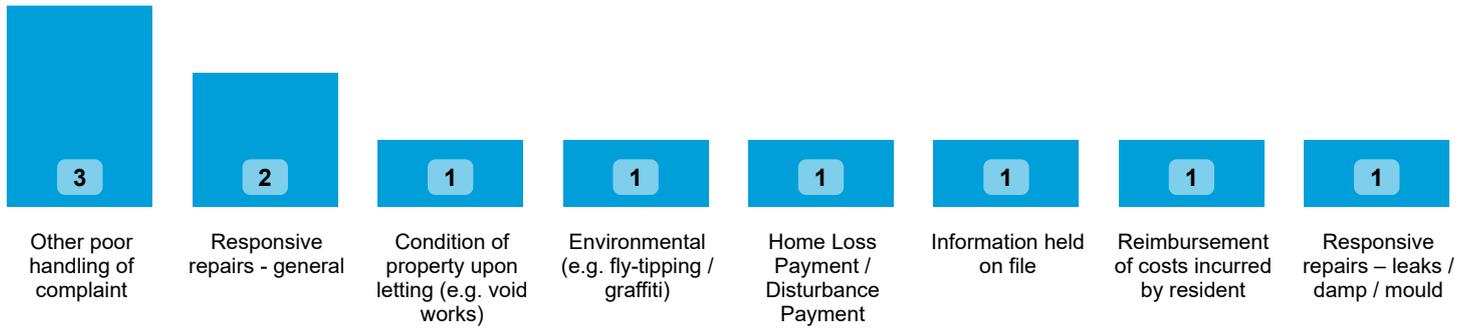
Table 3.4

Highlighted Service Delivery Sub-Categories *only*:

Sub-Category	Severe Maladministration	Maladministration	Service failure	Mediation	Redress	No maladministration	Outside Jurisdiction	Withdrawn	Total
Responsive repairs - general	1	0	0	0	1	0	0	0	2
Responsive repairs – leaks / damp / mould	0	1	0	0	0	0	0	0	1
Total	1	1	0	0	1	0	0	0	3

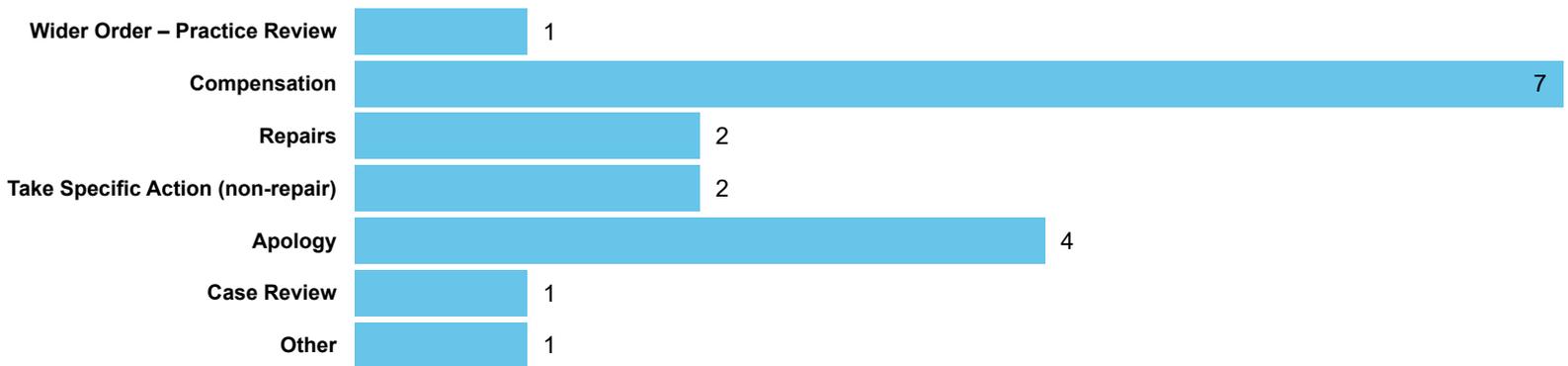
Top Sub-Categories | Cases determined between April 2024 - March 2025

Table 3.5



Orders Made by Type | Orders on cases determined between April 2024 - March 2025

Table 4.1



Order Compliance | Order target dates between April 2024 - March 2025

Table 4.2

Order Complete?	Within 3 Months	
	Count	%
Complied	18	100%
Total	18	100%

Compensation Ordered | Cases Determined between April 2024 - March 2025

Table 5.1

● Ordered ● Recommended



Introduction | *Notes on your figures in this report*

The Housing Ombudsman's 2024-25 landlord reports are for landlords with 5 or more findings made in cases determined between 1 April 2024 and 31 March 2025.

The data comes from our casework management system. The reports include statistics on cases determined in the period. If we published a performance report for the landlord last year, then its individual report will also include limited statistics about cases determined between 1 April 2022 and 31 March 2024 for year-on-year comparison. Where a landlord has merged, we have merged the 2022-24 data and it may therefore be different to the published figures last year.

Determinations | *Cases Determined*

The number of cases determined (decided upon) for this landlord by the Ombudsman. 4 determinations were recorded for South Kesteven District Council, this includes OSJ and Withdrawn determinations. 4 determinations were made excluding OSJ and Withdrawn.

In this report we are only counting the determinations excluding OSJ and Withdrawn overall - this is a change from previous years to where we counted all Determinations. We have also adjusted the determined figures for 22/23 and 23/24 referenced on the first page of this report to exclude OSJ and Withdrawn so that it is comparable. This means these figures may not match the published reports for those years.

Findings | *Category Findings*

The number of findings on cases determined. Each category on a determined case has one finding. When we count findings, we exclude any cases where the entire case was declared outside our jurisdiction (OSJ) or all elements of the complaint were entirely Withdrawn, usually prior to the case being allocated for investigation.

On this basis, we are only counting the findings made in the 4 determinations. 11 findings were recorded for South Kesteven District Council in these 4 determinations.

Maladministration Rate | *Calculated from Category Findings*

Under our Scheme, maladministration includes findings of severe maladministration, maladministration and service failure. The number of findings of maladministration are expressed as a percentage of the total number of findings (excluding findings of 'outside jurisdiction' and 'withdrawn'). This is referred to as 'mal rate'.

The number of findings recorded for South Kesteven District Council to calculate the Maladministration rate is 11. This excludes the findings of Outside Jurisdiction or where elements of the case were Withdrawn during our investigation, but we made other findings on the case.

The number of 'Mal' findings recorded for South Kesteven District Council is 8, which gives the Maladministration rate of 72.7% (8 / 11). The national Mal rate is calculated on the same basis and is comparable to previous reports.

Orders | *Calculated from Orders issued on Cases Determined*

We issue Orders when the case investigation has resulted in a category finding of some level of maladministration or mediation. They are intended to put things right for the resident. We can issue multiple orders for each category of a case, so if we issue compensation of £50 for one category, and £50 for another category - we will count this as two orders even though the Landlord may just see it as one order of £100 compensation for the case.

The number of orders recorded for South Kesteven District Council is 18, these orders are across 7 category findings.

Unit Numbers | *Homes owned by the Landlord*

The number of homes (or 'units') owned or managed by the member landlord under the Housing Ombudsman Service's jurisdiction as of 31 March 2024. This is based on information available from the Regulator of Social Housing and provided by landlords.

Self-assessment form 2024

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	As defined in South Kesteven District Councils Housing Customer Feedback Policy 6.2/6.3 The Housing Customer Feedback Policy can be read on the Council website at <u>Housing Customer Feedback Policy</u>	<i>6.2. "An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</i>
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback Policy 9.2/9.3/9.4	<i>9.2. Complaints may be made by tenants or members of their household, neighbours of our tenants or those applying to us for housing or contacting us for housing advice. Complaints may also be made by representatives on behalf of the complainant, but we would need their permission to deal with this on a complainant's behalf. 9.3. Complaints submitted by Councillors and MPs on behalf of a constituent, or made to the chief</i>

				<i>executive or a director, will be treated as a new complaint and dealt with through the complaint process. Should this relate to an existing complaint, the two complaints will be dealt as one and the Councillor or MP kept updated. In such cases, we will respond to both the complainant and Councillor or MP.</i>
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback Policy 7.1 What is not a Complaint	<i>7.1 'An initial request for a service or work to be carried out (this is a service request and will be dealt with through our service delivery. Examples include reporting a neighbour dispute or asking for a repair to be carried out).'</i>
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Any dissatisfaction is recorded as a complaint.	

1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback Policy Section 6.3	<p><i>“Where it is feedback from a consultation or survey we have sent as part of a consultation or feedback”</i></p> <p>Comments are collated and analysed to identify themes and any major issues.</p>
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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 7.1	<i>7.1. There are a number of reasons why we may determine feedback does not come under this policy. Where this is the case, we will inform the customer and explain our reasons for this.</i>
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 7.1	As above
2.3	Landlords must accept complaints referred to them within 12 months of	Yes	As defined in South Kesteven District Councils Housing	<i>8.1. Complaints should be made as early as possible</i>

	the issue occurring or the resident becoming aware of the issue unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.		Customer Feedback policy Section 8.1	<i>after the cause for complaint has occurred. We will consider if complaints relating to matters 12 months or more after the cause of the complaint can be dealt with through this process on an individual basis</i>
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 11.2	<i>11.2 We will inform the complainant that the complaint is being closed and our reasons for this. The complaint case may be reopened if there is sufficient reason such as new information relating to the initial complaint</i>
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Each complaint is considered individually	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 8.2	Complaints can be submitted online through the Council website, or by email, telephone, in writing or in person at SKDC customer service centre, or at our customer service hubs located in the major towns. Complaints can also be made direct to a housing officer or repair operative, customer advisor and any other council officer or elected member. How to complain is also featured in the tenants newsletter Skyline.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 8.2	All housing officers are aware of the complaints process updates and workshops on feedback and how to report a complaint are in place.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 20.1 and 20.2	Complaints are recognised as a valuable source of feedback on how our services impact on the

	complaint volumes are potentially a sign that residents are unable to complain.			individual and how this can be used to develop our services. A monthly report on all complaints and compliments is provided to the chief executive and leader of the Council. Statutory officers also meet monthly. Senior officers meet monthly to review Housing second stage complaints and ombudsman cases.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 21.1	Policy is on website and process is outlined in tenants newsletter
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 18.5 and 21.1	This is on our website and also features regularly in our tenants newsletter Skyline
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 9.2	<i>"Complaints may also be made by representatives on behalf of the complainant, but we would need their permission to deal with this on a complainant's behalf".</i>

				A representative is welcome to accompany the complainant subject to confirmation from the complainant that they can represent them.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 18.1.	Information on how to engage with the housing ombudsman is set out in SKDC customer feedback policy. Responses to complaints include a paragraph on how to contact the ombudsman. Contact details are also included on the Council's website.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	A Centralised business support team take responsibility for complaints handling. Designated officers monitor and collate complaints relating to the Housing and Repairs services. Complaints are assigned to the relevant service team. Complaints are reported on as part of wider key performance indicators.	
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Complaints are dealt with by the relevant officer, supported by the business support team.	1 st stage complaints are dealt with by a relevant senior officer, 2 nd stage are dealt with by either the service manager or Head of Housing.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Designated officers focus on complaints and have the training and support to do so.	Complaints are logged on the SKDC complaints management system (Meritec) from which they can be monitored and analysed for themes and issues.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	The South Kesteven District Council Housing Customer Feedback Policy is specific to Housing and applies to all tenants and non-tenants complaining about a council tenant or service that affects them	The Housing Policy aligns with the Corporate Customer Feedback Policy
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	We follow a two stage process, but we try to resolve a complaint as early as possible. As defined in South Kesteven District Councils Housing Customer Feedback policy Sections 12, 13, 14, 15,16	<i>12.1. The complaint process consists of two stages, after which the complaint is considered to have been dealt with through our complaint process. Formal complaints will be acknowledged within three working days. Where possible we resolve a complaint during the acknowledgement period, but it is still listed as a stage 1 complaint.</i>
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Two stage process is followed as defined in South Kesteven District Councils Housing Customer Feedback policy Section as above	

5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 9.1	<i>9.1. We accept complaints from anyone who is affected by any work or service we provide as a social landlord to our tenants. This includes work carried out on our behalf by contractors.</i> Complaints relating to contractors are addressed through the Council's complaint procedure.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	All complaints are handled internally as set out in the Customer Feedback policy	We do not use third parties to handle complaints
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Standard letters provide a template ensuring consistency that guide complaint responders in setting out complaints and the outcomes clearly.	Where there is uncertainty over the complaint, the complainant is contacted for clarification.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy, at 13.1 and 15.2 where required this is set out in the response	Standard letters evidence this
5.8	At each stage of the complaints process, complaint handlers must:	Yes	Responses are based on the complaint as submitted and not	Stage 1 complaints are dealt with by a relevant

	<ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. 		on previous interactions with the complainant or previous complaints	senior officer and Stage 2 by either a service manager or the Head of Housing.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	We will explain the reason for an extension to the complainant and do so on their approval as set out in the Customer Feedback Policy (13.2 and 15.4)	<p><i>13.2 Where we are unable to respond within 10 working days, the lead officer will contact the complainant and explain why and give a new date by which a response will be given.</i></p> <p>Training and guidance is given on extensions and when appropriate to use. Standard letter templates used to guide.</p>
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed	Yes	We record specific needs and vulnerabilities of our tenants on our Housing Management System (QL) to ensure our response reflects these.	Where we are aware of any requirement we will apply it. If they inform us of a need we are not aware of we will record it on their tenancy record. We regularly update QL with new information to ensure we have accurate

	reasonable adjustments must be kept under active review.			and up to date records of our tenants to improve our tenant insight.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Sections 14 and 16	<i>14.1. If the complainant would like the response to be reviewed at Stage 2, they should tell us within 20 working days of receiving the response. The complainant does not have to give a reason for the escalation. If they make this request outside of the 20 days, we may choose not to escalate it to stage 2. We will write to the complainant to explain our reasons for this.</i>
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	All complaints are logged on Meritec (the Council's corporate complaints management system) and responses recorded on the notes for each case to provide an audit trail.	All information relating to a complaint is recorded on Meritec throughout its progress until it is closed. This enables any queries can be addressed by authorised officers at any time.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure	Yes	We look to resolve a complaint at any point in its stage by discussing it with the complainant.	

	appropriate remedies can be provided at any stage of the complaints process without the need for escalation.			
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 19.1	<i>19.1. We acknowledge that submitting a complaint can be a cause of stress and frustration. However, where complainants act in an unreasonable manner, we will consider our approach accordingly. A corporate 'Unacceptable Behaviour Policy' sets out how we manage this. An 'exercise with caution' register is also maintained of individuals whose behaviour requires a specific approach regarding contact.</i>
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 19.4	<i>19.4. Action will only be taken regarding the above issues where attempts to address the complaint through the complaints process have been unsuccessful and the behaviour persists after the complainant has been informed of their unreasonableness.</i>

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	The officer assigned to deal with the complaint will contact the complainant where possible before making a formal response	Complaints are reviewed in terms of timescales to monitor how quickly we respond to them.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	We acknowledge all complaints within 3 working days as defined in South Kesteven District Councils Housing Customer Feedback Policy (sections 12.1 and 15.3)	<i>12.1 Formal complaints will be acknowledged within three working days.</i>
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	We resolve most complaints within 10 days unless an extension has been agreed	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response.	Yes	Defined in Customer Feedback policy Section 13.2	<i>13.2. Where we are unable to respond within 10 working days, the lead officer will contact the complainant and explain</i>

	Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.			<i>why and give a new date by which a response will be given. This must be no more than a further 10 working days from when they contact the complainant, subject to their agreement.</i>
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	This is included as part of the discussion with the complainant where an extension is requested.	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	We will provide a partial response if necessary and provide updated response when able	Actions agreed are monitored and complainant is updated throughout this process.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	The response sets out each point and our response in a clear and consistent manner using a template to ensure this.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been	Yes	This is done where possible or dealt with as a new complaint and with the previous complaint taken into account if it is related.	

	issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	Responses are made on a templated format to ensure consistency	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Defined in Customer Feedback policy Sections 14	<i>14.1. If the complainant would like the response to be reviewed at Stage 2, they should tell us within 20 working days of receiving</i>

				<i>the response. The complainant does not have to give a reason for the escalation</i>
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	We have amended our policy to acknowledge within 3 working days	Defined in Customer Feedback policy Section 15.3
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Section 14.1 as above	We ask for clarification if required but will accept a stage 2 escalation without a reason being given and clarify with complainant as part of the resolution period
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Stage 2 process as defined in South Kesteven District Councils Housing Customer Feedback policy Section 15	Stage 2 complaints are dealt with by either the service manager or Head of Service
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	We resolve most stage 2 complaint in 20 days unless an ext has been approved	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason,	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 15.4	<i>15.4. Where we are unable to provide a response within this time, we will contact the complainant to explain why and set a new date for a response to be made no later than a further 10 working days</i>

	and the reason(s) must be clearly explained to the resident.			
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes		
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	A partial response is provided where necessary and an updated response when we are able to do so.	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes		
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and 	Yes	As above re template	

	g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 13.1	<i>13.1 Where a complaint relates to more than one service area, the lead officer will coordinate the investigation across these areas and provide the final response.</i>

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; 	Yes	These are set out in the response	

	<ul style="list-style-type: none"> • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	This is explained in the response provided	We consider the impact and offer remedial action where required
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	This is set out in the response provided	As above
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		

Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. 	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 20.2	<p><i>20.2. We will report on this through the Corporate Management Team and relevant committees, and to our tenants through our website and the tenant's newsletter</i></p> <p>We provide regular reports on complaints to our management body. An annual report re complaints is placed on our website under customer feedback along with the self-assessment.</p>

8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 20.2	As above
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This will be carried out in such cases.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	This will be carried out in such cases.	We assess the findings of Ombudsman reports.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	This will be carried out in such cases.	

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 20.1	<i>20.1. Complaints are important to us as they help us identify where we may be able to improve and change how we deliver our services. We will record all complaints and monitor them in terms of their subject and how we dealt with them. We will use this information to help us learn from complaints and improve service delivery.</i>
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 20.1	As above
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Partial	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 20.1 and 20.2	An internal senior manager groups meets to discuss any learning to be gained from complaints

9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	The Director of Housing is defined as the lead person accountable for complaint handling.	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	The Cabinet Member for Housing is designated in this role	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	A monthly report on complaints is provided to the Head of Housing and MRC	Regular reports are presented to the senior management
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 20.2	As above

	<p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	As defined in South Kesteven District Councils Housing Customer Feedback policy Section 20.1 and 20.2	

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**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 9 September 2025

Report of Councillor Ashley Baxter
Leader of the Council, Cabinet Member
for Finance, HR and Economic
Development

Finance Update Report: April to July 2025

Report Author

Richard Wyles, Deputy Chief Executive and s151 Officer

 Richard.wyles@southkesteven.gov.uk

Purpose of Report

To present the Council's forecast 2025/26 financial position as at end of July 2025.
The report covers the following areas:

- General Fund Revenue Budget
- Housing Revenue Account Budget
- Capital Programmes – General Fund and Housing Revenue Account

Recommendations

It is recommended that Cabinet:

- 1. Reviews and notes the forecast 2025/26 outturn position for the General Fund, HRA Revenue and Capital budgets as at the end of July 2025.**
- 2. Identifies any variances that might require action or investigation.**

Decision Information	
Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Connecting communities Sustainable South Kesteven Enabling economic opportunities Housing Effective council
Which wards are impacted?	All

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance

1.1 The financial implications are included throughout the report.

Completed by: Richard Wyles Deputy Chief Executive and s151 Officer

Legal and Governance

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

Completed by: Alison Hall-Wright, Interim Deputy Monitoring Officer

Risk and Mitigation

1.3 A Risk Register is at Appendix A and shows that all known current financial risks are recognised and associated mitigating actions are in place.

Completed by: Tracey Elliott, Governance and Risk Officer

2 Background to the Report

- 2.1 During the current financial year, Cabinet is provided with regular finance reports. These monitor and forecast (expenditure and income compared with the budgets approved by Council and provide explanations for any significant variances.

3 Revenue Budget 2025/26 – General Fund

- 3.1 The net cost of service budget set by Council on 27 February 2025 was £24.008m. In order to show variances against all controllable budgets, investment income received from treasury management activity has also been included in the report.
- 3.2 This Budget Monitoring Report will be presented to the Finance and Economic Overview and Scrutiny Committee (FEOSC) on 23rd September 2025 to enable members of the Committee to review and debate the forecast position.
- 3.3 Budgets have been updated to reflect approved budget carry forwards and in year virements; these increase the controllable budget to £27.581m.

Table 1 shows the forecast outturn position as at 31 July 2025 and Table 2 shows the significant forecast variances.

Table 1 – General Fund Revenue – Forecast Outturn

Directorate	Current Budget 2025/26 £'000	Forecast Outturn 2025/26 £'000	Variance £'000	Variance %
Corporate Governance & Public Protection	4,356	4,464	108	2.5
Finance Property & Waste Services	13,230	12,937	(293)	(2.2)
Growth & Culture	8,743	8,505	(238)	(2.7)
Housing & Projects	2,033	2,078	45	2.3
Net Cost of Service	28,362	27,984	(378)	(1.33)
Investment Income	(781)	(895)	(114)	(14.6)
(Surplus) / Deficit	27,581	27,089	(492)	(1.8)

Table 2 – General Fund Revenue – Significant Variances

Explanation of Significant Variance	£'000
<p>Fuel</p> <p>A reduction in inflationary price increases has resulted in a forecast underspend of (£180k) based on modelling at 0.3% increase per week for the remainder of 2025/26. The budget was set using a price of 141p but actual prices have been as much as 28% below this.</p>	(180)
<p>Utilities</p> <p>The Council continues to financially benefit from the energy prices secured via the ESPO utility procurement Framework which is currently being purchased at a unit rate lower than the budgeted rate. As this cost continues to be volatile it will be kept under review for the remainder of the financial year.</p>	(250)
<p>Cattlemarket Car Park Stamford Income</p> <p>The recent expansion of Cattlemarket Car Park in Stamford has increased capacity by 146 spaces (a 53% increase). Based on projected growth in ticket sales this is expected to generate an additional (£80k) income in year. This is a pro rata figure based on charges coming into effect from 29th August 2025.</p>	(80)
<p>Green Waste Income</p> <p>Additional income of (£100k) has been received with higher than budgeted take-up of the scheme. As at July, over 30,600 customers had joined the green waste service.</p>	(100)
<p>Planning Fee Income</p> <p>Planning Fee Income has risen above estimated levels during quarter 1. This is partially due to the Council receiving an application for a solar farm with combined application fees of (£162k). In addition, the Government increased planning application fees in April 2025 for specific applications. This increase was not known at budget setting. An increase in the number of applications received in the quarter has also contributed to the additional income.</p>	(250)
<p>Salaries</p> <p>Salary budgets are prepared with a 3% vacancy factor (£572k) to reflect staff turnover. At the present time no vacancy savings have been forecast but as the financial year progresses it is expected savings will be achieved towards meeting the vacancy factor target.</p>	572
<p>Investment Income</p> <p>Higher average interest has been achieved on the investments held which is currently achieving 4.57% on average compared to 3.25% forecast included in the budget.</p>	(114)

4 Capital Budget 2025/26 – General Fund

- 4.1 The budget set by Council on 27 February 2025 was £15.179m. Budgets have been amended in line with the approved budget carry forwards and further budget approvals, increasing the 2025/26 budget to £17.893m.
- 4.2 Table 3 shows the forecast outturn position as at 31 July 2025 and at the present time there are no significant variances forecast at this point. Commentary will be provided in subsequent meetings if material variances arise.

Table 3 – General Fund Capital Forecast Outturn Position

Directorate	Current Budget £'000	Forecast Outturn £'000	Variance £'000	Variance %
Corporate Governance & Public Protection	1,370	1,380	10	0.73
Finance, Property and Waste Services	11,959	12,013	54	0.45
Growth and Culture	1,740	1,740	0	0
Housing and Property	2,824	2,824	0	0
Total	17,893	17,957	64	0.36

5 Revenue Budget 2025/26 – HRA

- 5.1 The HRA revenue budget set by Council on 27 February 2025 showed an overall surplus of £8.059m. Budgets have been updated in order to reflect the approved budget carry forwards from 2024/25 and in year virements. These changes have resulted in a revised forecast net income of £8.078m.
- 5.2 Table 4 shows the forecast outturn position as at 31 July 2025.

Table 4 – HRA Revenue Forecast Outturn Position

Directorate	Current Budget £'000	YTD Budget £'000	YTD Actuals £'000	YTD Variance £'000	Forecast Outturn £'000	Variance £'000	Variance %
EXPENDITURE							
Repairs and maintenance	10,808	3,537	4,566	1,029	10,808	0	0
Supervision and Management - General	2,560	811	894	82	2,560	0	0
Supervision and	2,260	736	459	(277)	2,260	0	0

Management - Special							
Depreciation and Impairment of Fixed Assets	4,181	0	0	0	4,181	0	0
Accounting Adjustments	3,273	0	0	0	3,273	0	0
Total Exp	23,081	5,084	5,919	835	23,081	0	0
INCOME							
Dwelling Rents	(29,856)	(9,952)	(8,624)	1,328	(29,856)	0	0
Non-Dwelling Rents	(322)	(107)	(78)	30	(322)	0	0
Charges for Services and Facilities	(916)	(305)	(310)	(5)	(916)	0	0
Other Income	(18)	(6)	(2)	4	(18)	0	0
Total Income	(31,112)	(10,371)	(9,014)	1,357	(31,112)		
Net Cost	(8,031)	(5,286)	(3,094)	2,192	(8,031)		
Interest Payable	2,043	681	681	0	681	0	0
Investment income	(1,798)	(599)	(709)	(110)	(2,090)	(292)	(16)
Net operating Surplus	(7,786)	(5,205)	(3,122)	2,082	(8,078)	(292)	(4)

- 5.3 As highlighted in table 4 above there is a potential pressure on repairs and maintenance budget with 42% of the budget spent at the end of July 2025. The pressures include additional costs associated with increased productivity as work continues to reduce the number of overdue repairs jobs and numbers of voids.
- 5.4 Regulatory requirements in the Safety and Quality Standard set out clear requirements that landlords must provide an efficient and timely repairs service to tenants. These requirements have been translated into the recently approved Repairs Policy which sets out clear timeframes to complete works. This brings the repairs performance under the spotlight to deliver against targets and reverse the trend of backlogs building up. Regulation has also placed greater focus on health and safety compliance and maintenance remedial works have been identified through fire risk assessment and dwelling surveys. There are also additional pressures as a result of new responsibilities placed on landlords to treat damp and mould as a result of Awaabs Law ([Awaab's Law: Draft guidance for social landlords - GOV.UK](#)) which has resulted in an increase in cost and resources.
- 5.5 In response to this, work is now underway to review the budgets that were set on 27th February 2025 and consider whether additional funding should be requested if the spend levels continue to exceed the budgeted levels. However this will need

to be considered alongside the 30 year financial business plan and other competing financial pressures facing the HRA service.

- 5.6 As with the General Fund, the HRA is forecasting increased investment income, which for the HRA is anticipated to be an additional £292k based on the increase in average investment rates compared to those included in the budget.

6 Capital Budget 2025/26 – HRA

- 6.1 The budget set by Council on 27 February 2025 was £31.771m. Budgets have been amended in line with the approved carry forwards and these changes have increased the 2025/26 budget to £31.966m.
- 6.2 Table 5 shows the forecast outturn position as at 31 July 2025 and Table 6 shows the significant forecast variances with supporting commentary.

Table 5 – HRA Capital Forecast Outturn Position

Directorate	Current Budget £'000	YTD Budget £'000	YTD Actuals £'000	YTD Variance £'000	Forecast Outturn £'000	Variance £'000	Variance %
Energy Efficiencies Initiatives	4,653	1,551	311	1,240	4,653	0	0
Replacement Vehicles	765	255	0	(255)	765	0	0
New Builds	15,134	5,045	1,762	(3,283)	7,116	(8,018)	52.98
Refurbishment and Improvement	11,414	3,805	1,758	(2,047)	11,116	(298)	2.61
Total	31,966	10,656	3,831	(6,825)	23,650	(8,316)	(26.02)

Table 6 – HRA Capital – Significant Variances

Explanation of Significant Variance	£'000
New Builds Programme The housing development at Larch Close, Grantham has been approved, preconstruction works are nearing completion with an expected start on site date of September 2025. However, following feasibility work on the potential development at Gorse Rise Grantham. A number of other schemes are progressing beyond the initial timescales resulting in a forecast underspend for the current financial year.	(8,018)

Refurbishment and Improvement A potential underspend is anticipated related to the Tunstall Lifeline and alarm system. Work is underway for the procurement of a new contract but the current expectations are that no further investment will be required this financial year.	(298)
Total	(8,316)

7 Collection Rates

7.1 Table 7 details the current collection rates against target for 2025/26.

Table 7 - Collection Rates

Target Rates	Council Tax	Business Rates	Rents
Target annual collection rate	98.33%	98.68%	96.02%
Target collection rate to end of June 2025	28.29%	30.58%	22.84%
Actual collection rate to end of June 2025	28.31%	30.47%	23.10%

7.2 Council Tax:

- Collection of £31.333m as of 30 June 2025 against an annual debt of £110.678m. As shown in the table above, the collection rate is above target by 0.02% or £22,136 (SKDC share being £1,992).
- All 7 Districts in Lincolnshire share their collection rates monthly with 6 of the Districts also above target collection. South Kesteven has the highest net collectable debt in the County (£110.678m), with the next Councils debt being £109.116m (with a collection of 28.95%).

7.3 Business Rates:

- Collection of £14.047m as of 30 June 2025 against an annual debt of £46.105m. As shown in the table above, the collection rate was 0.11% or £50,716 below above target.
- All 7 District Councils in Lincolnshire share their collection rates monthly with 4 of the Districts also below their target collection. South Kesteven has the second

highest net collectable debt in the County (£46.105m), with the highest Council's debt being £46.626m.

7.4 Rent:

- Collection of £7.173m as of 6 July 2025 against an annual debt of £28.966m. As shown in the table above, the collection rate was 0.26% above target equating to an increase in the collection of £81,785. Comparison is being requested with neighbouring Councils and will be provided when it is made available.

8 Reasons for the Recommendations

- 8.1 Members should be kept updated on the financial position of the Authority, because effective budget management is critical to ensuring financial resources are targeted towards the Council's priorities. Monitoring enables early identification of variations against the plan and timely corrective action.

9 Consultation

- 9.1 Budget Monitoring reports are presented throughout the financial year to the Cabinet and FEOSC to keep members up to date regarding the projected financial outturn position.

10 Appendices

Appendix A – 2025/26 – Finance Risk Register.

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Appendix A – Finance Risk Register

Risk	Likelihood	Impact	Residual Risk Score	Mitigating Action
1. Capital programmes requiring borrowing in the medium term	4	3	12 Very High	Continue to undertake financial modelling to identify consequences of undertaking borrowing and align this with savings that will need to be approved before borrowing is undertaken in order to ensure ongoing affordability and financial sustainability. The capital programme can currently be financed without borrowing although this is kept under review.
2. Lack of clarity for funding levels from 2026/27 and beyond	4	3	12 Very High	The Government has recently concluded a consultation on a multi-year settlement effective from 2026/27. Initial modelling suggests that there will be a funding reduction over the three year period but it is expected that transitional funding arrangements will be in place. There remains a high degree of uncertainty as the Council will not receive specific funding confirmation until December 2025. The budget process will be undertaken within the context of a reduction in funding levels.
3. Increase in bad debts as a result of economic circumstances	3	2	6 High	The Council has pro-active debt management procedures in place.
4. Increased maintenance costs of council assets	3	2	6 High	The budget proposals for 2025/26 included additional funding to help address backlog asset maintenance issues and capacity is under review to support the delivery of several large scale General Fund property projects. The medium-term outlook is a continuation of high levels of maintenance that will require financing. There are similar pressures for the Housing Revenue Account in respect of the social housing stock – additional investment may be required to meet new government requirements for decent homes standard.
5. Fuel price volatility	1	3	3 Medium	Weekly monitoring of fuel charge and proactive interventions to ensure optimisation of fuel consumption.
6. Inflation increases beyond budgeted levels	2	2	4 Medium	Budget assumptions kept up to date with most recent projections and monthly sensitivity analysis is produced to monitor the impact of inflationary increases.
7. Fee Income volatility	2	2	4 Medium	Early monitoring of deviations and regular reporting to both budget holders and members.

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**SOUTH
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COUNCIL**

Cabinet

9 September 2025

Report of: The Leader of the Council:
Councillor Ashley Baxter

Cabinet Member for Finance, HR and
Economic Development

People Strategy (2025 - 2028)

Report Author

Fran Beckitt, Head of Service – Human Resources and Organisational Development

✉ fran.beckitt@southkesteven.gov.uk

Purpose of Report

To present the Employment Committee's recommendation to Cabinet for the approval of the People Strategy 2025 - 2028.

Recommendations

The Cabinet approves the People Strategy 2025 – 2028.

Decision Information

Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective council
Which wards are impacted?	(All Wards);

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 The Council's workforce represents its largest financial investment and it is important that this is supported by a clear and robust People Strategy. The strategy will inform the budget planning process, ensuring that staffing levels, training and development, recruitment and employee wellbeing are appropriately resourced and aligned with the Council's priorities.

Completed by: David Scott – Assistant Director of Finance and deputy s151 officer

Legal and Governance

- 1.2 The People Strategy supports the Council in meeting its legal obligations as an employer, including compliance with employment legislation. It provides a strategic framework that ensures HR policies and practices are applied consistently, fairly and lawfully across the Council.

Completed by: James Welbourn (Democratic Services Manager)

2. Background to the Report

- 2.1. The Council's last People Strategy covered the period from 2022 to 2025 and guided our approach to workforce development, engagement and cultural transformation. Over the past three years, significant progress has been made, including:
- Delivering a comprehensive engagement plan
 - Promoting continuous learning
 - Strengthening leadership development
 - Embedding a culture of recognition and inclusion
 - Delivering an ambitious wellbeing plan.

However the context in which we operate continues to evolve and has informed the need for a refreshed strategy.

3. Key Considerations

- 3.1. At its meeting on 9 July 2025, the Employment Committee agreed to recommend the People Strategy 2025 – 2028 to Cabinet for approval.
- 3.2. The People Strategy 2025 – 2028 is grounded in engagement with our workforce and Elected Members which has included:
 - Workshops with the People Panel, Senior Leadership, Trade Union and Councillors
 - Analysis of feedback from the 2024 Employee Survey
 - Alignment with the Council's Corporate Plan and refreshed #TeamSK values.
- 3.3. The strategy focuses on what matters most to our people and identified the support they need to thrive and deliver for our communities.

4. Strategic Priorities

- 4.1 The People Strategy (Appendix 1) sets out six key priorities:

Workforce Planning - Building a resilient, agile workforce aligned to future service needs.

Learning and Development – Fostering a culture of continuous learning and development

Employee Experience – Creating an inclusive, engaging and supportive workplace

Equality, Diversity, Inclusion and Belonging (EDIB) – Embedding inclusive practices and celebrating diversity

Wellbeing – Promoting mental and physical wellbeing through proactive support

Reward and Recognition – Ensuring staff feel valued and motivated through fair and meaningful recognition

- 4.2 Each priority area includes a 'where we are now' overview and a 'future state' vision to guide delivery.
- 4.3 Implementation will be supported by a strategic action plan with clear deliverables, responsible leads and timescales.

- 4.4 Key performance indicators (KPIs) have been established and will be reported to the Employment Committee via the HR Dashboard.
- 4.5 Ongoing engagement with staff will ensure the strategy remains responsive to changing needs.

5. Reasons for the Recommendations

- 5.1. The refreshed People Strategy ensures the Council has a skilled, engaged and resilient workforce to deliver high quality services now and into the future.
- 5.2 It provides a clear framework for how we will attract, develop, support and retain great people, equipping them to deliver excellent services for our residents and communities.

6. Other options considered

- 6.1 The Council could maintain the existing People Strategy without substantial revision, however this would not reflect the evolving workforce needs or the significant changes in organisational context.

7. Consultation

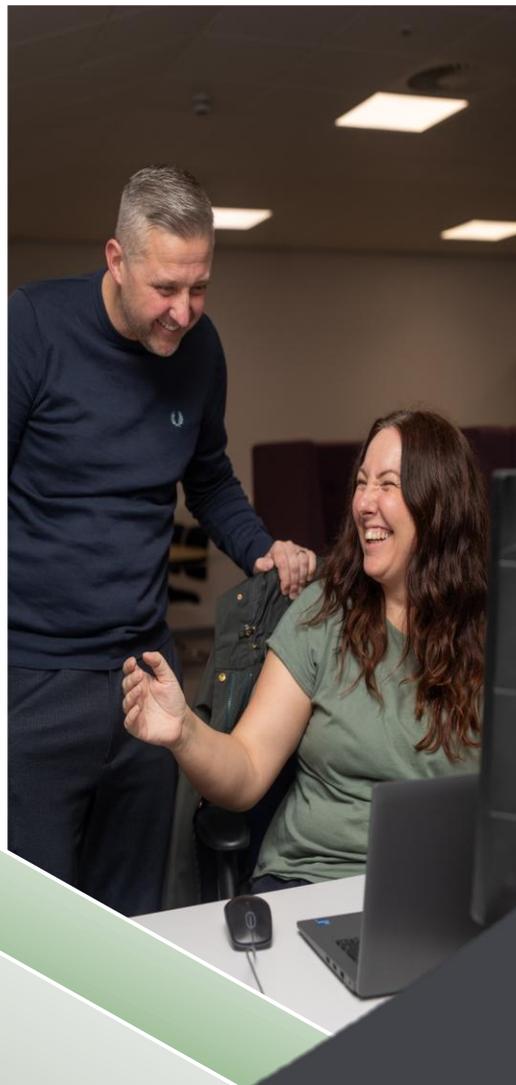
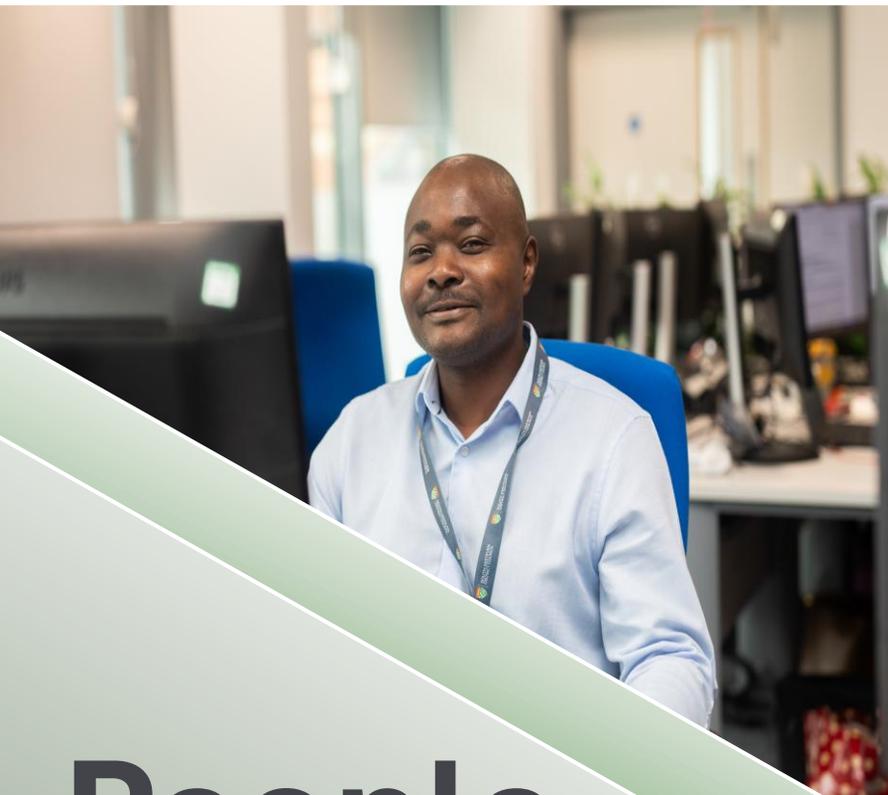
- 7.1 Trade Union views have been actively sought to help shape its direction and priorities.
- 7.2 The People Strategy priorities have been discussed in workshops with the People Panel, Senior Leadership and Elected Members.

8. Background Papers

- 8.1 Employment Committee agenda item, 9th July 2025 - [\(Public Pack\)Supplementary Paper - People Strategy \(2025 - 2028\) Agenda Supplement for Employment Committee, 09/07/2025 14:00](#)

9. Appendices

- 9.1 Appendix 1 – People Strategy 2025 - 2028



People Strategy

2025 - 2028



Introduction

At South Kesteven District Council, our ambition is to deliver the very best services to our residents. This cannot be achieved without a dedicated, skilled, and supported workforce. It is a cliché, but our people really are our greatest asset and this refreshed People Strategy is our commitment to them.

Within this strategy, we promise to continue listening to our people, to value their contributions and to support them at every stage of their journey with us. The strategy reflects the collective insight of colleagues and Elected Members who have shared

with each other their aspirations for a thriving and friendly workplace. These conversations, aligned with our corporate plan and values, have helped shape a People Strategy rooted in trust, empowerment and accountability.

Over the past few years, we have made significant strides including the launch of our Human Resources and Wellbeing Hubs, increasing internal collaboration and embedding a culture of continuous learning. The achievements delivered through our previous People Strategy have laid strong foundations, but we know there is more to do.

Our refreshed strategy builds on the momentum. It focuses on supporting and developing our people, equipping them with the skills and leadership they need to

meet the evolving demands of local government, including the upcoming reorganisation. We are committed to fostering an inclusive, innovative, and resilient workforce. One that feels proud, empowered, and equipped to make a real difference for our communities.

Listening remains at the heart of our

approach. We were delighted that 85% of colleagues took part in our last employee survey and we remain committed to acting on what they told us.

Through collaboration, shared ambition and a deep sense of purpose, we will continue to create the conditions where our people can thrive.

Together, as #TeamSK, we will unlock potential, embrace change and deliver excellence. When one of us improves, we all improve.

“ *We’re building on strong foundations – empowering our people to grow, lead and make a lasting difference in our communities.* ”

Ashley Baxter *Karen Bradford*



Our Values

In 2024, we refreshed our corporate values through a series of workshops with colleagues and Elected Members from across the Council. Together, we explored what makes people proud to work at SKDC, what matters most to us as an organisation, and the strengths that define our culture. These conversations also highlighted what our people value in their day-to-day work and what they need to feel supported and engaged.



These workshops led to the development of our new ‘#TeamSK Core Values’ – below summarises the feedback from the sessions highlighting why these values are important to our people.

Trust

- “Trust is an important guiding principle in the Council’s work and decision-making processes.”
- “Trust needs to be in every relationship – between employees, trust with management, trust between Officers and Members, and our residents trusting us.”
- “Trust is about integrity and ethics. It implies that we are all carrying out our roles with integrity, honesty and transparency. It’s about fostering a culture of honesty and openness.”

Empowerment

- “Having Empowerment” as a corporate value means SK is committed to creating an environment where employees are encouraged and supported to take initiative and contribute to the betterment of the community.”
- “This includes skills development, training and continuous learning so people are empowered to excel in their roles.”
- “We have a culture of collaboration and teamwork here, but empowerment is encouraging everyone to share ideas, contribute to discussions and work together. Being inclusive is relevant here too – being a Council that values diverse perspectives.”

Our Values

Accountability

- “Accountability is about being transparent in our actions and decisions and recognising the impact we have.”
- “Providing clear information about the Council’s activities, policies and outcomes to residents. This allows for scrutiny on the Councils’ actions”
- “This implies taking ownership and ensuring that tasks are completed in a timely and effective manner.”

Making a Difference

- “Reflecting that the Council is driven by a purpose to create a positive impact and improve the lives of residents and the community of South Kesteven.”
- “Service excellence.”
- “Addressing the complex challenges we face with innovative solutions.”
- “Setting goals and measuring the impact our initiatives have. This is about working together too; to really make a difference it often requires collaboration and partnerships with local businesses and other organisations.”

Supportive to All

- “Putting the residents at the heart of everything we do.”
- “Being an inclusive Council with an inclusive culture that embraces and celebrates diversity.”
- “Having an environment where everyone feels respected, valued and supported.”

Kindness

- “Empathy and understanding of others.”
- “Actively listening to residents and employees to understand their perspectives, needs and concerns.”
- “Treating everyone with respect.”
- “Going the extra mile to help individuals.”
- “Positive and constructive communication.”

Our Priorities

To help shape our People Strategy priorities, we engaged colleagues and Elected Members from across the Council through a series of workshops, including sessions with the People Panel, Senior Leadership and Councillors. At the heart of this work was a focus on understanding how we can create the right conditions for our people to thrive. These conversations explored what matters most to our workforce and identified the key support and development needed to successfully deliver the corporate plan—both now and in the years ahead.

The following are some of the key themes that emerged:

Clear career development and progression

Colleagues expressed a strong desire for visible career pathways, opportunities for progression and support to develop the skills they need to advance in their careers.

Support in readiness for the Local Government Reorganisation

Joined-up workforce planning

The importance of having the right numbers of people in teams and forward contingency planning for absences/shortages.

Recognition and Appreciation

Many highlighted the importance of feeling valued for their contributions, both formally and informally, and the positive impact this has on morale and motivation.

Wellbeing support

Colleagues emphasised the importance of a proactive and preventative approach to wellbeing including managing workloads and having healthy work habits.

Collaborative and cross-functional working

Colleagues called for more opportunities to collaborate across departments and develop better service delivery together.

Delivering high quality services to residents

Members wanted staff to be equipped, supported and motivated to deliver excellent, responsive services that reflect local priorities.

Joined-up recruitment and retention of key skills

There was concern amongst Members about attracting and retaining skilled professionals, particularly in hard to fill roles. Members stressed the need for a positive employer reputation.

Our Priorities

Drawing on the feedback, along with insights from the corporate plan, we have identified six key priority areas for our people strategy:



Workforce Planning

Our aim is to build and retain a resilient, agile workforce that is equipped to meet the challenges and opportunities ahead.

Learning and Development

Through accessible and forward-looking development opportunities tailored to individuals' learning styles, we aim to equip our people to thrive now and into the future.

Employee Experience

We are committed to creating a positive, inclusive employee experience where colleagues feel valued, supported and empowered to contribute their best.

Equality, Diversity, Inclusion and Belonging

Our aim is to create a truly inclusive workplace where diversity is celebrated, equity is embedded and everyone feels a genuine sense of belonging.

Wellbeing

Wellbeing plays a vital role in our People Strategy and our aim is to create a workplace culture that actively supports and promotes the physical and mental wellbeing of our people.

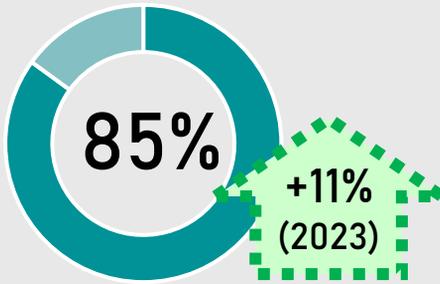
Reward and Recognition

We recognise the exceptional contributions of our people and are committed to ensuring they feel appreciated and motivated through fair, transparent, and meaningful recognition and reward practices.

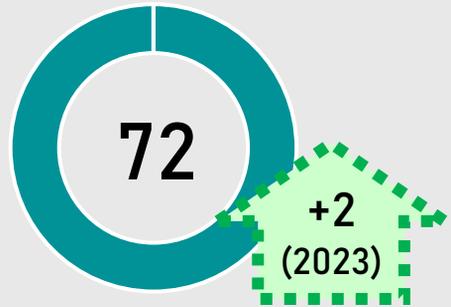
Employee Experience

Engagement Survey Results (2024)

RESPONSE RATE



ENGAGEMENT INDEX



88%



said the people they work with
treat them with respect

78%



said they would recommend
working for SKDC

65%



said different departments/
services work well with their
team

49%



said the Council introduces
change effectively

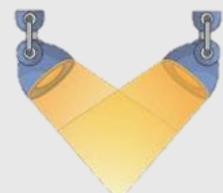
27 colleagues
form our People Panel



Over 6000
visits to the HR Hub
since it launched in
2024



13 teams
have presented 'Team
Spotlight' webinars



Employee Experience

We believe that delivering great outcomes for our communities starts with creating a great experience for our people. Employee experience is about every interaction and touchpoint colleagues have with the Council.

By listening to our workforce, acting on feedback and building a culture rooted in our #TeamSK values, we aim to create a positive, inclusive and engaging working environment. One where people are proud to work for us, motivated to grow and empowered to make a difference every day.

WHERE WE ARE NOW

Employee Survey

We heard from 85% of colleagues in the 2024 survey. Each team discussed the results and built action plans.

People Panel

A platform for colleagues to share ideas, provide feedback and contribute to shaping workplace policies and culture.

Team Spotlights

Launched in 2024, these webinars increase cross-team understanding, share best practice and foster stronger internal connections.

HR Hub

Also launched in 2024, the HR Hub provides accessible, practical support, and guidance for managers and employees.



FUTURE STATE

Implementing actions from the Employee Survey feedback

In line with feedback, focusing on areas such as teamworking by continuing to find creative and meaningful ways to bring colleagues together, strengthen connections and enhance collaboration.

Further developing the HR Hub

Provide more responsive and user-friendly resources for employees, supporting them with clear guidance, tools and information throughout their journey with the Council.

Further enhancing experiences at all stages of the employee lifecycle

Continual evaluation of employees' experiences to make improvements from recruitment and ensuring robust support in integrating successfully into the Council, through to positive exit experiences that help us learn and grow as an organisation.



Workforce Planning

No. of employees:

582

Full-time **80%**

20% Part-time



54%

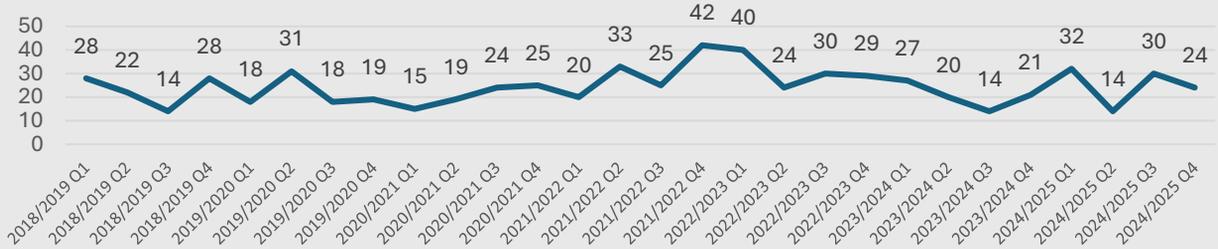


46%

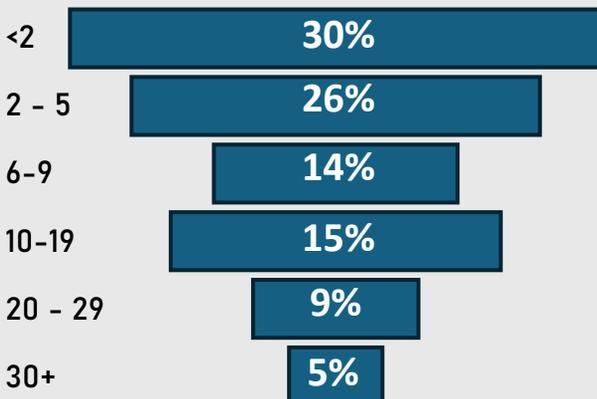
Number of New Starters 18/19 - 24/25



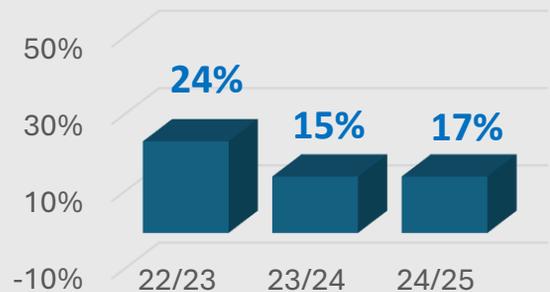
Leavers 18/19 - 24/25



Headcount by Years Service



Employee Turnover



Workforce Planning

Effective workforce planning is central to delivering high-quality, responsive services to our community both now and in the future. As the needs of residents evolve and the local government landscape continues to change, we must ensure we have the right people, with the right skills, in the right roles. This means understanding current workforce capacity, anticipating future demands and taking a strategic approach to retention, recruitment, succession planning and development.

WHERE WE ARE NOW

Improved retention and reduced turnover

Turnover has decreased by 7% over the past two years indicating progress in retaining talent, improving culture and building organisational stability.

Recruitment challenges

Nationally, there are skills shortages in some specialist roles which can cause recruitment challenges for the Council, particularly in services like Environmental Health and Building Control.

Hybrid working

We successfully embedded a hybrid working model that enhances flexibility, boosts productivity and supports a healthier work-life balance for our people.

FUTURE STATE

Forward-looking, data-driven workforce planning

We need to ensure we have the right skills aligned to future service needs and community expectations.

Strategic succession planning

Embedding continual succession planning is key to ensuring continuity in critical roles and the right workforce for the future. This includes building leadership capacity at all levels.

Agile recruitment processes

Responsiveness to attract, engage and secure the skills and talent required.

A strong employer brand

SKDC as an employer of choice for public sector professionals with a strong supportive reputation. .



Learning and Development

33 apprentices

studying a range of courses from Plumbing and Electricians to Environmental Health and Leadership.



54 managers

are part of our Line Manager Forum

&

16 senior managers

are part of the Senior Manager Forum

2 degree apprenticeships

24 trained mentors and qualified coaches

100%

of appraisals completed

131

formal learning events in 24/25

More than **50** elearning modules

'Own your own development'

Campaign launched to promote personal accountability for learning.

'Learning Week'

Celebrating and promoting personal and professional development.

Learning and Development

Learning and development is essential in building a skilled, adaptable and motivated workforce capable of delivering high quality services and driving forward our strategic priorities. We are committed to creating a culture of continuous learning where all colleagues are empowered to take ownership of their development.

WHERE WE ARE NOW

'Own-your-own' development

We have a long-held ambition to foster a culture of continuous learning where staff are empowered to take ownership of their development, supported by their leaders and HR. Our current learning offer includes a mix of in-person training, e-learning and access to external courses.

Focus on early careers and apprenticeships

Ongoing investment in apprenticeships, including introducing degree apprenticeships in difficult to recruit services.

Internal work experience

Opportunities for colleagues to work with different teams allowing them to develop new skills and understanding about what other services do.

Increased leadership engagement

Regular Line Manager and Senior Manager forums are in place to support and develop leadership capability and effectiveness across the Council.

FUTURE STATE

Flexible learning

Accessible learning and development for all staff, aligned to Council priorities and individual career aspirations. Actively supporting more colleagues with clear career pathways, internal development opportunities and skills mapping.

Equipping colleagues for the future

Ensuring colleagues are equipped with the skills needed to deliver the corporate plan, with a particular focus on digital transformation and financial sustainability.

Agility for the local government restructure

Equip staff with the skills and mindset needed to thrive in a changing local government landscape, including adaptability, resilience and change-readiness.

Line Manager Development

Effective leadership is essential to achieving the goals of the corporate plan. The Council remains committed to supporting and developing our managers, ensuring they have the skills and confidence to enable every employee to thrive, delivering expected outcomes.

Learning offer

Expand learning opportunities by offering a wider range of formats to suit different learning preferences, such as short videos, interactive modules, and bite-sized content.



Equality, Diversity, Inclusion and Belonging

Gender pay gap

-4.83%
mean pay gap (2025)

0.80%
median pay gap (2025)

Networks

Carers' Forum

Working Parents' Forum

Menopause Cafe



4%

of colleagues have told us they are disabled

44%

Women in management positions

&

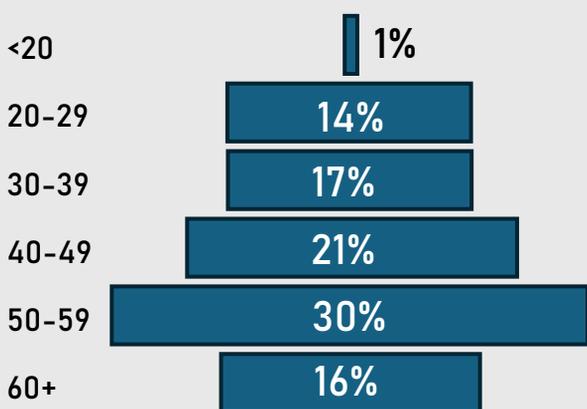
53%

Women in senior management

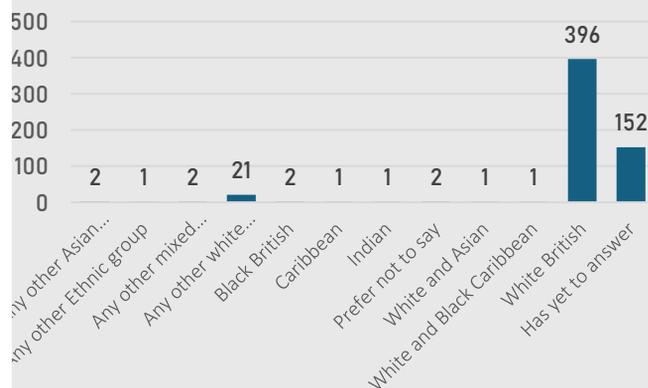
11

awareness events in the last year

Age profile



Ethnicity Profile



We're an **Age-friendly Employer**



Diversity Pledge



International Women's Day

Equality, Diversity, Inclusion and Belonging

At South Kesteven District Council, we are committed to creating a workplace where every employee feels respected, valued and empowered to contribute. Equality, diversity, inclusion and belonging are essential to how we serve our diverse communities and develop a workforce reflective of the people we represent. By fostering a culture where difference is celebrated and barriers are removed, we can ensure that all colleagues have equal access to opportunity, feel a sense of belonging and thrive at work.

WHERE WE ARE NOW

Inclusive recruitment

Currently includes blind recruitment, balanced interviewers and adapted processes for care leavers, ex-military and disabled applicants.

Networks

Initiatives like the Menopause Café and Carer's Forum address specific needs of diverse employee groups, ensuring that support is tailored and accessible.

Diversity monitoring

Our workforce is broadly representative of the local population and we have equality monitoring in place for recruitment workforce demographics.

Policy and training in line with legal changes

Including updated guidance, training and policy to reflect new legal duties on preventing sexual harassment in the workplace.

FUTURE STATE

A fully inclusive workplace culture where all staff feel a strong sense of belonging and psychological safety.

Consistent and high quality EDIB training

For all staff, including leadership modules.

Age demographics

67% of our employees are aged over 40 and only 15% are under 30. It is essential that we focus on workforce development to ensure that critical skills and expertise are retained and passed on to future generations.

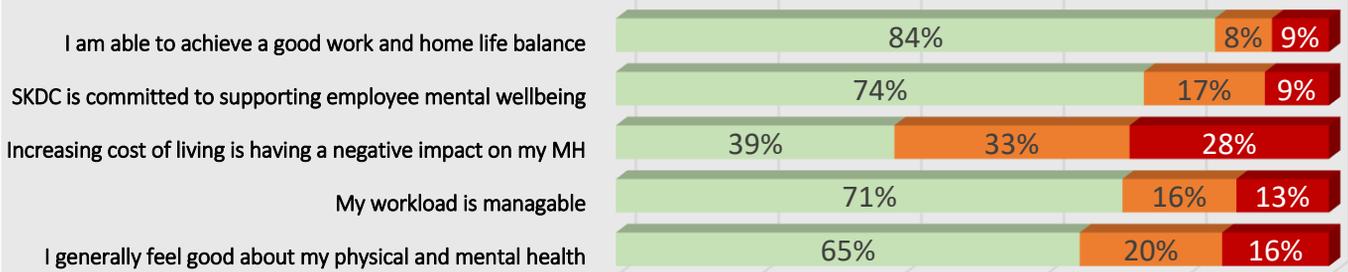
Inclusion policies

Continue to update policies and procedures to actively support inclusion and remove systematic barriers.



Wellbeing

Wellbeing Index (Engagement Survey Results, 2024)



Average days lost to sickness
per full-time equivalent (24/25)

: **12.15**
days

24 Mental Health
First Aiders (trained
colleagues and Members)

96 visits to
Mental Health First Aiders
in 24/25

More than **50** wellbeing
initiatives delivered
in the last year

53 visits to the
Employee Assistance
Programme in 24/25

Recent activities

- Learning new skills workshops ● Family BBQ ● Bowling ● Wellbeing Hub
- Football tournaments ● Wellbeing fairs ● Volunteering ● Wellbeing walks
- Mental health workshops ● Charity fundraisers ● 'Talk Money' week ●
- Online Wellbeing Hub ● Individual and team challenges ● Gardening ●

Wellbeing

Wellbeing plays a vital role in our People Strategy, with a strong focus on fostering a sense of belonging across the Council. In 2025, we launched our first Wellbeing Plan which outlines our strategic priority areas for staff wellbeing. The electronic document, which can be viewed [here](#), includes 5 priority areas – connecting with colleagues, giving to others, keeping active, raising awareness and keep learning.

WHERE WE ARE NOW

Launched the first SKDC Wellbeing Plan (2025)

Developed with staff input and designed to embed wellbeing into everyday culture across the Council, the plan sets out a clear, strategic approach to supporting wellbeing.

Employee led wellbeing approach

Regularly seeking input to shape the wellbeing programme.

Wellbeing Index score of 65

Action plans from the 2024 Engagement Survey included a wellbeing focus.

12.15 days lost to sickness (per full-time equivalent)

Highlighting the need for continued proactive support.



FUTURE STATE

Deliver the Wellbeing Plan

The Wellbeing Plan emphasises a holistic approach to wellbeing and outlines various programmes and resources designed to support our people.

Fully embedded culture of wellbeing

Further integration of wellbeing into our culture, ensuring it is a core component of policies and practices.



Reward and Recognition

Between

2.5% - 5.8%

Pay award for 24/25
(depending on grade)

An extra

5 days

annual leave after 5
years continuous service.

#TeamSK Thank You

Has recognised colleagues more than **700**
times in the last year.



#TeamSK Awards

Highlighting exceptional
achievements whilst
fostering a culture of
appreciation and team spirit.



Long service awards

Celebrates 10, 20, 30 and 40 years at the
Council with 9 colleagues recognised in
24/25.



Reward and Recognition

South Kesteven District Council is committed to rewarding staff fairly and recognising their contributions in meaningful and inclusive ways. We understand that effective reward and recognition go beyond pay; they encompass the ways in which employees feel valued, motivated and appreciated for the work they do. As we build a modern, forward-thinking Council, we want our approach to reward and recognition to reflect our values and support a positive employee experience.

WHERE WE ARE NOW

Nationally aligned pay awards

Supported by a local pay structure.

Staff benefits

Including Local Government pension, discounts and wellbeing support.

Recognition

Mix of informal and formal recognition initiatives including TeamSK thank you, long service awards, annual awards celebration and thank you cards.

Real Living Wage employer

Ensuring that all our people earn a fair wage that meets the cost of living.

FUTURE STATE

Consistent and transparent recognition culture

An organisation-wide approach to recognition that is inclusive, timely and aligned to council values. Recognition that is embedded in everyday practice and leadership as well as specific initiatives.

Benefits

Improved visibility and uptake of employee benefits and wellbeing offers.

Sustained commitment to the Real Living Wage and fair pay structure

Including a regular review of pay structures to ensure fairness and equity for all roles.



Key performance indicators

KPIs

Employee Experience



Engagement Index

Staff who would recommend SKDC as a great place to work

Survey response rate

Exit interview responses

Workforce Planning



Staff turnover rate

Time to fill a vacancy

Critical roles with succession plans in place

Internal promotion rate

Learning & Development



Appraisal completion

Staff satisfied with learning opportunities

Uptake of apprenticeships

No. of training and development opportunities

Metrics

Employee Experience

Score from Employee Survey

% from Employee Survey question

% responses to survey vs staff in post

Questions on rating the Council and recommending to others

Workforce Planning

Annual %

Average days to hire

% of critical roles with succession

% of internal promotions vs filled positions

Learning & Development

% complete

% via question on employee survey

No. of apprentices

No. of development opportunities offered annually

Key performance indicators

KPIs

Equality, Diversity, Inclusion and Belonging

Workforce diversity metrics
(gender, age, ethnicity, disability)



Gender pay gap

% of staff reporting a sense of belonging

Wellbeing

Wellbeing index

Days lost to sick absence

Uptake of wellbeing resources



Reward & Recognition

Satisfaction with feeling valued



Metrics

Equality, Diversity, Inclusion and Belonging

% of workforce

Mean and median gender pay gap reporting

Employee survey answers %

Wellbeing

Score from Employee Survey

Average days lost per FTE

Mental Health First Aider visits
Wellbeing hub visits

Reward & Recognition

Score from Employee Survey

KPIs reported to Employment Committee twice yearly in the HR Dashboard.

People Strategy Roadmap



(7) Adapt and evolve

Use feedback and data to refine strategy delivery and respond to emerging workforce needs and local government changes.

(6) Ongoing engagement with staff

Continue to involve colleagues through the People Panel, surveys, Trade Union and team discussions.

(4) Establish monitoring and evaluation mechanisms

Including KPIs and staff feedback loops to track impact and adjust as required.

(5) Regular reporting and updates to Employment Committee

Tracking of KPIs and success measures.

(3) Deploy strategy

Launch strategy and develop strategic action plans with clear deliverables, owners and timelines.

(2) Approval by Employment Committee

Strategy approved by Committee to ensure alignment with corporate priorities and governance.

(1) Consultation on draft strategy

Engage with Trade Unions, Portfolio Holder, Elected Members and colleagues to shape final version.

On a final note...

This strategy is the beginning of our next chapter as #TeamSK. It reflects what we've heard from our people, what we aspire to be as an organisation and the values we live every day.

Over the next three years, our focus will be clear:

- Continue listening to our colleagues and acting on their feedback,
- Support and invest in the development of every person in our workforce,
- Foster an inclusive, resilient and high performing culture that meets the needs of our communities,
- Be bold about adapting when needed,
- And celebrate progress.

We are proud of the collective effort that shaped this strategy. The input of staff, managers, Trade Union, Elected Members and the People Panel has helped make this a truly collaborative vision.

The success of this strategy will not just be measured in KPIs—it will be felt in the way people experience working at SKDC: confident in their roles, supported by their colleagues, and proud of the services they help deliver.

Together, we will unlock potential and deliver excellence; for our people and for South Kesteven.





**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

9 September 2025

Report of the Chief Executive

Cabinet Forward Plan

Report Author

Lucy Bonshor, Democratic Officer

 l.bonshor@southkesteven.gov.uk

Purpose of Report

This report highlights matters on the Cabinet's Forward Plan.

Recommendations

That Cabinet notes the content of this report.

Decision Information

Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
Which wards are impacted?	All

1. Cabinet's Forward Plan

- 1.1** The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 set out the minimum requirements for publicity in connection with Key Decisions. The Council meets these legislative requirements through the monthly publication of its Forward Plan.
- 1.2** Cabinet may also receive reports on which it is asked to make recommendations to Council or review the contents and take necessary action. These items are also listed on the Forward Plan.
- 1.3** Non-Key Decisions made by Cabinet are also included within the Forward Plan.

2. Appendices

- 2.1** Appendix A – Cabinet's Forward Plan



SOUTH
KESTEVEN
DISTRICT
COUNCIL

CABINET FORWARD PLAN
Notice of decisions to be made by Cabinet
28 August 2025 to 27 August 2026

At its meetings, the Cabinet may make Key Decisions and Non-Key Decisions. It may also make recommendations to Council on matters relating to the Council's budget or its policy framework.

A Key Decision is a Cabinet decision that is likely:

1. To result in the District Council incurring expenditure which is, or the making of savings which are, significant having regard to the District Council's budget for the service or function to which the decision relates (for these purposes, South Kesteven District Council has agreed £200,000 as the threshold at which a decision will be considered significant); or
2. To be significant in terms of its effects on communities that live or work in an area comprising two or more wards.

The Forward Plan

The Cabinet Forward Plan is a rolling, 12-month plan that will be updated on a regular basis. It includes those Key Decisions and Non-Key Decisions that are scheduled to be considered by Cabinet during the plan period.

Notice of future Cabinet decisions and recommendations to Council

Summary	Date	Action	Contact
Provisional Outturn 2024/2025 - Key Decision			
<p>This report provides Cabinet with the details of the Council's provisional outturn position for the financial year 2024/25. The report covers the following areas:</p> <ul style="list-style-type: none"> • General Fund Revenue Budget • Housing Revenue Account Budget • Capital Programmes – General Fund and Housing Revenue Account • Reserves overview – General Fund and Housing Revenue Account 	9 Sep 2025	Cabinet is asked to review and recommend for approval to Governance and Audit Committee the provisional outturn for 2024/25, reserve movements and budget carry forwards.	<p>Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter)</p> <p>David Scott, Assistant Director of Finance and Deputy Section 151 Officer E-mail: david.scott@southkesteven.gov.uk</p>
Annual Complaint Performance and Service Improvement Report 2024/25 - Key Decision			
To present the annual complaint information and service improvement plan to cabinet	9 Sep 2025	To review and comment on the report.	<p>Cabinet Member for Housing (Councillor Virginia Moran)</p> <p>Alison Hall-Wright, Director of Housing and Projects (Deputy Monitoring Officer) E-mail: A.Hall-Wright@southkesteven.gov.uk</p>
Housing Revenue Account Provisional – Non-Key Decision			
This report provides details of the Housing Revenue Account (HRA) outturn position for the financial year 2024/25. The report covers the Revenue Budget, Capital Programmes and Reserves overview	9 Sep 2025	To review the information within.	<p>Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter)</p> <p>David Scott, Assistant Director of Finance and Deputy Section 151 Officer E-mail: david.scott@southkesteven.gov.uk</p>

Summary	Date	Action	Contact
Contract Award for Radon Remedial Works - Key Decision			
To seek approval to award a contract for Radon Remedial Works on the Council's Housing Stock	9 Sep 2025	To consider approving the contract award.	Cabinet Member for Housing (Councillor Virginia Moran) Andy Garner, Senior Project Officer E-mail: andy.garner@southkesteven.gov.uk
Contract Award for Wellington Way New Build Scheme (11 units) - Key Decision			
To seek approval to award the contract for Wellington Way scheme.	9 Sep 2025	To consider approving the contract.	Cabinet Member for Housing (Councillor Virginia Moran) Suniel Pillai, New Build Project Officer E-mail: suniel.pillai@southkesteven.gov.uk
Contract Award Report for Reactive Repairs Works to Council Properties - Key Decision			
To seek approval to enter into a contract with two contractors, for the provision of carrying out reactive repairs to properties owned by South Kesteven District Council.	9 Sep 2025	Approval to enter into contract.	Cabinet Member for Housing (Councillor Virginia Moran) Mark Rogers, Head of Service (Technical Services) E-mail: mark.rogers@southkesteven.gov.uk
Weekly Food Waste Collection Service Update - Key Decision			
To provide an update on the progress of the weekly food waste collection service rollout.	9 Sep 2025	The report asks that Cabinet approve the additional posts and associated costs which are required to support the weekly food waste collection service rollout, and recommend to Council for approval.	Cabinet Member for Environment and Waste (Councillor Rhys Baker) Kay Boasman, Head of Waste Management and Market Services E-mail: kayleigh.boasman@southkesteven.gov.uk

Summary	Date	Action	Contact
Aslackby Conservation Area Appraisal – Recommendation to Council			
<p>In accordance with the Planning (Listed Buildings and Conservation Areas) Act 1990, The Council is required to review its Conservation Areas from time to time and to prepare and publish any proposals for the preservation and enhancement of any parts of the District that are designated as a Conservation Area. This report considers whether the Council should designate the Aslackby Conservation Area and adopt the Aslackby Conservation Area Appraisal.</p>	9 Sep 2025	<ol style="list-style-type: none"> 1. Recommends to Full Council the formal designation of the Aslackby Conservation Area boundary as shown in Appendix A to this report. 2. Recommends to Full Council the adoption of the Aslackby Conservation Area Appraisal, as part of the Development Plan evidence base and as a material planning consideration; and 3. Recommends that Full Council delegates the decision making to the Assistant Director of Planning to make minor changes, typographical corrections or non-material amendments to the Aslackby Conservation Area Appraisal and associated documents prior to formal publication and to undertake the necessary statutory actions to implement agreed recommendations. 	<p>Cabinet Member for Planning (Councillor Phil Dilks)</p> <p>Shaza Brannon, Planning Policy Manager E-mail: shaza.brannon@southkesteven.gov.uk</p>

Summary	Date	Action	Contact
Ropsley Conservation Area Appraisal – Recommendation to Council			
<p>In accordance with the Planning (Listed Buildings and Conservation Areas) Act 1990, The Council is required to review its Conservation Areas from time to time and to prepare and publish any proposals for the preservation and enhancement of any parts of the District that are designated as a Conservation Area. This report considers whether the Council should designate the Ropsley Conservation Area and adopt the Ropsley Conservation Area Appraisal.</p>	9 Sep 2025	<p>Cabinet is recommended to:</p> <ol style="list-style-type: none"> 1. Recommend to Full Council the formal designation of the Ropsley Conservation Area boundary as shown in Appendix A to this report. 2. Recommend to Full Council the adoption of the Ropsley Conservation Area Appraisal, as part of the Development Plan evidence base and as a material planning consideration; and 3. Recommend that Full Council delegates the decision making to the Assistant Director of Planning to make minor changes, typographical corrections or non-material amendments to the Ropsley Conservation Area Appraisal and associated documents prior to formal publication and to undertake the necessary statutory actions to implement agreed recommendations. 	<p>Cabinet Member for Planning (Councillor Phil Dilks)</p> <p>Shaza Brannon, Planning Policy Manager E-mail: shaza.brannon@southkesteven.gov.uk</p>

Summary	Date	Action	Contact
Finance Update Report – April to July 2025 - Key Decision			
To present the Council's year end forecast for the financial year 2025/26 as at the end of July. The report covers the General Fund Revenue Budget, the Housing Revenue Account Budget, and the Capital Programmes for the General Fund and Housing Revenue Account	9 Sep 2025	Cabinet would be asked to consider noting the report.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) David Scott, Assistant Director of Finance and Deputy Section 151 Officer E-mail: david.scott@southkesteven.gov.uk
Local Government Outcomes Framework - Key Decision			
To inform Cabinet on the government's proposed draft Local Government Outcomes Framework and Council's proposed response to the consultation.	9 Sep 2025	To consider approving the Council's submission to the government consultation on the draft Local Government Outcome Framework.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Charles James, Policy Officer E-mail: charles.james@southkesteven.gov.uk
People Strategy 2025-2028 – Non-Key Decision			
To consider any recommendation from Employment Committee on adopting a new strategy for 2025-2028.	9 Sep 2025	To consider approving the Strategy.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Fran Beckitt, Head of Service – Human Resources and Organisational Development E-mail: fran.beckitt@southkesteven.gov.uk
Mobility Vehicle Policy – Non-Key Decision			
To present the Mobility Vehicle Policy to Cabinet having been recommended by the Housing Overview and Scrutiny Meeting held on 17 March 2025.	7 Oct 2025	To consider agreeing the Policy.	Cabinet Member for Housing (Councillor Virginia Moran) Alison Hall-Wright, Director of Housing and Projects (Deputy Monitoring Officer) E-mail: A.Hall-Wright@southkesteven.gov.uk

Summary	Date	Action	Contact
Contract Award for Caged Vehicle Procurement - Key Decision			
This report seeks approval to award contracts for the procurement of various vehicles including caged vehicles and sweepers.	7 Oct 2025	That Council approve the award of the contracts.	Cabinet Member for Environment and Waste (Councillor Rhys Baker) Kay Boasman, Head of Waste Management and Market Services E-mail: kayleigh.boasman@southkesteven.gov.uk
Customer Experience Strategy 2025 to 2028 - Key Decision			
To present the Customer Experience Strategy 2025 to 2028 to Cabinet for recommendation to Council	7 Oct 2025	Recommendation to Council	Cabinet Member for People & Communities Claire Moses, Head of Service (Revenues, Benefits, Customer Services and Community) E-mail: claire.moses@southkesteven.gov.uk
Corporate Asset Management Strategy Review - Key Decision			
To review and update the Corporate asset Management Strategy 2022-2027, ensuring the strategy is in accordance with SKDC current priorities and objectives.	7 Oct 2025	To consider adopting the updated Corporate Asset Management Strategy 2022-2027 (as amended Sept 2025)	Cabinet Member for Property and Public Engagement (Councillor Richard Cleaver) Gyles Teasdale, Head of Property and ICT E-mail: g.teasdale@southkesteven.gov.uk
ICT Strategy and ICT Cyber Strategy – Non-Key Decision			
Updated ICT Strategy and new ICT Cyber Strategy	7 Oct 2025	To consider approving publication of the Strategies	Cabinet Member for Property and Public Engagement (Councillor Richard Cleaver) Gary Andrew, IT Services Manager E-mail: g.andrew@Southkesteven.gov.uk

Summary	Date	Action	Contact
Repairs and Voids Materials Contract - Key Decision			
To seek approval to enter into a new contract with a supplier of materials for our internal works teams.	4 Nov 2025	To seek approval to enter into a new contract with a supplier of materials for our internal works teams.	Cabinet Member for Housing (Councillor Virginia Moran) Mark Rogers, Head of Service (Technical Services) E-mail: mark.rogers@southkesteven.gov.uk
Facilities Management Contract - Key Decision			
To obtain authority to enter in to the recently tendered Facilities Management Contract for SKDC's Corporate Assets.	4 Nov 2025	To provide authority to enter in to the recently tendered Facilities Management Contract for SKDC's Corporate Assets.	Cabinet Member for Property and Public Engagement (Councillor Richard Cleaver) Gyles Teasdale, Head of Property and ICT E-mail: g.teasdale@southkesteven.gov.uk
Finance Update Report – April to September 2025 - Key Decision			
To present the Council's year end forecast for the financial year 2024/25 as at the end of September. The report covers the General Fund Revenue Budget, the Housing Revenue Account Budget, and the Capital Programmes for the General Fund and Housing Revenue Account	2 Dec 2025	Cabinet would be asked to note the update.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) David Scott, Assistant Director of Finance and Deputy Section 151 Officer E-mail: david.scott@southkesteven.gov.uk
Discretionary Council Tax Payment Policy 2026/27 – Non-Key Decision			
To provide an update on Discretionary Council Tax Payment (DCTP) expenditure and requests Cabinet approves the policy for 2026/27.	2 Dec 2025	To consider approving the Policy.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Claire Moses, Head of Service (Revenues, Benefits, Customer Services and Community) E-mail: claire.moses@southkesteven.gov.uk

Summary	Date	Action	Contact
Discretionary Housing Payment Policy 2026/27 – Non-Key Decision			
To provide an update on Discretionary Housing Payment (DHP) expenditure and requests Cabinet to approve the policy for 2026/27.	2 Dec 2025	To consider approving the Policy.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Claire Moses, Head of Service (Revenues, Benefits, Customer Services and Community) E-mail: claire.moses@southkesteven.gov.uk
Council Tax Base 2026/27 - Key Decision			
To explain the Council Tax Base for 2025/26 in accordance with relevant statutory requirements	2 Dec 2025	To consider recommending to Council	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Claire Moses, Head of Service (Revenues, Benefits, Customer Services and Community) E-mail: claire.moses@southkesteven.gov.uk
Lease to Grantham Town Football Club – Non-Key Decision			
The granting of a lease and delegation of authority to the Deputy Chief Executive in consultation with the Cabinet Member for Culture and Leisure to enter into it	2 Dec 2025	To consider entering into a lease.	Deputy Leader of the Council, Cabinet Member for Leisure and Culture (Councillor Paul Stokes) Karen Whitfield, Assistant Director – Leisure, Culture and Place E-mail: karen.whitfield@southkesteven.gov.uk
Budget Report for 2026/2027 including Indicative Budgets for 2027/2028 and 2028/2029 - Key Decision			
To present the Budget report.	15 Jan 2026 10 Feb 2026	To present the Budget report at a number of committees in the lead up to the Budget Council in February 2026.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Richard Wyles, Deputy Chief Executive and Section 151 Officer E-mail: r.wyles@southkesteven.gov.uk

Summary	Date	Action	Contact
Localised Council Tax Support Scheme 2026/27 - Key Decision			
This report reviews the responses to the public consultation of the Council's Local Council Tax Support Scheme 2026/27, along with the recommendations from the meeting of the Finance and Economic Overview and Scrutiny Committee which took place on 18 November 2025.	15 Jan 2026	To consider recommending to Council.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) Claire Moses, Head of Service (Revenues, Benefits, Customer Services and Community) E-mail: claire.moses@southkesteven.gov.uk
Fees and Charges Proposals 2026/27 - Key Decision			
To set out the Fees and Charges to be introduced for the financial year 2026/27	15 Jan 2026	Cabinet is asked to Recommend to Council the Fees and Charges for 2026/27	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) David Scott, Assistant Director of Finance and Deputy Section 151 Officer E-mail: david.scott@southkesteven.gov.uk
Finance Update Report – April to December 2025 - Key Decision			
To present the Council's year end forecast for the financial year 2025/26 as at the end of December. The report covers the General Fund Revenue Budget, the Housing Revenue Account Budget, and the Capital Programmes for the General Fund and Housing Revenue Account	10 Feb 2026	To review and note the report.	Leader of the Council, Cabinet Member for Finance, HR and Economic Development (Councillor Ashley Baxter) David Scott, Assistant Director of Finance and Deputy Section 151 Officer E-mail: david.scott@southkesteven.gov.uk