



# Agenda

Meeting: **Overview and Scrutiny Committee**  
Date: **18 April 2017**  
Time: **7.00 pm**  
Place: **Council Chamber - Civic Centre, Folkestone**

To: **All members of the Overview and Scrutiny Committee**

The committee will consider the matters, listed below, at the date, time and place shown above. The meeting will be open to the press and public.

Members of the committee, who wish to have information on any matter arising on the agenda, which is not fully covered in these papers, are requested to give notice, prior to the meeting, to the Chairman or appropriate officer.

1. **Apologies**
2. **Declarations of interest**

Members of the Council should declare any interests which fall under the following categories\*:

- a) disclosable pecuniary interests (DPI)
- b) other significant interests (OSI)
- c) voluntary announcements of other interests

3. **Minutes**

To receive and note the minutes of the meeting held on 21 February 2017.

4. **Review of the Core Strategy Local Plan**

Report C/16/117 sets out the progress that has been made on the review of the Core Strategy Local Plan (CSLP), including updates on the various technical work streams being undertaken. It also sets out the necessary actions to continue progressing the review in accordance with a programme that envisages a public consultation, pursuant to Regulation

## **Queries about the agenda? Need a different format?**

Contact Sue Lewis – Tel: 01303 853265  
Email: [committee@shepway.gov.uk](mailto:committee@shepway.gov.uk) or download from our website  
[www.shepway.gov.uk](http://www.shepway.gov.uk)

18 of The Town and Country Planning (Local Planning) (England) Regulations 2012, in January 2018.

This report will be considered at Cabinet on 19 April 2017.

5. **Government White Paper - Fixing our Broken Housing Market**

Presentation by Chris Lewis, Planning Advisor on the Government White Paper – Fixing our Broken Housing Market.

6. **Review of the Major Emergency Plan and New Recovery Guidance**

Report C/16/109 provides details of the recent review of the Major Emergency Plan and the new Recovery Guidance for the Council.

This report will be considered at Cabinet 19 April 2017.

7. **Quarter 3 Performance Report 2016/17**

Report C/16/119 provides an update on the Council's performance for the second quarter of 2016/17, covering 1<sup>st</sup> October 2016 to 31<sup>st</sup> December 2016. The report enables the Council to assess progress against the approved performance indicators for each service area.

This report will be considered at Cabinet on 19 April 2017.

8. **Equality and Diversity Policy and Annual Report 2016**

Report C/16/116 presents the draft Equality and Diversity Policy for 2016-2020 for consideration by Cabinet. The existing Policy covered the period 2012-2016 and therefore a refresh was required. The duties with regard to equality and diversity have not changed and therefore the proposed changes to the Policy are minor. The aim of the Equality and Diversity Policy remains the same; to ensure everyone has the right to be treated fairly at work or when using the council's services.

This report will be considered at Cabinet on 19 April 2017.

9. **Draft Corporate Plan 2017-2020**

Report C/16/124 presents the draft Corporate Plan for consideration by Cabinet. The Corporate Plan set out the framework for delivering the Council's priorities over the next three year, outlining the strategic objectives, priorities and key outcomes to meet the vision for the council and district.

This item will be considered at Cabinet on 19 April 2017.

10. **Review of Shepway Housing Allocation policy 2017**

Report C/16/122 sets out details of proposed changes to the council's

Housing Allocations Policy. The proposed changes will ensure that the policy takes full account of current Government guidance and good practice.

This report will be considered at Cabinet on 19 April 2017.

11. **Folkestone Community Led Local Development (CLLD) - Accountable Body and Programme Strategy**

Report C/16/118 seeks agreement for Shepway District Council, as the programme's Accountable Body, to submit a stage 2 application for European funding for the Folkestone Community Led Local Development (CLLD) Programme and to provide the public sector match funding for the programme management costs.

This item will be considered at Cabinet on 19 April 2017.

12. **General Fund Capital programme budget monitoring 4th Quarter 2016/17**

Report C/16/111 provides a projection of the latest financial position for the 2016/17 General Fund capital programme, based on expenditure to 28 February 2017. The report identifies projected variances to the approved capital programme to 31 March 2017 including slippage on schemes from 2016/17 to 2017/18.

This report will be considered at Cabinet 19 April 2017.

13. **Housing revenue account revenue and capital budget monitoring 2016/17 - 4th Quarter 2016/17**

Report C/16/112 provides a projection of the end of year financial position for the Housing Revenue Account (HRA) revenue expenditure and HRA capital programme based on net expenditure to 28 February 2017.

This report will be considered at Cabinet on 19 April 2017.

14. **General Fund Revenue budget monitoring - 4th Quarter 2016/17**

Report C/16/113 provides a projection of the end of year financial position for the General Fund revenue expenditure, based on net expenditure to 28 February 2017.

This report will be considered at Cabinet on 19 April 2017.

\*Explanations as to different levels of interest

(a) A member with a disclosable pecuniary interest (DPI) must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares a DPI in relation to any item must leave the meeting for that item (unless a relevant dispensation has been granted).

(b) A member with an other significant interest (OSI) under the local code of conduct relating to items on this agenda must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares an OSI in relation to any item will need to remove him/herself to the public gallery before the debate and

## Overview and Scrutiny Committee - 18 April 2017

not vote on that item (unless a relevant dispensation has been granted). However, prior to leaving, the member may address the meeting in the same way that a member of the public may do so.

(c) Members may make voluntary announcements of other interests which are not required to be disclosed under (a) and (b). These are announcements made for transparency reasons alone, such as:

- membership of outside bodies that have made representations on agenda items, or
- where a member knows a person involved, but does not have a close association with that person, or
- where an item would affect the well-being of a member, relative, close associate, employer, etc. but not his/her financial position.

Voluntary announcements do not prevent the member from participating or voting on the relevant item

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



# Minutes

## Overview and Scrutiny Committee

Held at:	Council Chamber - Civic Centre, Folkestone
Date	Tuesday, 21 February 2017
Present	Councillors Clive Goddard, Mrs Claire Jeffrey, Len Laws (In place of Ian Meyers), Frank McKenna, David Owen, Dick Pascoe (In place of Peter Gane), Peter Simmons and Mrs Rodica Wheeler
Apologies for Absence	Councillor Mrs Ann Berry, Councillor Peter Gane, Councillor Michael Lyons and Councillor Ian Meyers
Officers Present:	Ben Geering (Head of Planning), Sue Lewis (Committee Services Officer), Mark Luetchford (Communications Manager) and Tim Madden (Corporate Director - Organisational Change)
Others Present:	

### 56. **Declarations of interest**

There were no declarations of interest.

### 57. **Minutes**

The minutes of the meeting held on 17 January 2017 were submitted, approved and signed by the Chairman.

### 58. **Website Improvement and Digital Transformation Board**

Tim Madden, Corporate Director for Organisational Change, informed members that a Digital Transformation Board had been set up, headed by him, to continue moving forward with a strategy for a digitally enabled world.

The board meets monthly to exchange ideas, co-ordinate work and monitoring the process of moving forward. It has agreed to work on 6 projects, listed below:

1. Revenues and Benefits – this is the biggest and most wide ranging project and the main factors are shown in the attached presentation papers.

3 dedicated kiosks have been set up in the reception area which members of the public are encouraged to use to access all the necessary forms and information relating to this area and it has already shown that these are well used. Staff are on hand to give support and guidance where necessary.

2. Parking - to deliver a self serve virtual parking and visitor voucher system which will allow customers to apply for and renew parking permits / vouchers on line with no need to display traditional permits / vouchers in vehicles, this will ease customer process and reduce pressure on front office and customer contact.

3. Events – officers are working towards streamlining the process and introducing an App that will allow customers to organise events and liaise directly with the Safety Advisory Group.

4. Grounds maintenance – the council is already working towards streamlining of internal processes and officers are looking at booking systems.

5. Finance – an internal review of processes and structure is currently being undertaken.

6. Taxi Licensing – officers are aiming to deliver an online taxi licensing application service which will include an online knowledge test, an online DBS application solution and online license applications for taxi drivers.

Members paid particular attention to how the council will work with and help those people who are more vulnerable and less capable of using IT equipment and were given reassurance that allowance had been given to these types of people and visiting officers would still make the necessary arrangements if and when necessary.

Mark Luetchford, Communications Manager informed members that the Government Digital Service (DGS) is part of the Cabinet office created in 2013, with an aim to deliver online services that are straight forward and convenient for the customer.

In May 2015 the council redesigned its website making services available digitally and improving the customer experience, removing any old or broken links and updating data and forms wherever necessary.

A selection of tools to track and monitor how the site is performing enables officers to use the data to make amendments/improvements on a regular basis as part of the evolving development.

The website improvement project is ongoing and members were given assurances that any areas still in need of improvements, such as, planning will

be looked at and improved through the project, paying particular attention to the planning area, which was raised as a concern by members.

**59. Requirements for the collection and allocation of planning obligations**

This item was raised as part of the Annual Scrutiny Programme 2015/16 by New Romney Town Council.

Ben Geering, Head of Planning presented members with an overview of the requirements for collection and allocation of planning obligations. A copy of the presentation is attached to these minutes for information.

Mr Geering informed members that planning obligations, also known as s106 agreements are private legal agreements made between local authorities and developers and can be attached to a planning permission to make acceptable development which would otherwise be unacceptable in planning terms.

Explaining the land itself, rather than the person or organisation that develops the land, is bound by a Section 106 Agreement.

Mr Geering explained that planning obligations are used for 3 purposes; prescribe, compensate and mitigate, examples of which are shown in the attached presentation. He made it clear that planning obligations must be directly relevant to the proposed development.

In addition to S106 agreements he explained the use of the Community Infrastructure Levy 2010 (CIL) which the Council adopted in August 2016, together with Regulation 123.

The role of CIL is shown in the attached presentation but Mr Geering acknowledged difficulties of balancing CIL and S106, especially where infrastructure needs multiple sites to contribute. He informed that Government are now reviewing CIL, which may lead to a CIL light approach, with S106 taking prominence and CIL replaced by a different tariff. He felt that CIL would benefit smaller sites, leaving S106 for the larger developments. Officers are waiting on the outcome of the review.

The Planning Policy Team is now looking at the Places and Policies Local Plan which will identify funding stream for key infrastructure – CIL or s106. He explained that a S106 Working Group, headed by the Corporate Director for Strategic Operations, met to ensure funds collected are allocated and spent as required, examples of which are in the attached papers.

Mr Geering felt officers had a robust mechanism in place with appropriate monitoring and clear accountability.

Members paid particular attention to the 15% benefit that Town and Parish Councils could receive through CIL and 25% where a Neighbourhood Plan is in place.

Following a question from Mr Peter Coe, New Romney Town Council, Mr Geering explained that any works carried out and relating to the issue raised in respect of either a crossing or curbing in the area would be carried out as permitted and that any S106 monies would be spent accordingly.



# Digital Transformation and the Website

## Overview and Scrutiny

### 22 February 2017

# Digital Delivery

- Start with the Customer
- Building on WoW
- A strategy for a digitally enabled world

## Digital Transformation Board (DTB) – What is it?

- Revenues and Benefits major project – needed a governance structure
- Other projects brought under the same umbrella – Parking; Events; Grounds Maintenance; Finance; Taxi Licensing
- Council wide officer group – meets monthly
- Co-ordinates, monitors and develops strategy

## Revenues and Benefits

- Key processes (forms) put online to allow 24/7 access
- Council Tax – 21/10/16 launch – aim for 40% take up; currently 36.5% take up (but only with a soft launch)
- Benefits forms launched 25/1/17
- Kiosks in reception (including Housing options)

## Forms available on line

### Council Tax –

- Set up Direct Debit
- Change of address
- Apply for discount or exemption
- Apply for single person discount
- Submit evidence
- Apply for disability band relief
- Email billing

### Benefits -

- Apply for Housing Benefits / CT reduction
- Change in Circumstances
- Discretionary Housing Payments

## Key Issues

- Significant input and design
- Further work on back office processes
- Forms need continuous improvement
- Backlog of work to be cleared
- Achieving cultural change for staff and customers

## Parking

- Objective: to deliver a self serve virtual parking and visitor voucher system which will allow customers to apply for and renew parking permits / vouchers on line with no need to display traditional permits / vouchers in vehicles
- Accessible through the Shepway website
- Hand held enforcement devices
- Hotel and visitor permits – live 15<sup>th</sup> February
- Parking permits – live mid March
- People renew online – ease of customer use
- Reduced pressure on front office and customer contact

## Events

- Organise Events via an App – cloud hosted
- Streamlines process
- Links organisers and Safety Advisory Group (SAG)
- Go live 24<sup>th</sup> February



## Grounds maintenance

- Streamline of internal processes
- Automation and efficiencies
- January 2017 – looking at more outward facing activities e.g. Booking systems, park benches to automate interaction with public

## Finance

- Review of structure
- Completion of WoW programme
- Internal review of processes

## Taxi Licensing

- Objective: to deliver an online taxi licensing application including an online knowledge test, an online DBS application solution and digital accounts for taxi drivers
- Online knowledge test – implemented June 2016
- DBS online via KCC – implemented Oct 2016
- Online licensing application expected Spring 2017

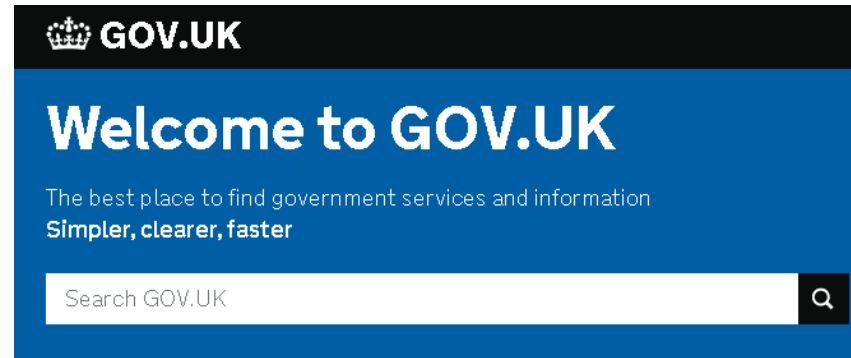
## Next Steps

- Complete existing projects
- Develop website workstream
- Look to develop digital strategy to provide fuller more effective customer service
- Other projects as identified

# Digital Transformation and the Website

## What is the Government Digital Service (GDS)

- GDS is part of the Cabinet Office created in 2013
- Their aim is to be 'Digital by Default'
- Delivering services online that are straightforward and convenient - putting the "customer first"
- Today 87% of adults in the UK are online
- Completing transactions online has become second nature, with more of us going online for shopping, banking, information and entertainment
- Online services tend to be quicker, more secure, more convenient and cheaper to use
- The need to develop strategies so that customers who can't transact online will not be left behind



### Benefits

Includes tax credits, eligibility and appeals

### Births, deaths, marriages and care

Parenting, civil partnerships, divorce and Lasting Power of Attorney

### Business and self-employed

Tools and guidance for businesses

### Childcare and parenting

Includes giving birth, fostering, adopting,

### Disabled people

Includes carers, your rights, benefits and the Equality Act

### Driving and transport

Includes vehicle tax, MOT and driving licences

### Education and learning

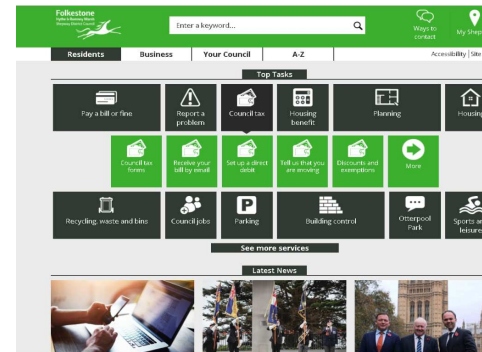
Includes student loans, admissions and apprenticeships

### Employing people

Includes pay, contracts and hiring

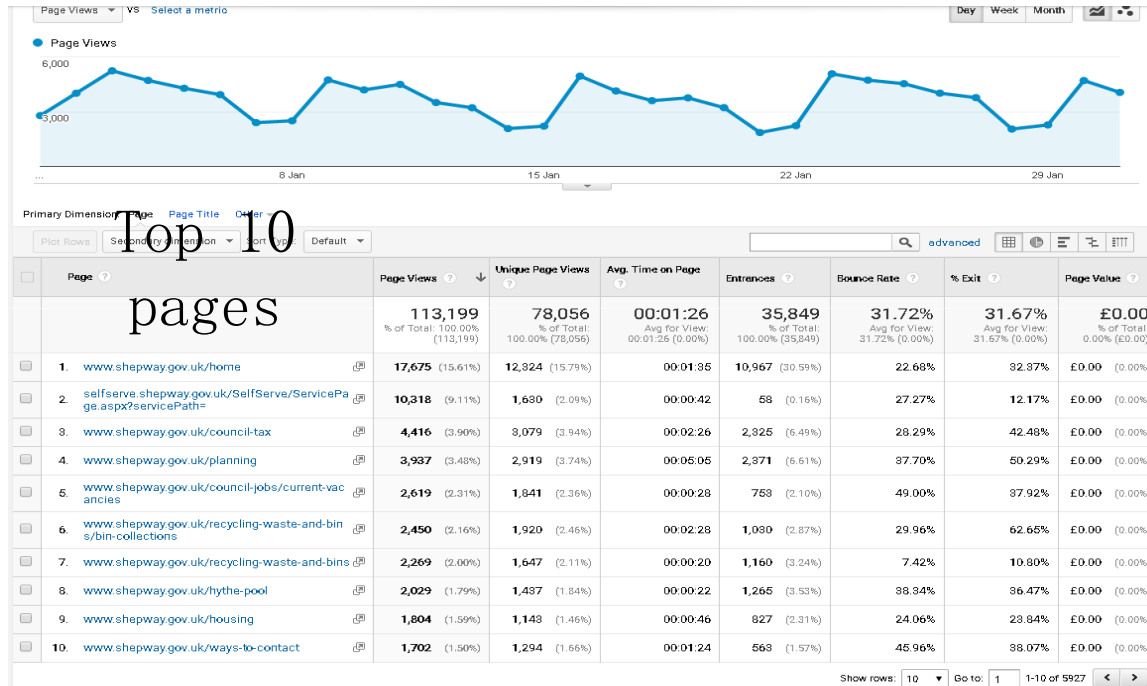
# Why we changed the look and feel of our website

- We wanted to create a 'transaction' website so residents can 'self serve' 24/7
- Make as many of our services available digitally as possible
- Improve the navigation structure to become more user friendly – introducing 'Top Tasks' with Pay online, report a problem and apply online
- Removed outdated content and replace with content designed for online use (removal of lots of jargon)
- Become a 'responsive design' website so our users can easily view on smart phones and tablets
- Prioritised content



# Exploring the site

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<http://www.shepway.gov.uk/council-tax>

<http://www.shepway.gov.uk/planning>

<https://www.shepway.gov.uk/appointment-service>



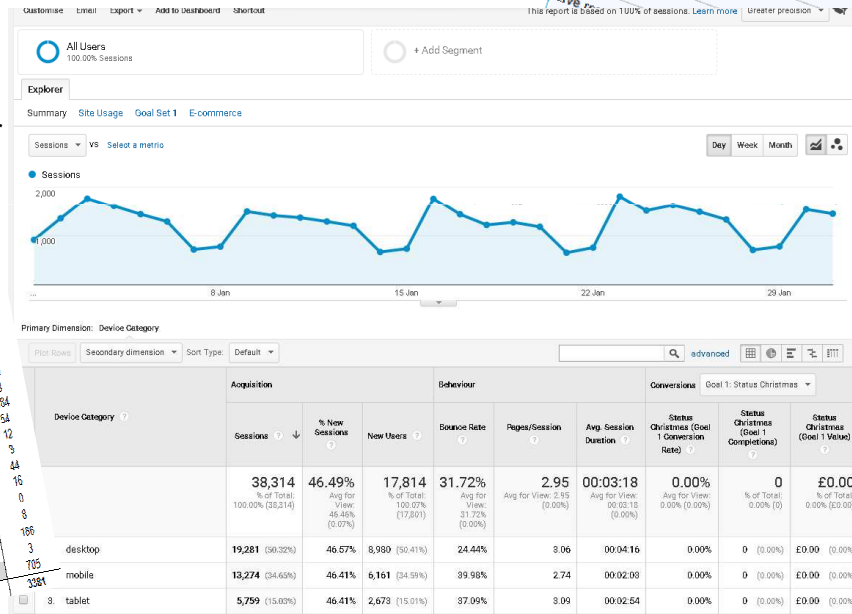
# Using our management data

We have a selection of tools to track and monitor how the site is performing, we use the data to make amendments/improvements on a regular basis as part of the evolving development.

- Volume of self serve transactions
- Sessions/users/devices
- Broken links
- Where users are leaving the site
- What pages are popular vs least popular

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Statistics: Self Serve Activities	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Volumes
Abandoned Vehicle	43	52	26	54	32	65	51	28	35	44			444
Dog Fouling	18	10	10	6	14	16	19	10	9	17			140
Fly Tipping	45	30	33	27	43	44	20	15	22	34			313
Missed Bin	44	75	100	123	88	99	56	85	106	129			916
Street Cleaning	11	11	3	8	1	2	2	2	2	31			236
Full or Damaged Bin	4	4	3	1	1	5	4	0	0	2			31
Assisted Collection	2	6	1	4	0	0	1	0	0	1			23
Dead Animal	1	2	2	1	3	1	11	18	7	2			11
Graffiti	2	1	2	1	3	0	13	2	0	0			8
Fly Posting	0	0	10	47	8	4	3	0	0	0			184
Noise Complaint	6	11	9	8	0	0	0	0	0	0			54
Request Building Control Visit	3	4	3	0	6	3	4	2	1	0			12
Light Complaint	0	0	0	0	0	0	0	0	0	0			9
Odour Complaint	0	0	2	15	10	2	1	0	0	0			44
Barking Dog	0	0	0	9	0	0	0	0	0	0			16
Accumulation of Waste	0	0	0	0	0	0	0	0	0	0			8
Frontier Complaint	0	0	0	0	0	0	0	0	0	0			166
List of Empty Properties	0	0	0	0	0	0	0	0	0	0			3
Bulky Collection	0	0	0	0	0	0	0	0	0	0			705
Turn Property into HMO	0	0	0	0	0	0	0	0	0	0			3281
Christmas Tree Collection	179	206	228	332	263	308	249	281	414	921	0	0	



	This check	Last check
Pages		
Pages with broken links	1,363	1,357
Pages with broken links (%)	0	0
Links		
Broken links	5,188	5,186
Broken links (%)	0	0
Misspellings	0	0

Broken links	Misspellings	Live Report
0	0	HTML PDF
0	0	HTML PDF
0	0	HTML PDF
0	0	HTML PDF
0	0	HTML PDF
0	0	HTML PDF
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# Website Improvement Project

- Continue to incorporate the GDS methodologies ([design principles](#)) to enhance and evolve the website
- Use analytical data more productively, make changes based on the hard facts about customer preferences
- Work with our users and our internal user/service areas to improve customer journeys
- Continue to increase uptake in digital services – integration with social media

## Places and Policies Local Plan consultations

Measure	2015	2016	% change
Number of respondents	234	616	+163%
Number of online respondents	98	436	+345%
Number of individuals online	78	405	+419%

# Requirements for the collection and allocation of planning obligations

**Ben Geering**  
**Head of Planning**

**Overview and Scrutiny Committee**  
**21<sup>st</sup> February 2017**

**Folkestone**  
Hythe & Romney Marsh  
Shepway District Council



[www.shepway.gov.uk](http://www.shepway.gov.uk)

# What are planning obligations?

- Planning obligations, also known as s106 agreements are private legal agreements made between local authorities and developers and can be attached to a planning permission to make acceptable development which would otherwise be unacceptable in planning terms.
- The land itself, rather than the person or organisation that develops the land, is bound by a Section 106 Agreement.

# When can they be used?

- Government policy on the use of planning obligations is set out on the **Planning Practice Guidance website**. Local planning authorities must take this guidance into account in their decisions on planning applications and must have good reasons for departing from it.
- Planning Obligations are used for three purposes:
  1. **Prescribe** the nature of development (for example, requiring a given portion of housing is affordable)
  2. **Compensate** for loss or damage created by a development (for example, loss of open space)
  3. **Mitigate** a development's impact (for example, through increased public transport provision).
- Planning obligations must be directly relevant to the proposed development.

# Anything else?

## Community Infrastructure Levy Regulations 2010

From April 2014:

- 3 statutory tests  
necessary , directly related to development and fair and reasonable in scale and kind
- Planning obligations no longer collectable via tariff
- Maximum of 5 planning agreements can be used to fund a single project
- Clear distinction between what is funded by S106 and What is funded via Community Infrastructure Levy

# What do we use them for?

- Policies in the Council's Core Strategy Local Plan and the saved policies of the Shepway District Local Plan Review identify types of infrastructure that can be funded or delivered via s106 agreements.
- This includes contributions towards education, health, open space, play space and highway and other transport improvements.
- The adopted Core Strategy 2013 includes an Infrastructure Delivery Plan, setting out the infrastructure required to be delivered so as to mitigate the impact of development.
- Guidance makes it clear that developer contributions should not be of a scale that would threaten the viability of sites identified for development in the Local Plan
- The Council will be updating the Core Strategy Infrastructure Delivery Plan alongside the submission of the Places and Policies Local Plan so as to ensure appropriate infrastructure is provided to mitigate the impact of development and the funding mechanism for its delivery is identified.



# Examples

## Shorncliffe Garrison

- Land and funding towards new primary school
- New pavilion building, pitch enhancements and play facilities
- On and off site junction works to mitigate the impact of development
- On site affordable Housing (18% total)

## Sainsbury's Hythe

- Off site junction and highway works to mitigate the impact of development
- High street works and event fund
- Fund for adjoining properties to upgrade windows

## Broad Location, Sellindge

- New village green and open space
- Parish offices
- Land and funding for the expansion of the primary school to 1FE.
- Off site highway works to reduce speed limit in the village.

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# Role of CIL

- CIL adopted by SDC in August 2016
- Regulation 123 list of infrastructure also adopted
- Rates for residential vary across the district between £0, £50, £100 and £125 per square metre of new floor space created
- Also charging in place for large-scale retail outside of town centres
- 15% of CIL income for town and parish councils, 25% where a Neighbourhood Plan is in place.
- Updated Infrastructure Delivery Plan to be completed will identify funding stream for key infrastructure – CIL or s106.
- However
  - Acknowledged difficulties of balancing CIL and s106, especially where infrastructure needs multiple sites to contribute
  - Government reviewing CIL at present
  - May seek a CIL light approach, with s106 taken prominence and CIL replaced by a different tariff

# Any questions?

**Folkestone**  
Hythe & Romney Marsh  
Shepway District Council



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This report will be made public on 7 April 2017

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



[www.shepway.gov.uk](http://www.shepway.gov.uk)

Report Number **C/16/117**

**To:** Cabinet  
**Date:** 19 April 2017  
**Status:** Key Decision  
**Corporate Director:** Susan Priest – Strategic Development  
**Cabinet Member:** Councillor John Collier, District Economy

**SUBJECT: Review of the Core Strategy Local Plan**

**SUMMARY:**

This report sets out the progress that has been made on the review of the Core Strategy Local Plan (CSLP), including updates on the various technical work streams being undertaken. It also sets out the necessary actions to continue progressing the review in accordance with a programme that envisages a public consultation, pursuant to Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012, in January 2018.

**REASONS FOR RECOMMENDATIONS:**

Cabinet is asked to agree the recommendations set out below because:

- a) The recommendations will enable officers to progress the review of the Core Strategy Local Plan to provide for strategic level growth in the district for the period to 2037 and potentially beyond.
- b) The recommendations below have resource and financial implications for the Council.

**RECOMMENDATIONS:**

1. To receive and note report C/16/117.
2. That Cabinet, in its capacity as local planning authority, agree that the following evidence base documents inform the review of the Core Strategy Local Plan:

- a) The Strategic Housing Market Assessment (SHMA) report, prepared on behalf of Shepway District Council and Dover District Council by PBA, which identifies the Council's Objectively Assessed Need (OAN) for housing in the Plan review period.
  - b) The Sustainability Appraisal Framework prepared by LUC, to test options for draft strategic planning policies including suitable areas and densities for strategic level growth.
  - c) The Policy Assessment set out in Appendix A which identifies the policies in the adopted Core Strategy Local Plan that it will be necessary to review and those that will not be the subject of this review and will remain unchanged.
- 3. That Cabinet notes the costs of this activity as set out in section 10 and Appendix C.**

## 1. Background

- 1.1 The current Core Strategy Local Plan (CSLP) was published in draft form in July 2011. Following examination by the Planning Inspector and modifications put forward by the Council it was found sound in May 2013 and formally adopted by the Council in September 2013.

### [Core Strategy Local Plan 2013](#)

- 1.2 The CSLP sets out the district spatial strategy at Policy SS1 which says that new development will be delivered with priority given to previously developed land in the Urban Area. The majority of proposed new development is identified as taking place in Folkestone to enhance its role as a sub-regional centre supported by strategic allocations at Folkestone Seafront (1,000 homes) and Shorncliffe Garrison (1,200 homes) and the delivery of strategic mixed use development at Hythe, via the extant planning permission at Nickolls Quarry (1,050 homes), with further Broad Locations for growth identified at Sellindge (250 homes) and New Romney (300 homes). The CSLP says additional development is to be focussed on the most sustainable towns and villages but development in the open countryside and on the coast (outside of settlements) is only allowed exceptionally.
- 1.3 Planning permissions have now been granted at Folkestone Seafront and Shorncliffe Garrison and also at the broad locations for development identified in the CSLP at Sellindge and New Romney. Much of the strategic level development identified in the CSLP has been delivered or is well underway in the process of being delivered.
- 1.4 The Places and Policies Local Plan (PPLP), which was the subject of public consultation in 2016 pursuant to Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012, proposes to allocate approximately 2,500 dwellings across 55 small and medium sized sites in addition to the larger strategic level development sites identified in the CSLP. This will provide a Plan-led approach to delivering the housing target within the currently adopted CSLP. The PPLP will also provide a new suite of up to date development management policies to replace the saved policies from the Shepway District Local Plan Review 2006.
- 1.5 Officers are currently reviewing over 2,000 comments from more than 600 residents, community groups, businesses and other organisations to the PPLP Regulation 18 consultation, including assessing the additional sites suggested for allocation during that consultation. The proposed allocations are being tested for robustness so as to form a Regulation 19 submission draft Plan.
- 1.6 The PPLP is programmed for public consultation under Regulation 19 of The Town and Country Planning (Local Planning) (England) Regulations 2012 later this year following prior agreement by Cabinet. Once that Plan is found “sound” by the Planning Inspectorate (PINS) it should ensure that the Council has sufficient allocations to meet the objective of a minimum of 350

dwellings and a target of 400 dwellings per annum between 2006/07 and 2031 as set out in policy SS2 of the CSLP.

- 1.7 However it is also now necessary to review parts of the CSLP so as to assess housing and employment requirements over a longer period based on the most up to date evidence and statistical data. The National Planning Policy Framework (NPPF), National Planning Practice Guidance (NPPG) and the recent Housing White Paper make it clear that local planning authorities must have an up to date Development Plan. Recent discussions between officers and the Department for Communities & Local Government (DCLG) colleagues have suggested that for a Plan to be up to date it should be reviewed every 5 years. As such the early review of the CSLP will ensure we meet this emerging government requirement.

## **2. Scope of the Core Strategy Review**

- 2.1 On 30<sup>th</sup> June 2016 Cabinet agreed the latest Local Development Scheme (LDS) which included a commitment to the partial review of the CSLP in order to identify how additional housing and employment needs will be met over an extended plan period.

### [Local Development Scheme Timetable](#)

- 2.2 Appendix A entitled “Core Strategy Review Policy Assessment” sets out in detail an assessment of each policy in the CSLP with a reasoned justification as to whether it is considered necessary to review, monitor or maintain that policy. It also identifies areas where new policy may be required due to material change in circumstances or to meet the latest Government guidance. This appendix sets out officers’ assessment of the status of CSLP policies as of the date of this report; this will need to be kept under review and further amendments to policies may be required depending on legislative changes (for example, as a result of consultation on the Housing White Paper, *Fixing our Broken Housing Market*).
- 2.3 The key spatial policies of the CSLP along with some other policies need to be reviewed in order to respond to changing circumstances and the latest evidence, particularly relating to meeting housing and employment needs. Details of the evidence base work already carried out to support the review is set out in more detail later in this report.
- 2.4 The CSLP was adopted in 2013 and there are policies in the Plan that are considered up to date. These are not impacted by change and are therefore currently considered unnecessary to review. Focusing on a review of select policies rather than a review of the whole plan will assist in the Plan being adopted as programmed in 2019.

## **3. Strategic Housing Market Assessment (SHMA)**

- 3.1 The current Strategic Housing Market Assessment (SHMA) dates from 2011, with much data drawn from 2009. Whilst this assessment was considered

robust in adopting the CSLP in 2013 more recent data and changes to assessment methodology means it has been appropriate for the Council to compile new evidence to inform the review of the CSLP.

3.2 Last year Shepway District Council and Dover District Council jointly commissioned Peter Brett Associates (PBA) to update the SHMA for both districts. The work confirmed that the two councils have a shared Housing Market Area based on travel to work data and house moves between the two districts. The brief set out the following requirements in accordance with SHMA best practice methodology:

- i. Define the Housing Market Area for both districts
- ii. Objectively assess the level of housing need in Dover and Shepway
- iii. Consider demographic projections of need
- iv. Assess likely changes in job numbers and the implications of this for housing need
- v. Look at market signals
- vi. Calculate affordable need
- vii. Estimate future housing needs by dwelling size, household type and tenure
- viii. Consider the housing requirements of specific groups
- ix. Assess need from London
- x. Consider other policy changes
- xi. Engage with key stakeholders

3.3 The updated SHMA will be used to inform a review of planning policies in Shepway to ensure they are up-to-date and in conformity with the National Planning Policy Framework (NPPF).

3.4 The updated SHMA has now been completed by PBA and is therefore an essential evidence base document for the review of the CSLP, setting out the Objectively Assessed Need (OAN) for housing in the district for the period 2014-2037. The completed SHMA is available at the following web link:

<https://www.shepway.gov.uk/planning/planning-policy/local-plan/core-strategy-review-2016>

3.5 The evidence and data analysed by PBA identifies that Shepway's OAN has a demographic starting point to plan for 566 new dwellings per annum (dpa). However, PBA advise that there is reasonable evidence to suggest that the Council should be cautious, given that much of the data has been informed by a period of declining migration and higher levels of unemployment. Should demand for new homes prove to be higher in the future, then an OAN of 566 dpa would be too low. PBA have therefore allowed with reasoned justification for a 2% uplift in dwelling numbers which identifies an OAN of 633 dpa.

3.6 There are two points that should be particularly stressed regarding the SHMA:

- i. The OAN figure of 633 dpa is a 'policy off' assessment and not necessarily the level of growth that Shepway District Council should be providing site allocations for. The OAN is an assessment of housing need independent of other factors, such as environmental or infrastructure constraints, the capacity of the house-building industry to deliver the level of growth, or levels of need and supply in neighbouring local authority areas. It is for the policy work underpinning the review of the CSLP to determine the actual level of growth to be planned for, taking into account opportunities and constraints and discussions with our neighbours through the Duty to Co-operate. The starting point is that the authority should seek to meet the full objectively assessed need "as far as is consistent" with national policy set out in the NPPF (NPPF, paragraph 47).
- ii. When the SHMA is published, and as the CSLP review progresses, the Council will come under increasing pressure to apply the new SHMA targets, rather than the existing Core Strategy requirement (minimum 350 dpa), in calculating its five-year supply of housing land. To counter this, the Council will need to defend continued use of the current Core Strategy target in planning decisions and at appeal with reference to national Planning Practice Guidance which states (emphasis added):

*"Where evidence in Local Plans has become outdated and policies in emerging plans are not yet capable of carrying sufficient weight, information provided in the latest full assessment of housing needs should be considered.*

***But the weight given to these assessments should take account of the fact they have not been tested or moderated against relevant constraints."***

3.7 Data collated by the Planning Policy Team in the Housing Information Audit (HIA) and elsewhere identifies the following:  
 Housing Need for Plan Period 2014-2037 = 633 x 23 years = **14,559 homes**  
 minus completions 2014/15 + 15/16 = **694 homes**  
 minus the supply of sites with planning permission = **4,785 homes**  
 minus allocations = **257 homes**  
 minus proposed sites in Places and Policies Local Plan = **2,531 homes.**

3.8 The balance remaining of new allocations to meet the OAN during the Plan period to 2037 is:  
**6,292** further new dwellings in addition to those already identified, or in the process of being allocated in the PPLP. An appropriate buffer is also recommended to ensure housing need is met.

(These figures will be continually updated through the review of the CSLP process as new dwellings are completed and new planning permissions are granted.)

3.9 Paragraph 21 of the Government's Planning Policy Guidance (PPG) makes it clear that once an overall housing figure has been identified, plan makers need to break this down by tenure, household type and household size and this information is provided in detail in the PBA part 1 and part 2 reports.



- 3.10 In terms of tenure, the future housing profile identifies a need for 55% of new homes to be owner occupied, 24% private rental, 5.5% shared ownership and 15.5% affordable/social rent. These figures are further broken down into household size for each tenure.
- 3.11 In terms of the affordable housing element, PBA's research shows the need in Shepway is for 139 dwellings per year. This represents 22% of the total annual household growth in the district between 2014-2037, however the report makes it explicitly clear that this 22% does not include starter homes which will soon be incorporated within the NPPF affordable housing definition. The affordable need of 139 units per annum is significantly lower than that identified in the previous SHMA and should be achievable in Shepway, however further testing of policy will be required.
- 3.12 The report identifies a demand for approximately 90 Starter Homes per annum in the district, with a demand mix of 35% 1 bedroom, 29% 2 bedroom, 19% 3 bedroom and 7% 4 bedroom. However, the Government recently advised in its Housing White Paper that it will not introduce a mandatory requirement for starter homes at the present time following widespread concerns that this would impact on other forms of affordable housing and not meet local needs. Locally this model is more expensive than entry level market accommodation (private rent) and shared ownership accommodation. It is also more expensive than entry level home ownership, with the exception of 3 and 4 bedroom homes. Amendments are expected to the NPPF that will introduce a "clear policy expectation" that housing sites deliver a minimum of 10% affordable home ownership units. "It will be for local areas to work with developers to agree an appropriate level of delivery of starter homes, alongside other affordable home ownership and rented tenures."
- 3.13 The PBA report also identifies a need for a significant increase in the supply of both market and affordable sheltered and extra care housing in the district, with approximately 10% of new dwellings (1,279) over the Plan period required to be of a specialist nature to meet the needs of the ageing population, with 2/3 of these market and 1/3 affordable homes.
- 3.14 Draft planning policies for housing will be prepared during the remainder of 2017 as an essential part of the Core Strategy review informed by Government policy guidance.

#### **4. Sustainability Appraisal**

- 4.1 Section 19 of the Planning and Compulsory Purchase Act 2004 requires a local planning authority to carry out an appraisal of the sustainability of proposals when preparing a Local Plan.
- 4.2 Sustainability appraisal is a systematic and iterative process that must be carried out during the preparation of the review of the CSLP. Its purpose is to promote sustainable development by assessing the extent to which the emerging plan, when judged against reasonable alternatives, will help to

achieve relevant environmental, economic and social objectives. This process is to make sure that the proposals in the plan are the most appropriate given the reasonable alternatives.

- 4.3 The Council has commissioned Land Use Consultants (LUC) to carry out sustainability appraisal of the CSLP as it progresses through its formative stages. LUC produced a draft sustainability scoping report for the Core Strategy Review in December 2016 which following officer input was subject to the required consultation with statutory bodies during December 2016 and January 2017. LUC have now made some minor technical modifications to the scoping report which the Cabinet are asked to agree as a key evidence base document that can be used to test options for strategic policies and allocations at key stages in the CSLP Review. In the first instance the Sustainability Framework will be used to test options drawn from the Growth Options Study being produced by AECOM.
- 4.4 The Sustainability Appraisal Framework can be found at the following link:

<https://www.shepway.gov.uk/planning/planning-policy/local-plan/core-strategy-review-2016>

## **5. Shepway Growth Options Study**

- 5.1 AECOM have been commissioned to develop a Strategic Growth Options Study for Shepway District to inform the CSLP review process. The context of the Growth Options Study is the new calculation of OAN in the aforementioned SHMA, as this identifies the need for considerably more new homes in Shepway than planned for within the current CSLP.
- 5.2 The Growth Options Study is a technical and impartial piece of work that seeks to identify land in the district that is suitable for strategic level development. Strategic level development is defined as sites with capacity for 250 dwellings or more. It is an alternative but complementary approach to carrying out a Strategic Housing Land Availability Study (SHLAA). This approach was discussed informally with the Planning Inspectorate who agreed that this is an appropriate method.
- 5.3 The Growth Options work comprises of three elements. The first element is a High Level Landscape Report to inform opportunities and constraints for strategic level growth with regard to landscape character. The second element is a High Level Options Report that examines the opportunities and constraints for strategic level growth in six character areas across the district against a range of key spatial principles and sustainability requirements. The third and final element will be a Phase 2 Options Report that identifies those specific areas that have potential for strategic level growth and can be tested in the coming months as options using the Sustainability Appraisal framework referred to above.
- 5.4 The purpose of the High Level Landscape Appraisal (HLLA) is to inform the likely impacts of strategic level development (defined as 250 houses at an assumed gross density of 20 units per hectare) in various locations across the district. In particular it informs opportunities and constraints for growth

with regard to landscape character and visual amenity alongside other key evidence based documents.

5.5 The High Level Options Report sub-divides the district into six distinct and recognisable character areas as shown in Appendix B:

1. Kent Downs
2. Folkestone and Surrounding Area
3. Hythe and Surrounding Area
4. Sellindge and Surrounding Area
5. Romney Marsh and Walland Marsh
6. Lydd, New Romney and Dungeness

5.6 Ten criteria based on key spatial principles drawn from the NPPF, sustainability requirements and best practice were identified against which each character area could be tested for potential strategic level growth. The criteria considered equal in terms of importance were as follows:

- i. Environmental constraints
- ii. Transport and accessibility
- iii. Geo-environmental considerations
- iv. Infrastructure capacity and potential
- v. Landscape and topography
- vi. Heritage considerations
- vii. Housing need
- viii. Regeneration potential
- ix. Economic development
- x. Spatial opportunities and constraints

5.7 A traffic light system was used to assess each character area against each of the environmental constraints. A workshop was also held with key technical stakeholders to help inform the process. The work to date indicates that only Character Area 4, Sellindge and Surrounding Area (which includes land to both the north and south of the M20 and A20), might be suitable for strategic level development. This is being taken forward to the Stage 2 Options Report for further testing.

5.8 Four broad locations have been identified by AECOM within Character Area 4 for further investigation in the Phase Two Options Report. These are:

- North and East of Sellindge
- South of M20
- South and West of Sellindge
- East of Stone Hill

5.9 AECOM's Stage 2 Options Report when completed will identify land within the broad locations above which maybe suitable for strategic level development. Indications are that within Character Area 4 there is sufficient suitable land available for strategic level development to meet the identified housing need over the Plan period, with potentially further capacity for

development beyond 2037 or to deliver beyond the most recent OAN as identified in section 3 of this report.

- 5.10 The Growth Options Study including the High Level Landscape Report will be published on the Council's web site when the work is completed.

## **6. Transport**

- 6.1 AECOM (transportation team) have also been commissioned to update the Shepway Transport Model that was used to support the current CSLP. In particular a range of key junctions across the district have been identified in consultation with KCC and Highways England and base line data from surveys and other sources has been captured.
- 6.2 The resulting model allows a range of strategic growth level and spatial options to be tested for both the AM peak hour and PM peak hour. This allows for a comparison to be made of the 2016 baseline year for the district with projected 2037 growth rates and future development scenarios. The work will identify locations that may require junction capacity assessments and junction redesigns to be undertaken. This work will inform emerging options for strategic level development in the Core Strategy Review.

## **7. Other Evidence Base Studies**

- 7.1 A wide range of additional evidence base studies will need to be carried out by the Local Planning Authority as the CSLP review takes shape. Those studies that can't be carried out in-house and require an external commission are likely to include:-

- An update of the Strategic Flood Risk Assessment relating to fluvial flooding
- An update of the Shepway Water Cycle Report
- An update of the Green Infrastructure Report
- A Habitat Regulations Assessment
- An Open Spaces, Sports and Recreation Report
- A Heritage Strategy (KCC are carrying out this work)
- An Employment Needs Study (this is currently being procured)
- An Employment Land study (this is now completed)
- An update of Town Centre / Retail Impacts Study
- Self Build and Custom Build Opportunities Report
- Bespoke Parking Study
- Economic Viability Assessment
- Technology and Innovation Study
- Low Carbon / Low Energy Study
- Public Transport Opportunities Study
- Character Studies and Manifesto for Place Making
- External Review of Masterplanning, Policies and Proposals

- 7.2 Other studies and masterplan work supporting a draft strategic allocation(s) would need to be carried out by the development promoter(s) or possibly

jointly with the Local Planning Authority as the Core Strategy Review process progresses. Officers are exploring whether some of these studies can be commissioned jointly with neighbouring authorities in order to make the most efficient use of resources.

## **8. Next Steps & Timetable**

- 8.1 If the recommendations set out above are agreed by Cabinet, the next steps in the programme for the review of the CSLP will be identifying strategic options and alternatives with the Local Planning Authority testing them for sustainability using the agreed Sustainability Appraisal Framework. This is to ensure that the requirement of Section 39 of the Planning and Compulsory Purchase Act 2004 which has the “the objective of contributing to the achievement of sustainable development” is met.
- 8.2 It will also be necessary to carry out a Habitat Regulation Assessment (HRA) of options and alternatives under the Conservation of Habitats and Species Regulations 2010 (as amended 2011). This work will assess the impacts of proposed development on sites designated under “The Habitats Directive”. For the development of a Local Plan, the assessment is carried out in an iterative process as the HRA is used to inform the development of planning policies.
- 8.3 The sites and species designated under The Habitats Directive are also known as the 'Natura 2000' sites and include:
  - Special Areas of Conservation (SAC)
  - Special Protection Areas (SPA)
  - Ramsar sites
- 8.4 Once the aforementioned options testing is completed, the focus will move to drafting policies, proposals and allocations in a first draft of the CSLP Review. This will be informed by the evidence based documents outlined in this report and framework masterplan(s) prepared by landowners/promoters.
- 8.5 It is planned that a further report will be presented to Cabinet in December 2017 which includes a draft CSLP Review document for public consultation in early 2018 pursuant to Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012.
- 8.6 Representations received under this Plan would be collated and assessed with revisions made to the Plan in time for further consideration by Cabinet in September 2018. The Plan would then be subject to formal public consultation under Regulation 19 of The Town and Country Planning (Local Planning) (England) Regulations 2012 prior to submission of the Plan and all Regulation 19 representations to the Planning Inspectorate (PINS) in January 2019. The Plan would then be examined for soundness by PINS, including an Examination in Public. If the Plan is found to be sound, the Council should be in a position to formally adopt the CCSLP Review later that year.

- 8.7 Officers have held detailed discussions with the Department of Communities and Local Government (DCLG) regarding a range of issues including the scope for freedoms and flexibilities in the Plan-making process. At the time of preparing this report no substantive suggestions have been provided by DCLG that would reduce the length of the timetable discussed above or which would allow for a reduction in the assembly of the evidence base set out in Section 7 of this report. Although the existing requirements and processes for local plan examination have to be met, PINS have expressed a willingness to provide on-going senior level advice to the Council as it progresses through the statutory stages of local Plan-making.
- 8.8 However, DCLG issued a White Paper in February 2017 entitled “Fixing our Broken Housing Market” which includes a number of proposed refinements to the planning system, including the local Plan-making process. It is proposed that a detailed response is made to this consultation by the Council prior to the 2nd May deadline.

## **9. Otterpool Park Garden Settlement**

- 9.1 This report specifically relates to the substantial amount of work that the Council, in its role as Local Planning Authority, must carry out through the CSLP Review process in an impartial manner to identify and allocate strategic land to try to meet the district’s objectively assessed housing need when balanced against the constraints outlined above.
- 9.2 The Council has published on its web site an Officer and Member Protocol for Otterpool Park.

[Otterpool Park Officer Protocol](#)

[Otterpool Park Member Protocol](#)

- 9.3 These protocols seek to ensure that the dual roles of the Council, as Local Planning Authority and as a joint promoter of Otterpool Park, do not lead to conflicts of interest and perceptions of unfairness. All material planning considerations in carrying out the CSLP Review will be dealt with on their merits irrespective of the Council’s land ownership interest and its promotion of Otterpool Park as a proposed new garden town.
- 9.4 Once the options and testing work described in this report have been completed, and dependant on the outcome of that work, it will be necessary for the Council in its capacity as Local Planning Authority to work closely with the parties promoting Otterpool Park so that the emerging masterplanning can support detailed policy formulation and vice versa.

## **10. Financial & Resource Considerations**

- 10.1 It is anticipated that the Council in its capacity as Local Planning Authority will have incurred costs of approximately £235K in 2016/17 commissioning the evidence base studies referred to in this report and on staffing costs.

10.2 It is anticipated that in 2017/18 the commissioning of the additional evidence base work set out in section 7 with staff costs is likely to amount to approximately a further £416K. The anticipated Local Planning Authority budget for taking forward the CSLP Review in 2018/19 is estimated at approximately £251K, including staffing costs and the cost of examination by PINS.

10.3 The financial and resource considerations relating to the review of the CSLP are shown at Appendix C. All these financial projections will need to be kept under constant review as the work programme progresses.

## 11. Risk Management Issues

11.1 A summary of the perceived risks is as follows:

Perceived risk	Seriousness	Likelihood	Preventative action
Delays to the CSLP Review Process	Medium	Medium	Maintain and regularly monitor review programme.
Delays receiving Framework Masterplan from site promoter(s)	High	Medium	Regular liaison meetings with promoters to ensure clarity of information and studies required.
Significant changes in legislation and Government Guidance	High	Low	Maintain detailed dialogue with DCLG
Plan found unsound by PINS	High	Low	Secure advice informal from PINS at key stages of the plan making process.
External challenge of the Plan-making process from third parties	High	Medium	Follow best practice and take legal advice where necessary

## 12. Legal and Financial Comments

### Legal Officer's Comments (David Kelly)

12.1 Subject to the Council complying with the applicable legislation and published guidance referred to above, there are no legal implications arising directly out of this report.

### Finance Officer's Comments (Timothy Madden)

12.2 The financial cost of this work is set out in section 10 of the report and in detail in Appendix C. This estimates that the total costs of the LPA activity will be approximately £902,000. The funding for the project has been identified from a number of sources including a £750k grant from DCLG,

council budgets and also through the use of reserves. An additional sum of £345,000 was received from the DCLG on the 31<sup>st</sup> March which has also been identified to meet currently committed costs of the project. The costs associated with this activity will be kept under close monitoring.

### **Diversities and Equalities Implications**

12.3 This report does not raise any specific diversities and equalities implications. However, the drafting of CSLP Review policies could have diversities and equalities implications that will need to be considered in a detailed Equalities Impact Assessment.

## **13. Appendixes**

Appendix A: Core Strategy Review – Policy Assessment  
Appendix B: High Level Options Report – Character Areas  
Appendix C: LPA - Budget Monitoring

## **14. Contact Officer and Background Documents**

Councilors with any questions arising out of this report should contact the following officers prior to the meeting:

Chris Lewis - Planning Advisor, [chris.lewis@shepway.gov.uk](mailto:chris.lewis@shepway.gov.uk), 01303 853456

Ben Geering – Head of Planning, [ben.geering@shepway.gov.uk](mailto:ben.geering@shepway.gov.uk), 01303 853457



## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment
<b>Spatial Strategy for Shepway</b>			
DSD	Delivering Spatial Development (p.28)	General policy referencing criteria in the NPPF. Sets out how the council will work with developers and partner organisations.	<p style="text-align: center;"><b>Monitor</b></p> <p><u>Assessment</u></p> <p>The policy promotes an active approach to engaging with applicants and securing infrastructure improvements.</p> <p>The approach remains consistent with national policy and guidance, particularly:</p> <ul style="list-style-type: none"> <li>• The presumption in favour of sustainable development (NPPF paragraphs 11-16)</li> <li>• Taking decisions on planning applications (NPPF paragraphs 186-7)</li> <li>• Pre-application engagement (NPPF paragraphs 188-95)</li> <li>• Before submitting an application (PPG paragraphs ID: 20-001-20150326 - 20-015-20140306)</li> <li>• Determining applications (NPPF paragraphs 196-8)</li> <li>• Planning conditions and obligations (NPPF paragraphs 203-6)</li> </ul> <p><u>Recommendation</u></p> <p>There is no need to review Policy DSD under current guidance. However, the situation will need to be monitored, given that the Housing White Paper commits the Government to strengthening national policy related to pre-application discussions and proposes changes to the wording of the presumption in favour of sustainable development ('Fixing our broken housing market', DCLG, February 2017, paragraphs 1.46 and A39).</p> <p><b>It is therefore recommended that Policy DSD is <u>monitored</u> as the Core Strategy Review progresses to see if a review of the policy becomes necessary.</b></p>
SS1	District Spatial Strategy	Sets out strategy based on reuse of previously	<p><u>Assessment</u></p> <p>The broad approach remains valid and conforms with current policy,</p>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment
	(p.38)	developed land in Folkestone. Sets out strategic sites at Folkestone Seafront, Shorncliffe Garrison and Hythe and strategic priorities for character areas. Restricts development outside these areas. Sets out general policy for places in settlement hierarchy (Table 4.3, pp.45-6)	<p><b>Review</b></p> <p>including:</p> <ul style="list-style-type: none"> <li>• Encouraging effective use of land (NPPF paragraphs 17 and 111)</li> <li>• Managing patterns of growth (NPPF paragraph 17)</li> <li>• Locating development to minimise the need to travel (NPPF paragraph 34)</li> <li>• Promoting a mix of uses (NPPF paragraphs 37-8)</li> </ul> <p><u>Recommendation</u></p> <p>The focus on previously developed land and sustainable locations remains valid.</p> <p>However, the policy needs to take account of the findings of the Growth Options Study if a different distribution of development is required to meet the development targets identified by the SHMA. The Government may also introduce amendments to national policy to increase the importance given to development on previously developed land and encouraging development at higher densities which may need to be reflected in changes to the policy ('Fixing our broken housing market', DCLG, February 2017, paragraphs A37, A42 and A61).</p> <p><b>It is therefore recommended that Policy SS1 is <u>reviewed</u>.</b></p>
SS2	Housing and the Economy Growth Strategy (p.42)	Sets out annual housing target and target for reuse of previously developed land. Table 4.1 within policy also sets out targets for new employment and retail development.	<p><b>Review</b></p> <p><u>Assessment</u></p> <p>The focus on previously developed land remains valid and of increasing importance in light of proposals in the Housing White Paper (see assessment of Policy SS1 above).</p> <p>The approach of providing jobs through supporting town centres, protecting employment land, allocating new employment land and delivering rural regeneration also remains valid and conforms with:</p> <ul style="list-style-type: none"> <li>• Supporting economic development (NPPF paragraph 17)</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
				<ul style="list-style-type: none"> <li>• Building a strong, competitive economy (NPPF paragraphs 18-22)</li> <li>• Ensuring the vitality of town centres (NPPF paragraphs 23-27 and PPG paragraphs 2b-001-20140306 - 2b-018-20140306)</li> <li>• Supporting a prosperous rural economy (NPPF paragraph 28)</li> </ul> <p><u>Recommendation</u></p> <p>The broad approach of Policy SS2 remains valid; however, the policy needs to take account of the findings of Growth Options Study, SHMA, Employment Land Review and other updated evidence. New housing, employment and retail targets are likely to be needed and specified in an update to the policy.</p> <p><b>It is therefore recommended that Policy SS2 is <u>reviewed</u>.</b></p>
SS3	Place-Shaping and Sustainable Settlements Strategy (p.50)	Directs development to settlements in hierarchy (Table 4.3, pp.45-6). Sets out criteria that all development should meet, including in relation to flood risk, density, efficient use of land, historic features, sustainable construction and community facilities.	<b>Review</b>	<p><u>Assessment</u></p> <p>The focus on sustainable settlements and development on previously developed land remains valid (see assessment of Policy SS1 above).</p> <p>The aim of Policy SS3 to protect the open countryside and coastline also conforms with current policy including:</p> <ul style="list-style-type: none"> <li>• Taking account of coastal change (NPPF paragraph 99)</li> <li>• Avoiding inappropriate development in vulnerable coastal areas (NPPF paragraph 106)</li> <li>• Recognising the character and beauty of the countryside (NPPF paragraph 17, bullet point 5)</li> </ul> <p>The sequential approach to flood risk follows national policy as set out in:</p> <ul style="list-style-type: none"> <li>• Meeting the challenge of climate change, flooding and coastal change (NPPF paragraphs 99-104)</li> <li>• Flood risk and coastal change (PPG paragraphs 7-001-20140306 - 7-</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
				<p>068-20140306)</p> <p>Policy SS3 sets out a number of general criteria related to design - regarding density, connectivity, land use, sustainable construction and cultural facilities - which accord with national policy, including:</p> <ul style="list-style-type: none"> <li>• Seeking high quality design, low carbon development, heritage and cultural facilities (NPPF paragraph 17, bullet points 4, 6, 10 and 11)</li> <li>• Design (PPG paragraphs 26-001-20140306 - 26-042-20140306)</li> <li>• Promoting sustainable transport (NPPF paragraphs 34-8)</li> <li>• Requiring good design (NPPF 57-61)</li> <li>• Preventing the loss of community facilities (NPPF paragraph 70)</li> <li>• Meeting the challenge of climate change (NPPF paragraphs 95-8)</li> <li>• Climate change (PPG paragraphs 6-001-20140306 - 6-010-20140306)</li> </ul> <p><u>Recommendation</u></p> <p>The general requirements of Policy SS3 remain current. The policy, however, makes reference to the settlement hierarchy: although the roles of most of the settlements in the district are likely to remain unchanged, any proposals for strategic growth at existing towns, or proposals for a new settlement, arising from the Growth Options Study would need to be reflected in updates to the hierarchy.</p> <p><b>It is therefore recommended that Policy SS3 is <u>reviewed</u>.</b></p>
SS4	Priority Centres of Activity Strategy (p.56)	Sets out Priority Centres of Activity network (shown on Proposals Map and Table 4.4, p.53) for commercial development (use classes A and B). Sets out policy for town centres and Major	<b>Review</b>	<p><u>Assessment</u></p> <p>Policy SS4 promotes a ‘town centre first’ strategy for development including retail, leisure and office uses, as well as active uses on ground floors in the centres. This accords with national policy and guidance, including particularly:</p> <ul style="list-style-type: none"> <li>• Ensuring the vitality of town centres (NPPF paragraphs 23-7 and PPG paragraphs 2b-001-20140306 - 2b-018-20140306)</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment
		<p>Employment Sites. Sets out criteria for mixed-use development on employment land. Promotes active ground floor uses and frontages.</p>	<ul style="list-style-type: none"> <li>• Town centre design (PPG paragraph 26-041-20140306)</li> </ul> <p>The policy also directs other employment generating uses to town centres, Major Employment Sites or areas of deprivation. This part of the policy conforms with national guidance including Building a strong, competitive economy (NPPF paragraphs 18-22)</p> <p><u>Recommendation</u></p> <p>The general requirements of Policy SS4 remain current. The policy, however, makes reference to the Priority Centres of Activity network which seeks to guide appropriate development to particular centres across the district. Any proposals for strategic growth emerging from the Growth Options Study would need to be reflected in updates to the network.</p> <p>The district’s range of Major Employment Sites will also need to be reviewed in light of new evidence (the Shepway Employment Land Review), particularly taking account of the requirement in the NPPF that local plans should avoid the long term protection of sites allocated for employment use where there is no reasonable prospect of the sites being developed (NPPF paragraph 22).</p> <p><b>It is therefore recommended that Policy SS4 is <u>reviewed</u>.</b></p>
SS5	District Infrastructure Planning (p.59)	<p>General policy for securing infrastructure from new development through Community Infrastructure Levy (CIL) and developer contributions. Reference to infrastructure needs in Appendix 2 (pp.118-26). Promotes efficient use of infrastructure and</p>	<p><u>Assessment</u></p> <p>The policy requirement that development should contribute to the district’s current and future infrastructure needs accords with national policy, including:</p> <ul style="list-style-type: none"> <li>• Planning positively for the provision of infrastructure (NPPF paragraph 157, bullet point 1 and paragraph 162)</li> <li>• Addressing potential barriers to investment (NPPF paragraph 21)</li> <li>• Securing transport infrastructure (NPPF paragraph 31)</li> <li>• Supporting high quality communications infrastructure (NPPF</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment
		sustainable transport.	<p>paragraphs 42-6)</p> <ul style="list-style-type: none"> <li>• Social, recreational and cultural facilities (NPPF paragraph 70)</li> <li>• Spaces and facilities for sport and recreation (NPPF paragraph 73)</li> </ul> <p><u>Recommendation</u></p> <p>The broad principles of Policy SS5 remain current, but the policy was adopted before the adoption of the Community Infrastructure Levy in 2016. The policy could be updated with small changes to the wording to reflect this.</p> <p>However, the situation will need to be monitored, given that the Government will make an announcement on the reform of developer contributions in the Autumn Budget ('Fixing our broken housing market', paragraph 2.29). Although any changes to the system are likely to take a number of years, there are nevertheless likely to come into effect over the plan period of the Core Strategy Review and may need to be reflected in amended policy wording.</p> <p><b>It is therefore recommended that Policy SS5 is <u>monitored</u> as the Core Strategy Review progresses to see if a review of the policy becomes necessary.</b></p>
SS6	Spatial Strategy for Folkestone Seafront (pp.65-6)	Allocates strategic site at Folkestone Seafront for mixed use development including up to 1,000 homes, retail, office, community, leisure and sport uses. Sets out criteria for masterplanning, design, phasing, developer contributions,	<p><b>Maintain existing policy</b></p> <p><u>Assessment</u></p> <p>Policy SS6 sets out detailed criteria for a major mixed use development at Folkestone Seafront.</p> <p>The allocation – in terms of its land uses, location and design requirements - remains in conformity with national guidance, including:</p> <ul style="list-style-type: none"> <li>• Encouraging the effective use of previously developed land, promoting mixed use developments, focussing significant development in sustainable locations (NPPF paragraph 17)</li> <li>• Ensuring the vitality of town centres (NPPF paragraph 23)</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
		water efficiency, flood risk, and environmental mitigation.		<ul style="list-style-type: none"> <li>• Minimising the need to travel (NPPF paragraph 34)</li> <li>• Promoting a mix of uses (NPPF paragraph 38)</li> <li>• Delivering a wide choice of high quality homes including affordable housing (NPPF paragraph 50)</li> <li>• Requiring good design (NPPF paragraphs 56-66)</li> <li>• Delivering social, recreational, cultural and community facilities (NPPF paragraph 70)</li> <li>• Meeting the challenge of climate change, flooding and coastal change (NPPF paragraphs 99-104)</li> <li>• Preserving and enhancing the historic environment (NPPF paragraph 126)</li> <li>• Allocating sites to promote development and the flexible use of land (NPPF paragraph 157, bullet point 5)</li> </ul> <p><u>Recommendation</u></p> <p>The allocation remains in conformity with national guidance and in addition the site has planning permission.</p> <p><b>It is therefore recommended that Policy SS6 is <u>not</u> reviewed.</b></p>
SS7	Spatial Strategy for Shorncliffe Garrison, Folkestone (pp.71-2)	Allocates strategic site at Shorncliffe Garrison for around 1,200 dwellings, community facilities, enhancements to sports and green infrastructure and transport improvements. Sets out criteria for masterplanning, design, phasing, developer contributions, water efficiency, flood risk,	<b>Maintain existing policy</b>	<p><u>Assessment</u></p> <p>Policy SS7 sets out detailed criteria for a major mixed use development at Shorncliffe Garrison, Folkestone.</p> <p>The allocation – land uses, location and design requirements - remains in conformity with national guidance, including:</p> <ul style="list-style-type: none"> <li>• Encouraging the effective use of previously developed land, promoting mixed use developments, focussing significant development in sustainable locations (NPPF paragraph 17)</li> <li>• Minimising the need to travel (NPPF paragraph 34)</li> <li>• Delivering a wide choice of high quality homes including affordable</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
		and environmental mitigation.		<p>housing (NPPF paragraph 50)</p> <ul style="list-style-type: none"> <li>• Requiring good design (NPPF paragraphs 56-66)</li> <li>• Delivering social, recreational, cultural and community facilities (NPPF paragraph 70)</li> <li>• Access to high quality open spaces (NPPF paragraph 73)</li> <li>• Remediating contaminated land (NPPF paragraph 109)</li> <li>• Creating networks of green infrastructure (NPPF paragraph 114)</li> <li>• Green infrastructure (PPG 8-027-2160211 - 8-031-20160211)</li> <li>• Preserving and enhancing the historic environment (NPPF paragraph 126)</li> <li>• Allocating sites to promote development and the flexible use of land (NPPF paragraph 157, bullet point 5)</li> </ul> <p><u>Recommendation</u></p> <p>The allocation remains in conformity with national guidance and in addition the site has planning permission.</p> <p><b>It is therefore recommended that Policy SS7 is <u>not</u> reviewed.</b></p>
<b>Core Strategy Delivery</b>				
CSD1	Balanced Neighbourhoods for Shepway (p.73)	Promotes creation of balanced neighbourhoods. Sets out requirement for affordable housing and for affordable housing for rural 'exception' sites.	<b>Review</b>	<p><u>Assessment</u></p> <p>Policy CSD1 remains in general conformity with national guidance, including:</p> <ul style="list-style-type: none"> <li>• Delivering a wide choice of high quality homes, providing a mix of housing and providing affordable housing (NPPF paragraph 50)</li> <li>• Securing affordable housing in rural areas (NPPF paragraph 54)</li> </ul> <p><u>Recommendation</u></p> <p>Although Policy CSD1 remains in general conformity with NPPF policies,</p>



**Appendix A: Core Strategy Review – Policy Assessment**

Policy	Title / Page	Overview	Assessment
			<p>the policy will need to be reviewed to reflect:</p> <ul style="list-style-type: none"> <li>• Changes to planning obligations affecting the provision of affordable housing (PPG paragraph 23b-031-20161116)</li> <li>• Updated evidence on the objectively assessed needs for market and affordable housing set out in the SHMA (NPPF paragraph 47)</li> <li>• Likely changes to the definition of affordable housing set out in national guidance, as set out in the Housing White Paper ('Fixing our broken housing market', paragraphs A119-122)</li> </ul> <p><b>It is therefore recommended that Policy CSD1 is <u>reviewed</u>.</b></p>
CSD2	District Residential Needs (p.76)	Sets requirement that at least half of new homes by 2026 will be three bedroom or larger dwellings. Sets percentage of dwellings that are required to meet Lifetime Homes standards. Contains criteria for proposals for care accommodation. States that provision for travellers will be made in Local Plans.	<p><b>Review</b></p> <p><u>Assessment</u></p> <p>Policy CSD2 is in general conformity with national guidance including:</p> <ul style="list-style-type: none"> <li>• Planning for a mix of housing based on demographic trends, including homes for older people (NPPF paragraph 50)</li> <li>• Need for different types of housing (PPG 12-006-20150320)</li> <li>• Planning policy for traveller sites (CLG, 2015)</li> </ul> <p><u>Recommendation</u></p> <p>Although Policy CSD2 remains in general conformity with NPPF policies, the policy will need to be reviewed to reflect:</p> <ul style="list-style-type: none"> <li>• Updated evidence on the need for different types of housing set out in the SHMA</li> <li>• The likelihood that national guidance will be amended to require more specific policies for addressing the housing requirements of groups with particular needs - such as older and disabled people - as set out in the Housing White Paper ('Fixing our broken housing market', paragraphs A21-24)</li> <li>• The likelihood that national guidance will be amended to give greater weight to design standards, such as Building for Life ('Fixing our broken</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
				<p>housing market’, paragraphs A65)</p> <p>New guidance is also awaited from Government on the assessment of needs for gypsies and travellers and this may necessitate a revision to the policy.</p> <p><b>It is therefore recommended that Policy CSD2 is reviewed.</b></p>
CSD3	Rural and Tourism Development of Shepway (p.80)	Restricts development outside settlements in the hierarchy other than for certain purposes, including affordable housing, agriculture, tourism, community facilities, etc. Restricts loss of rural facilities. Allows for development for tourism, recreation and economic uses within settlements in network.	<b>Maintain existing policy</b>	<p><u>Assessment</u></p> <p>Policy CSD3 meets national guidance, particularly:</p> <ul style="list-style-type: none"> <li>• Supporting a prosperous rural economy (NPPF paragraph 28)</li> <li>• Preventing the unnecessary loss of facilities and services (NPPF paragraph 70)</li> <li>• Protecting valued landscapes (NPPF paragraph 109)</li> <li>• Conserving landscapes (PPG paragraph 8-001-20140306)</li> <li>• Conserving landscapes in Areas of Outstanding Natural Beauty (NPPF paragraph 115)</li> <li>• Creating networks of green infrastructure (NPPF paragraph 114)</li> <li>• Green infrastructure (PPG paragraphs 8-027-2160211 - 8-031-20160211)</li> </ul> <p><u>Recommendation</u></p> <p>CSD3 is a general policy that does not set specific targets for development and remains in accordance with national policy.</p> <p><b>It is therefore recommended that Policy CSD3 is <u>not</u> reviewed.</b></p>
CSD4	Green Infrastructure of Natural Networks, Open Spaces	Promotes improvements to green infrastructure network and prevents loss. Criteria set out level of	<b>Maintain existing policy</b>	<p><u>Assessment</u></p> <p>Policy CSD4 meets national guidance, particularly:</p> <ul style="list-style-type: none"> <li>• Conserving and enhancing the natural environment (NPPF paragraph</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
	and Recreation (p.85)	protection for sites of international, national and local importance. Criteria state that green infrastructure network will be managed to: adapt to climate change; for biodiversity; access; sense of place; and to tackle deficiencies. Reference made to Figure 5.3: Green Infrastructure Network.		<p>17, bullet point 7 and paragraphs 109-117)</p> <ul style="list-style-type: none"> <li>• Landscapes (PPG paragraphs 8-001-20140306 - 8-006-20140306)</li> <li>• Biodiversity and ecosystems (PPG paragraphs 8-007-20140306 - 8-023-20140306)</li> <li>• Creating networks of green infrastructure (NPPF paragraph 114)</li> <li>• Green infrastructure (PPG 8-027-2160211 - 8-031-20160211)</li> </ul> <p><u>Recommendation</u></p> <p>CSD4 is a general policy that remains in accordance with national policy. Figure 5.3 (page 82) shows strategic sites and major areas of change; this could require updating if new strategic sites are proposed as part of the Core Strategy Review, however the policy wording does not require updating.</p> <p><b>It is therefore recommended that Policy CSD4 is <u>not</u> reviewed.</b></p>
CSD5	Water and Coastal Environmental Management in Shepway (p.90)	Requires development to contribute to sustainable water management by protecting water reserves, managing wastewater infrastructure and promoting resilience to climate change. Requires water standard of 105 litres/person/day for new dwellings. Requires no increase in surface water runoff and sustainable drainage features.	<b>Maintain existing policy</b>	<p><u>Assessment</u></p> <p>Policy CSD5 meets national guidance, particularly:</p> <ul style="list-style-type: none"> <li>• Meeting the challenge of climate change, flooding and coastal change (NPPF paragraphs 93-99)</li> <li>• Water supply, wastewater and water quality (PPG paragraphs 34-001-20161116 - 34-020-20140306)</li> </ul> <p>In addition the water standards set out in the policy meet the national Water Efficiency Standards, where a clear need for tighter standards is demonstrated by evidence (PPG paragraphs 56-013-20150327 - 56-017-20150327). (The enhanced standard is 110/litres/person/day including a fixed factor of water for outdoor use of 5 litres/person/day, resulting in a standard of 105 litres/person/day for new dwellings.)</p> <p><u>Recommendation</u></p>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment
			<p>CSD5 remains in accordance with national policy.</p> <p><b>It is therefore recommended that Policy CSD5 is <u>not</u> reviewed.</b></p>
CSD6	Central Folkestone Strategy (p.95)	General policy requiring public realm improvements and improved connectivity in Folkestone town centre. Defines 'spatial arcs' to central/west and seafront/creative quarter and includes criteria related to design, public realm, transport improvements, connectivity and tourism and other uses.	<p><b>Maintain existing policy</b></p> <p><u>Assessment</u></p> <p>Policy CDS6 meets national guidance including:</p> <ul style="list-style-type: none"> <li>• Encouraging the effective use of previously developed land, promoting mixed use developments, focussing significant development in sustainable locations (NPPF paragraph 17)</li> <li>• Ensuring the vitality of town centres (NPPF paragraph 23)</li> <li>• Minimising the need to travel (NPPF paragraph 34)</li> <li>• Making use of opportunities for sustainable modes of transport (NPPF paragraph 35)</li> <li>• Promoting a mix of uses (NPPF paragraph 38)</li> <li>• Requiring good design (NPPF paragraphs 56-66)</li> <li>• Promoting safe and accessible environments (NPPF paragraph 69)</li> <li>• Ensuring sufficient choice of school places (NPPF paragraph 72)</li> <li>• Preserving and enhancing the historic environment (NPPF paragraph 126)</li> <li>• Allocating sites to promote development and the flexible use of land (NPPF paragraph 157, bullet point 5)</li> </ul> <p><u>Recommendation</u></p> <p>CSD6 remains in accordance with national policy and the policy requirements are still relevant to development within central Folkestone and the wider development strategy for the district.</p> <p><b>It is therefore recommended that Policy CSD6 is <u>not</u> reviewed.</b></p>
CSD7	Hythe Strategy (p.98)	Encourages high quality development that respects	<p><b>Maintain existing</b></p> <p><u>Assessment</u></p>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
		<p>the historic character of the town. Sets out priorities for investment including employment areas, primary and secondary schools, tourist accommodation and visitor attractions, flood defences, public realm and public transport improvements.</p>	<p><b>policy</b></p>	<p>Policy CDS7 meets national guidance including:</p> <ul style="list-style-type: none"> <li>• Encouraging the effective use of previously developed land, promoting mixed use developments, focussing significant development in sustainable locations (NPPF paragraph 17)</li> <li>• Ensuring the vitality of town centres (NPPF paragraph 23)</li> <li>• Minimising the need to travel (NPPF paragraph 34)</li> <li>• Making use of opportunities for sustainable modes of transport (NPPF paragraph 35)</li> <li>• Promoting a mix of uses (NPPF paragraph 38)</li> <li>• Requiring good design (NPPF paragraphs 56-66)</li> <li>• Promoting safe and accessible environments (NPPF paragraph 69)</li> <li>• Ensuring sufficient choice of school places (NPPF paragraph 72)</li> <li>• Preserving and enhancing the historic environment (NPPF paragraph 126)</li> <li>• Allocating sites to promote development and the flexible use of land (NPPF paragraph 157, bullet point 5)</li> </ul> <p><u>Recommendation</u></p> <p>CSD7 remains in accordance with national policy and the policy requirements are still relevant to development within Hythe and the wider development strategy for the district.</p> <p><b>It is therefore recommended that Policy CSD7 is <u>not</u> reviewed.</b></p>
CSD8	New Romney Strategy (pp.104-5)	Encourages high quality development that respects the historic character of the town. Supports enhancement of New Romney as a key market town, further employment	<p><b>Monitor</b></p>	<p><u>Assessment</u></p> <p>Policy CDS8 meets national guidance including:</p> <ul style="list-style-type: none"> <li>• Encouraging the effective use of previously developed land, promoting mixed use developments, focussing significant development in sustainable locations (NPPF paragraph 17)</li> <li>• Ensuring the vitality of town centres (NPPF paragraph 23)</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
		<p>at Mountfield Road. Identifies broad location for 300 dwellings with improved linkages, upgrade of primary school and archaeological, flood risk and highway mitigation. Development should contribute to improved crossing points, improved setting of historic buildings and community facilities.</p>		<ul style="list-style-type: none"> <li>• Minimising the need to travel (NPPF paragraph 34)</li> <li>• Making use of opportunities for sustainable modes of transport (NPPF paragraph 35)</li> <li>• Promoting a mix of uses (NPPF paragraph 38)</li> <li>• Requiring good design (NPPF paragraphs 56-66)</li> <li>• Promoting safe and accessible environments (NPPF paragraph 69)</li> <li>• Ensuring sufficient choice of school places (NPPF paragraph 72)</li> <li>• Preserving and enhancing the historic environment (NPPF paragraph 126)</li> <li>• Allocating sites to promote development and the flexible use of land (NPPF paragraph 157, bullet point 5)</li> </ul> <p><u>Recommendation</u></p> <p>CSD8 remains in accordance with national policy and the policy requirements are still relevant to development within New Romney and the wider development strategy for the district. Broad locations identified in policy for housing development now have planning permission and some sites are under construction.</p> <p>The policy for New Romney may, however, need reviewing depending on how the strategic allocation in the Places and Policies Local Plan for Land to the South of New Romney (Policy RM5) progresses through the Local Plan consultation and examination.</p> <p><b>It is therefore recommended that Policy CSD8 is <u>monitored</u> as the Core Strategy Review progresses to see if a review of the policy becomes necessary.</b></p>
CSD9	Sellindge Strategy (p.108)	Broad location identified for approximately 250 dwellings, village green/common, pedestrian	<b>Monitor</b>	<p><u>Assessment</u></p> <p>Policy CDS9 meets national guidance including:</p> <ul style="list-style-type: none"> <li>• Delivering a wide choice of high quality homes including affordable</li> </ul>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
		and cycle improvements, primary school extension, community facilities and wastewater infrastructure.		<p>housing (NPPF paragraph 50)</p> <ul style="list-style-type: none"> <li>• Delivering social, recreational, cultural and community facilities (NPPF paragraph 70)</li> <li>• Access to high quality open spaces (NPPF paragraph 73)</li> <li>• Minimising the need to travel (NPPF paragraph 34)</li> <li>• Making use of opportunities for sustainable modes of transport (NPPF paragraph 35)</li> <li>• Requiring good design (NPPF paragraphs 56-66)</li> <li>• Promoting safe and accessible environments (NPPF paragraph 69)</li> <li>• Ensuring sufficient choice of school places (NPPF paragraph 72)</li> <li>• Allocating sites to promote development and the flexible use of land (NPPF paragraph 157, bullet point 5)</li> <li>• Water supply, wastewater and water quality (PPG paragraphs 34-001-20161116 - 34-020-20140306)</li> </ul> <p><u>Recommendation</u></p> <p>CSD9 remains in accordance with national policy and the policy requirements are still relevant to development at Sellindge and the wider development strategy for the district.</p> <p>The strategy for Sellindge could, however, need to be reviewed to reflect the findings of the Growth Options Study if a different distribution of development is required to meet the development targets identified by the SHMA.</p> <p><b>It is therefore recommended that Policy CSD9 is <u>monitored</u> as the Core Strategy Review progresses to see if a review of the policy becomes necessary.</b></p>
<b>Potential New Policy Requirements</b>				
	Windfall	Policy promoting windfall	<b>Monitor -</b>	<u>Assessment</u>

## Appendix A: Core Strategy Review – Policy Assessment

Policy	Title / Page	Overview	Assessment	
	Developments	developments.	<p><b>new policy may be required</b></p>	<p>The Government is committed to amending the NPPF to state that authorities must have policies that support the development of small windfall sites and indicate that great weight should be given to using small undeveloped sites within settlements for homes ('Fixing our broken housing market', paragraph 1.30).</p> <p><u>Recommendation</u></p> <p>A new policy, setting out general criteria for assessing applications for 'windfall' sites (smaller sites not identified in the plan) may be needed. Alternatively some criteria could be added to Policy SS1 on windfall development if that policy is reviewed.</p> <p><b>It is therefore recommended that this policy requirement is <u>monitored</u> as the Core Strategy Review progresses to see if a new policy becomes necessary.</b></p>
	Strategic site(s)	Policy/policies needed to allocate strategic site(s) following results of Growth Strategy Study.	<p><b>New policy/ policies required</b></p>	<p><u>Assessment</u></p> <p>Depending on the findings of the Growth Options Study and the need for a different distribution of development, a new policy or policies could be required to meet the development targets identified by the SHMA.</p> <p><u>Recommendation</u></p> <p>The policy could allocate a new settlement or alternatively growth areas around existing settlements. The policy would need to identify the boundary of the site(s) and set out general criteria, covering the quantity and form of development, principles to be applied to proposals (such as design, sustainability, energy and waste, etc), infrastructure improvements and other considerations. More detailed requirements could be set out in masterplans supporting the general policy criteria.</p> <p><b>It is therefore recommended that a new policy or policies are</b></p>



## Appendix A: Core Strategy Review – Policy Assessment

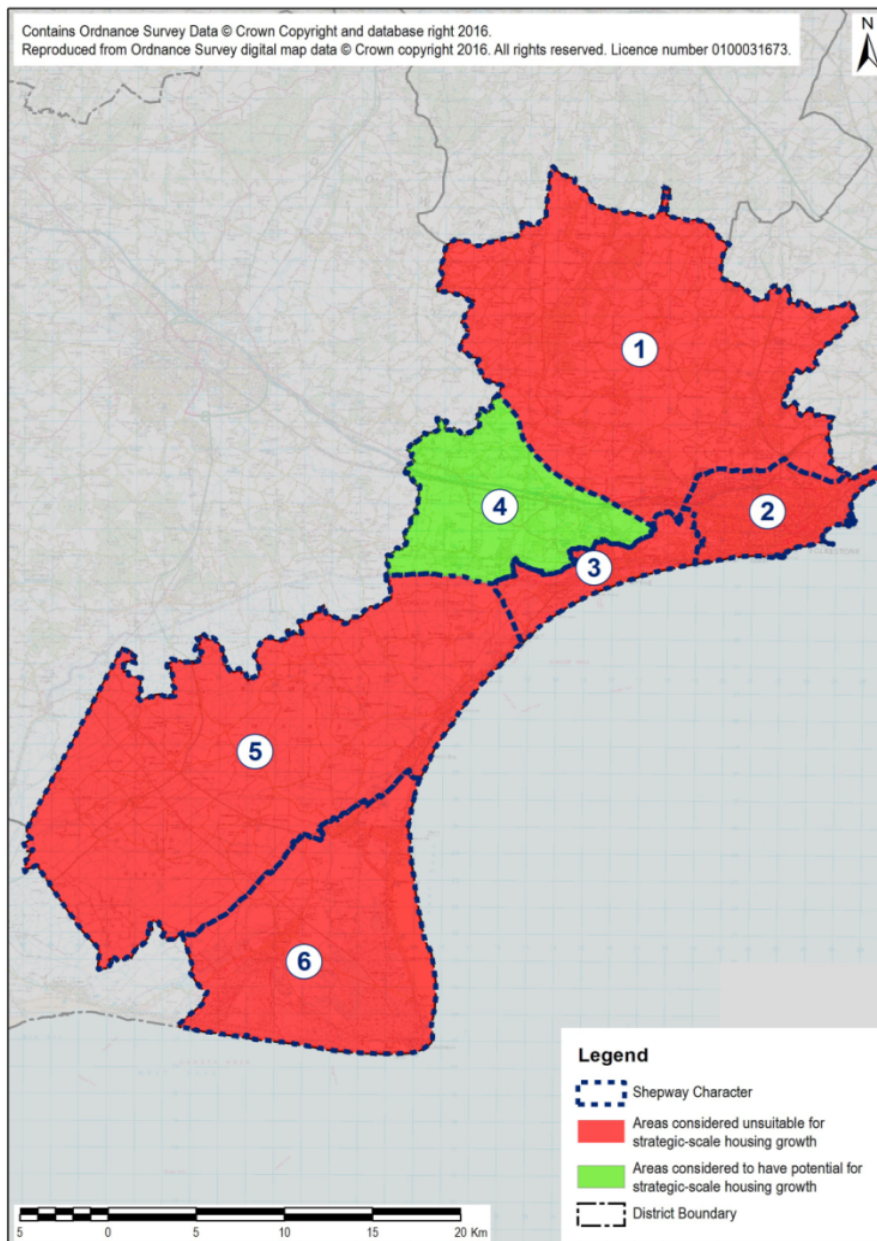
Policy	Title / Page	Overview	Assessment
			<b>developed for the Core Strategy Review.</b>
	Small sites	Policy/policies needed to allocate small sites.	<p><b>New policy/ policies required</b></p> <p><u>Assessment</u> The Government may introduce a requirement for 10% of sites allocated in plans for residential development to be under 0.5ha, although the details of this proposal are unclear ('Fixing our broken housing market', paragraph A55).</p> <p><u>Recommendation</u> A new policy or policies may be required allocating small sites, in line with the proposals in the Housing White Paper. It is not yet clear whether this would apply to all plans (including more strategic plans such as the Core Strategy) or only to more detailed plans. (The Places and Policies Local Plan allocates a number of smaller sites and would fulfil this requirement.)</p> <p><b>It is therefore recommended that this policy requirement is <u>monitored</u> as the Core Strategy Review progresses to see if a new policy or policies become necessary.</b></p>

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**Report to Cabinet 19<sup>th</sup> April 2017**

**Review of the Core Strategy Local Plan**

**APPENDIX B - High Level Options Report – Character Areas**



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## Appendix C - LPA - Budget Monitoring

TASK	Estimated Budget as at March 2017 £000
Staffing Costs	84
SHMA work with Dover DC	32
Initial Transport Capacity Modelling	34
Sustainability Appraisal	10
High Level Infrastructure Assessment	72
Legal advice	1
Study Tours	0
Travel, Conferences, Meetings, Misc	2
<b>TOTAL ESTIMATE 16/17</b>	<b>234</b>
Planning Advisor Salary	84
Sustainability Appraisal	20
Detailed Transport Capacity Modelling	40
Habitat Regulation Assessment	30
Heritage Assessment	10
Assessment of draft Masterplan Framework	60
Infrastructure Delivery Plan	30
Legal Advice	10
Travel, Conferences, Meetings, Misc	2
SFRA update	20
Employment Opportunities	30
Shepway Water Cycle	10
Playing Pitch Strategy	20
Town Centre Retail Impact	30
Low Carbon/Low Energy	20
<b>TOTAL ESTIMATE 17/18</b>	<b>416</b>
Planning Advisor Salary	84
Sustainability Appraisal	20
Legal Advice	20
Examination in Public (PINS Fees)	70
Programme Officer	25
Travel, Conferences, Meetings, Misc	2
Economic Viability Assessment	30
<b>TOTAL ESTIMATE 18/19</b>	<b>251</b>
<b>THREE YEAR EXPENDITURE TOTAL</b>	<b>902</b>

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This Report will be made  
public on 6 April 2017

Report Number **C/16/109**

**To:** Cabinet  
**Date:** 19 April 2017  
**Status:** Non-Key Decision  
**Head of Service:** Suzy Tigwell, Leadership Support Manager  
**Cabinet Member:** Councillor David Monk, Leader of the Council

**SUBJECT:** REVIEW OF THE MAJOR EMERGENCY PLAN AND  
NEW RECOVERY GUIDANCE

**SUMMARY:** This report provides details of the recent review of the Major  
Emergency Plan and the new Recovery Guidance for the Council.

**REASONS FOR RECOMMENDATIONS:**

Cabinet is asked to agree the recommendations set out below because:

- a) The Council needs to ensure that the Major Emergency Plan is kept up to date to reflect changes in procedures and that the document is easy to use if an emergency was to occur where it would be required.
- b) The Council needs to ensure that it has specific guidance or advice on their role with recovery following a major incident.
- c) It commits the Council to good practice and establishes the framework by which we ensure there is a consistent approach to the way major emergencies are dealt with and recovery after a major incident.

**RECOMMENDATIONS:**

1. To receive and note report C/16/109.
2. To adopt the revised Major Emergency Plan.
3. To agree that all Members should attend Emergency Planning Awareness training being held at 5.30pm on the 26<sup>th</sup> April 2017.
4. To approve the Recovery Guidance.

## **1. BACKGROUND FOR THE MAJOR EMERGENCY PLAN**

- 1.1 The Council's Major Emergency Plan was last reviewed and updated in June 2015.
- 1.2 The existing plan is 147 pages long and has been in the same format since it originated in 2010. The document contains an overview of common functional emergency response plans, Shepway specific emergency response plans, Kent County Council specific emergency response plans and Multi-Agency emergency response plans.
- 1.3 The revised document has been created following the template used by Dover District Council. This provides a more concise document, which will be easier to use in an emergency.
- 1.4 The revised Major Emergency Plan does not include the emergency contact directory as this is a separate document which is continuously updated with relevant changes. The contact directory is held in a secure area on Resilience Direct which only Shepway District Council staff can access, as well as being held by Lifeline who administer the out of hours Duty Officer phone line.
- 1.5 The revised Major Emergency Plan has been considered by CMT and OMT and their comments/feedback have been included in the document.
- 1.6 CMT agreed that Councillors should be provided with emergency planning awareness training and this has been organised for the Kent Resilience Team to deliver on the 26<sup>th</sup> April 2017 at 5.30pm prior to the Council meeting.

## **2. BACKGROUND FOR THE RECOVERY GUIDANCE**

- 2.1 As a consequence of a significant incident there may be a requirement for dedicated recovery management to deal with issues facing the district and responders.
- 2.2 The council does not have in place specific guidance to provide advice on all aspects of recovery working after a significant incident.
- 2.3 The guidance has been created following a template used by Canterbury City Council and covers the worst case scenario and therefore some of sections may not be required depending on the scale of an incident or emergency.
- 2.4 The guidance should be used in conjunction with the KRF Pan Kent Emergency Recovery Framework, as it outlines Shepway and KCC's recovery response.
- 2.5 The Recovery Guidance has been considered by CMT and Heads of Service and their comments/feedback have been included in the document.



### 3. RISK MANAGEMENT ISSUES

Perceived risk	Seriousness	Likelihood	Preventative action
The Council does not have a plan in place to deal with a major emergency.	High	Medium	A revised simpler plan has been created and this will be reviewed periodically to ensure it reflects the working practices of the council.
The Council does not have a framework of how to deal with recovery after a major incident.	High	Medium	Recovery Guidance has been created and this will be reviewed periodically to ensure it reflects the councils working practices and central government guidance.

### 4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

#### 4.1 Legal Officer's Comments

Legal Officer's comments are not required for this report.

#### 4.2 Finance Officer's Comments (AK)

The overriding financial implications and sources of cost recovering the event of an incident are set out in the recovery guidance. The recovery guidance report also refers to the fact that not all costs will be recoverable from grants, insurance etc. and therefore a residual cost is likely to be incurred by the Authority.

#### 4.3 Diversities and Equalities Implications (ST)

There are no specific diversity and equality implications arising from this report.

#### 4.4 Communication Implications (ML)

The appropriate staff will be provided with the revised plans and procedures. Regular training is undertaken for staff and communication to Members will take place through the awareness training.

## **5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS**

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Dee Chambers, Policy and Improvement Officer  
Tel: 01303 853508  
Email: [dee.chambers@shepway.gov.uk](mailto:dee.chambers@shepway.gov.uk)

### **Appendices:**

Appendix 1: Major Emergency Plan  
Appendix 2: Recovery Guidance

**Folkestone**

**Hythe & Romney Marsh**

**Shepway District Council**



## **Shepway District Council Major Emergency Plan 2017 - 2019**

The latest version of this document may be found on the Resilience Direct Site  
[www.resilience.gov.uk](http://www.resilience.gov.uk)

**Version 6  
January 2017**

Classification: Unrestricted

**Next scheduled review: September 2018**

All enquiries relating to this document should be sent to:

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### Issue & review register

Summary of changes	Issue number & date	Approved by
New Issue	March 2010	Chief Executive
Annual Review of MEP	July 2011	
Updated staff contacts	November 2011	
Updated staff contacts	V3 December 2013	
Updated ERO (MEP 5.1)	March 2014	
Updated details of new KRT	March 2014	
Updated telephone numbers and senior management information.	July 2014	
Updated telephone numbers and senior management information.	V4 October 2014	
Updated Parish and Town Council contacts details	V4.1 November 2014	
Updates to SDC staff roles and contact details	V4.2 February 2015	
Updated MEP Template. Updates to SDC staff roles and contact details	V5 June 2015	
Updated and reviewed MEP	V6 January 2017 April 2017	CMT & Cabinet

### Distribution list and location of document

This plan is published electronically. An up-to-date copy of this document is available via the council's internal intranet or via Resilience Direct [www.resilience.gov.uk/rdservice/](http://www.resilience.gov.uk/rdservice/).

An electronic copy of this plan will be available on the SDC website.

#### Internal

Name	Role/Organisation	No of Copies
Jeremy Chambers	Corporate Director – Strategic Operations	1
Andy Blaszkwicz	Head of Commercial and Technical Services	1
	Emergency Centre	1
	Control Centre	1

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## **Purpose of the Plan**

The purpose of this plan is to map out the organisation and management structure of Shepway District Council's response to a major emergency. It describes how the need for an emergency response is recognised and identifies the alerting and activation procedures.

The Major Emergency Plan is supported by a number of function plans that detail how specific responses are carried out e.g. Incident Liaison, Temporary Shelter and Homelessness and Contact Centre. It also provides an overview of other responder/multi agency plans or legislation that could have a bearing on the Council's response.

## **1. Introduction**

From time to time emergencies occur which require special measures to be taken. Such events are defined under the Civil Contingencies Act 2004 as;

- “(a) an event or situation which threatens serious damage to human welfare in the United Kingdom or in a Part or region,
- (b) an event or situation which threatens serious damage to the environment of the United Kingdom or of a Part or region, or
- (c) war, or terrorism, which threatens serious damage to the security of the United Kingdom. “

Experience gained over the years has shown that an integrated approach to the planning for and response to major emergencies is the best way to ensure the total available resources of the organisations involved are utilised to the maximum benefit of those affected.

### **1.1 Aim and objectives**

#### **1.1.1 Aim**

To provide up to date, appropriate and flexible arrangements that will enable the Council to respond to any disaster in the district and neighbouring areas in accordance with its statutory duty (see1.2).

#### **1.1.2 Objectives**

- To define the Council's responsibilities in an emergency in accordance with the Civil Contingencies Act 2004 as Category 1 responders;
- To identify the current local multi agency Major Emergency response and recovery arrangements that could impact on the Council's emergency plans
- To identify current local authority partnership arrangements for Major Emergency response and recovery and describe how the Council will fulfil its agreed roles and responsibilities
- To define the Major Emergency alerting and activation process for the Council
- To describe the alerting and callout arrangements for responding staff

- To describe the management/organisation procedures for Major Emergency response and recovery
- To maintain in readiness a suitable equipped District Emergency Centre (DEC)
- To identify the communications facilities for Major Emergency response
- To identify the arrangements for the processing of information during the response to a Major Emergency
- To outline the financial arrangements for a Major Emergency
- To identify the health, safety and welfare arrangements for a Major Emergency
- To describe the assessment procedures and provision of Mutual Aid
- To describe the current arrangements for the training of emergency response staff and the validation of emergency plans, including function and specific risk response plans.

## **1.2 The Civil Contingencies Act 2004**

The Major Emergency Plan has been produced in compliance with the Civil Contingencies Act 2004. It sets out how Shepway District Council will activate and manage its corporate response to a major emergency that has the potential to impact on the Council's functions. It concentrates on the effects of a disaster and, wherever possible, builds upon day-to-day activities. A short guide to the Civil Contingencies Act can be found at Appendix 4.

As a category 1 responder the Act requires the Council:

- Assess local risks and use this to inform emergency planning
- Put in place emergency plans
- Put in place Business Continuity Management arrangements
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- Share information with other local responders to enhance co-ordination
- Co-operate with other local responders to enhance co-ordination and efficiency, and
- Provide advice and assistance to businesses and voluntary organisations about business continuity management.

In support of the Act, regulations and guidance have been produced. The guidance is separated into 'Statutory' and Non Statutory' guidance.

- The Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005
- Emergency Preparedness – Statutory guidance on Part 1 of the Civil Contingencies Act 2004, its associated regulations and non-statutory arrangements
- Emergency Response and Recovery – Non-statutory guidance to complement Emergency Preparedness

Relevant to this plan is the duty:

***‘To maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur, the Council is able to perform its functions so far as it is necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effects; or taking other action in connection with it.’***

The Act defines **functions** as ‘**any power or duty whether conferred by virtue of an enactment or otherwise**’. The Emergency Preparedness document further defines functions as covering ‘**statutory powers and duties as well as common law powers**’.

**Shepway District Council functions are exercised within the statutory geographical boundaries of Shepway District. However this does not prevent the Council from taking action when a disaster outside the district impacts or has the potential to have an impact within the district or upon its community. Neither will it prevent the Council from providing assistance to other responders in response to a major emergency under current mutual aid arrangements.**

A reference to pertinent legislation can be found in Section 9.

### **1.3 Staff Health and Safety**

Existing standards and requirements for health and safety at work will apply to major emergency responses by the council. This includes risk assessments. However, due to urgency and the rapidly changing nature of major emergencies, it is likely that more reliance will be placed on dynamic risk assessment. Dynamic risk assessment is only acceptable where the potential for harm was not foreseeable. Awareness of hazards and their potential to cause harm will need to be addressed by all levels of response. It must be remembered that this is a continuous process.

It is important that managers and staff recognise when their limit of knowledge and understanding of the potential hazards has been reached and they will need to seek competent advice before proceeding with an activity. In a multi agency response environment the assessment and management of risk will need to be carried out on a multi agency basis.

Emergency planning contingencies and training will also need to include measures to manage risks.

### **1.4 Staff Welfare**

Staff engaged in major emergency response may find the experience emotionally challenging. Exposure to traumatic sights or close contact with people who have just experienced or witnessed a traumatic event can be distressing.

Crisis management involving long working hours combined with intense activity that demands quick decision making is potentially stressful. Careful selection of staff for such roles can help to minimise any risk. Management awareness of those staff with personal links to individuals directly involved in the disaster or direct links to similar



events in the past should also form part of the criteria for responding personnel selection.

Managing shift lengths and rotation of staff, structured breaks with adequate refreshments and opportunities to engage in informal discussion with colleagues away from the “front line” can also help to minimise potentially damaging stress.

Regular team briefings and situation reports can engender confidence and help staff to feel they are part of a team that is in control. Participation in emergency response training and exercises will help staff to be better prepared to cope with a major emergency situation.

Staff should be made aware of the council’s independent counselling service and how they can access it.

### **1.5 Interlinking Documentation**

There are a number of multi agency major emergency response documents, published through the Kent Resilience Forum (KRF) that will impact upon the emergency response plans, including some function plans of Shepway District Council. Where appropriate these plans have integrated those elements relevant to SDC.

Section 5 – Shepway District Council plans. This provides a summary of function plans that detail how specific emergency response activities will be undertaken by the Council.

Section 6 – Kent County Council Plans. A list of emergency plans produced and maintained by Kent County Council that may have a bearing on Shepway District Council’s response to specific situations.

Section 7 – KRF Multi-Agency Documents. A list and summary of those currently published. They may be relevant to Shepway District Council’s response during specific major emergencies.

Section 8 – Other Local, Regional & National Documents. A list and summary of those currently published. They may be relevant to Shepway District Council’s response during specific major emergencies.

Section 9 – Legislation. This is a list and summary of current legislation that will be pertinent to emergency planning and response at Shepway District Council.

## **2. Plan maintenance and review**

### **2.1 Introduction**

Emergency planning is at the heart of the civil protection duty on category 1 responders.

The chief requirement of the Act in regard to emergency planning is to maintain plans to ensure that, if an emergency occurs or is likely to occur, each category 1 responder

body can deliver its functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effects, or taking other action in connection with it.

The plan has been produced to enable SDC, as a category 1 responder, to meet that duty.

## **2.2 Generic Plan Template**

A generic plan template has been provided to act as a core foundation document and is available to be customised and used by local authorities in Kent as their major emergency plan.

The generic plan template is held by Kent County Council Resilience and Emergencies Unit on behalf of all the local authorities in Kent. It is audited and reviewed on an annual basis by the Kent Local Authority Emergency Planning Group (LAEPG).

## **2.3 Customised Local Authority Major Emergency Plans**

A customised plan, based upon the generic plan template is produced, reviewed and maintained by each local authority using that council's own internal maintenance and review processes. The customised plan review should take into account any agreed changes made to the generic plan template.

It is **essential** that the template is customised and owned by the individual local authority.

## **2.4 Shepway District Council Major Emergency Plan**

The scale and scope of activities arising from a major emergency are unpredictable and they have the potential to exceed the capacity of the normal day to day activities of the Council. It is therefore necessary to have flexible plans to co-ordinate the use of all Council resources plus any additional resources obtained by agreement with other organisations and to ensure they are appropriate, proportionate and allocated to where they will provide the maximum benefit to those affected.

There are also circumstances where there are known risks and, although it will not be possible to predict or prevent such incidents from occurring; their likely consequences are largely foreseeable. In these circumstances it is possible to have specific contingency plans in place to deal with them. Examples of foreseeable events for which specific plans have been made include: flooding, oil pollution of the coastline, hazardous substances washed ashore, nuclear accidents, animal disease outbreaks.

**In addition there will be a number of disasters where the response will be the same and although they may vary in scale and detail, it is possible to plan some contingency arrangements. Media Response and the reception and care of uninjured survivors and those made homeless by a disaster are examples.**

**This plan includes a number of function plans. Wherever possible function plans will be allocated on the basis of the closest match to day-to-day functions. Function plans will be produced in conjunction with each nominated function team lead supported, as necessary, by the district council emergency planning co-ordinator.**

The Shepway District Council emergency planning co-ordinator will oversee the production, maintenance and review of the SDC Major Emergency Plan.

### **3. Alerting, determination and activation**

#### **3.1 Overview**

This section provides information on the arrangements in place for alerting, on a 24/7 basis, Shepway District Council to a major emergency with the potential to impact on its functions. It also provides guidance on the determination process for a major emergency affecting the Council and the procedures for activating the Council's major emergency response.

#### **3.2 Alerting Procedure**

Notification that a major emergency has occurred may be received from a number of sources. The information could come from "official" sources such as Kent Police, Kent County Council Emergencies and Resilience Unit or Kent Resilience Team. It is equally possible for the first notification to come from local or national media, a member of staff or a member of the public. See figure 1 alerting chart.

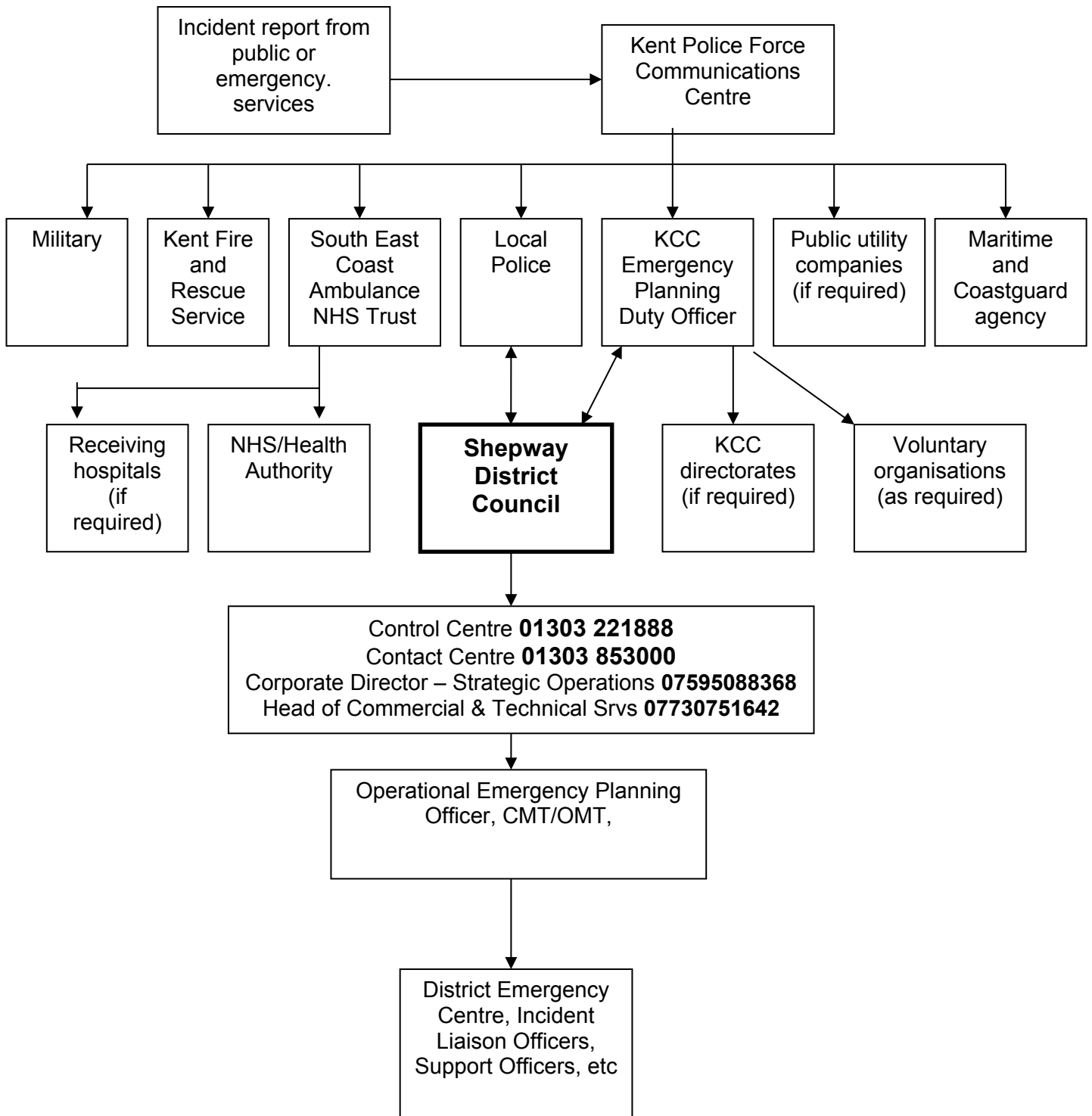
During normal working hours, notification of a potential major emergency will be directed to the SDC Contact Centre or the PA's.

Outside working hours all telephone calls are directed to the Out of Hours service provided by Lifeline.

On receipt of information indicating the potential need for a major emergency response from the Council the Contact Centre/OOH Service will contact either the Corporate Director – Strategic Operations or the Head of Commercial & Technical Services without delay.

To provide additional resilience other category 1 responders in Kent have been provided with the personal contact details of these officers.

Figure 1 – Formal Alerting Arrangements for a Major Emergency



**Notes:**

1. This chart shows a complete cascade notification process only.
2. Notification may be received formally or informally via a number of sources directly to the authority.
3. Once notification is received the Corporate Director – Strategic Operations or the Head of Commercial & Technical Services must be immediately contacted with the details in order for the situation to be assessed.

### **3.3 Determination of an Emergency for Shepway District Council**

On receiving an alert of a potential major emergency, the Emergency Planning Co-ordinator (i.e. the Corporate Director – Strategic Operations, the Head of Commercial & Technical Services), will need to assess the information received. If the information has come from an informal source confirmation should be sought from the Police.

The Emergency Planning Co-ordinator must be satisfied that they have sufficient information for an accurate assessment of the potential impact on the Council and the proportionate initial level of response.

Actions the Co-ordinator may take include:

- Monitor the situation
- Deploy an Incident Liaison Officer to report on the situation
- Put appropriate staff on stand-by
- Activate specific Function Teams
- Activate a full major emergency response

In some cases it will be clear from the outset that a major emergency situation for the Council has occurred or is imminent. However for some the level of information may not be sufficient for a determination to be made and it will be necessary to seek more information before a decision can be taken.

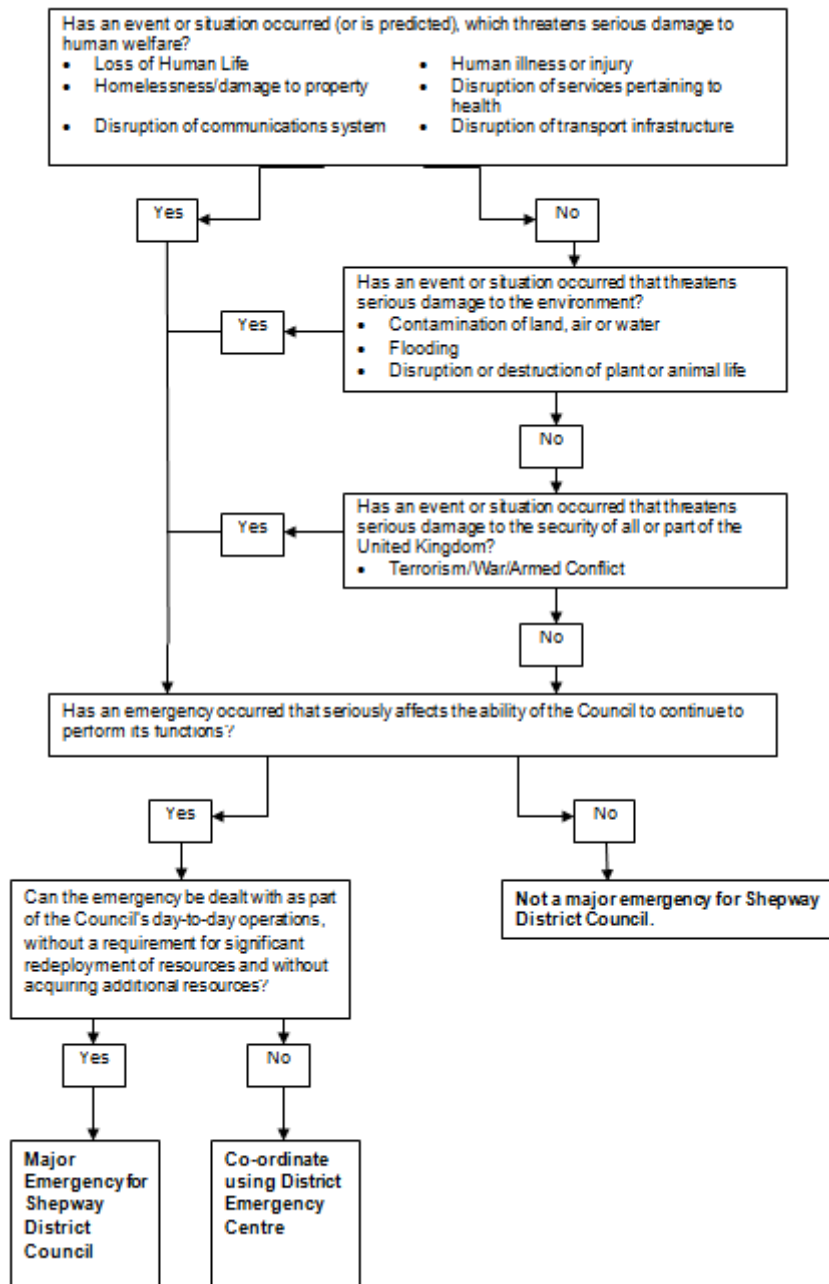
See Figure 2 – Determination Chart.

### **3.4 Activation**

The Shepway District Council Major Emergency Plan will be activated when formal or informal information indicates that an emergency has occurred or is likely to occur within the administrative area of the Council and which has the potential to exceed the capacity to deal with effectively using normal day to day response arrangements.

The activation arrangements for the full plan include the setting up and running the District Emergency Centre. The arrangements for this are contained in the Emergency Centre Operations Plan.

Figure 2 – Determination Chart



## 4. Emergency Management Structure

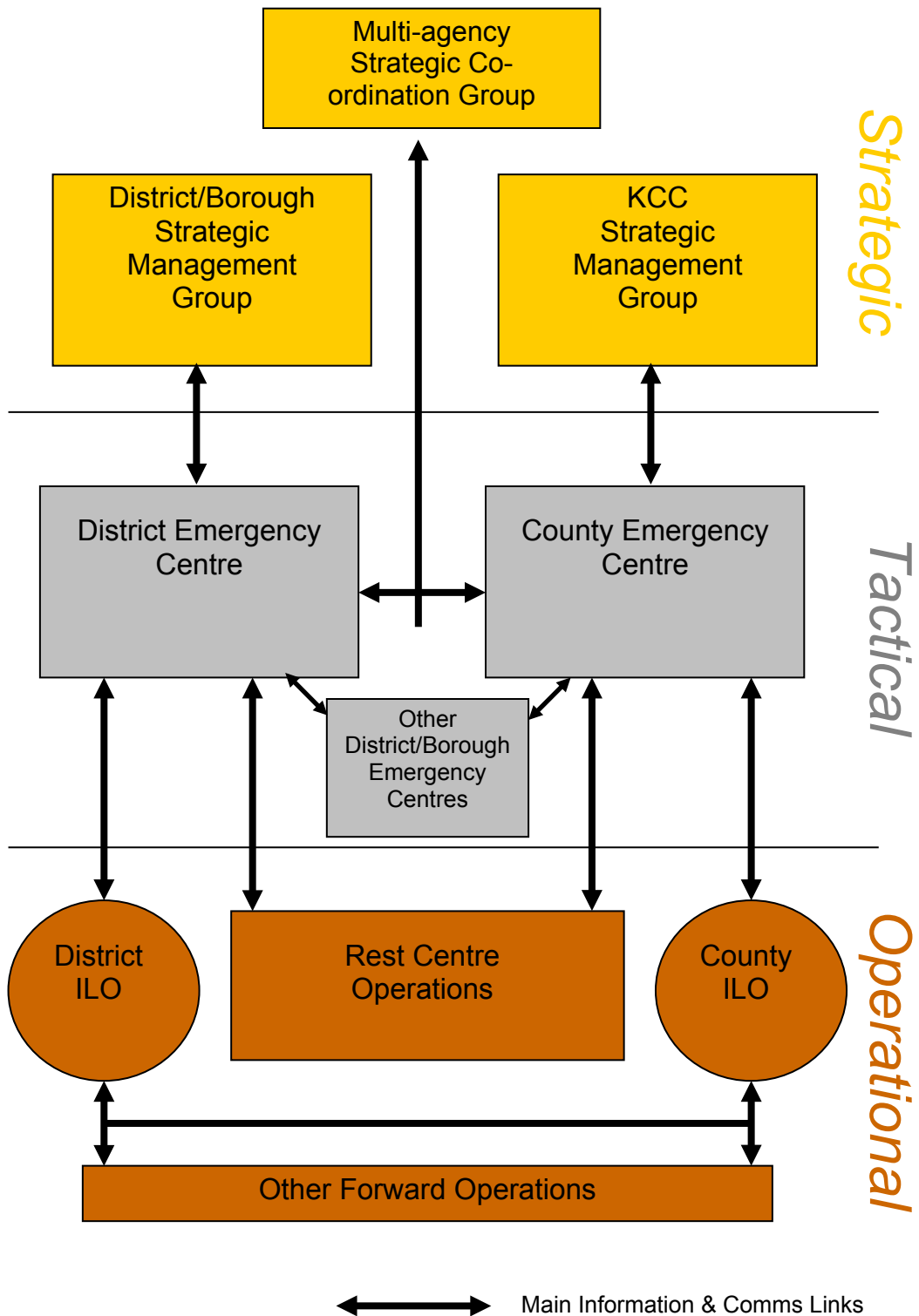
### 4.1 Introduction

A management system for a major emergency response is required to be highly reactive, capable of handling and recording large volumes of information and have the ability to operate seamlessly across all parts of the Council for long uninterrupted periods. It also needs to be capable of linking with the multi agency major emergency response arrangements that have been developed in conjunction with other responding agencies in Kent.

This section outlines the special arrangements that have been developed to enable Shepway District Council to co-ordinate its response to a major emergency affecting the Council's administrative area.

**During the initial impact or response (saving/preserving of life, damage limitation, preservation of possible scene of crime) phase of a major emergency the Police will co-ordinate the multi agency response. The Council may be requested by the Police to provide assistance to the emergency services in the performance of their statutory functions.**

Figure 3 – Multi Agency Communications Links Flow Chart





**Notes:**

1. This diagram reflects the comprehensive multi agency communication links that may be required for a major emergency. It illustrates the interaction between local authorities and a multi-agency Strategic Coordination Centre (SCG).
2. The structure may be partially set up depending on the size and scale of the event. It will also depend upon the size, scale and nature of the local authority input.
3. When an emergency is entirely within one district council area, that council will co-ordinate the local authority response. If the emergency affects more than one district council area, or if the emergency is too big for the district council to manage, then the lead district council may ask KCC to undertake the co-ordinating role.

## 4.2 District Emergency Co-ordinator

The District Emergency Co-ordinator will be the Corporate Director – Strategic Operations or the Head of Commercial and Technical Services. The District Emergency Co-ordinator will have overall responsibility for co-ordinating the Shepway District Council major emergency response, including the operation of the District Emergency Centre (DEC).

**Within the DEC the District Emergency Co-ordinator will be assisted by an Emergency Activation Officer (EAO), teams providing Management Information, Media Information and Support Services.**

Function Emergency Response Team Leaders, supported by designated team members, will manage specific activities associated with the Council's major emergency response. Function Emergency Response Team Leaders are members of the Emergency Management Team (EMT).

The District Emergency Co-ordinator will lead the EMT who will be responsible to Corporate Management Team for the effective co-ordination of the Shepway District Council response to a major emergency.

## 4.3 Emergency Management Team (EMT)

The EMT will be made up, as appropriate, from Function Emergency Response Team Leaders, Management Information Officer, Support Services Officer, Activation Officer (if required) and, as determined by the Emergency Co-ordinator, representatives from other agencies contributing to the Shepway District Council response.

EMT will meet as directed by the District Emergency Co-ordinator.

## 4.4 Function Emergency Response Teams

Function Team Leaders, when alerted, will nominate/call out an adequate number of suitable officers to co-ordinate the activities associated with their assigned function plan(s). They will be responsible to the District Emergency Co-ordinator for the effective delivery of their functional plan. One member will lead each function team. This person will also be a member of the Emergency Management Team.

## 4.5 Emergency Activation Officer (EAO)

Because of the level of major emergency response training and equipment provided to EAO's, in addition to their role during initial assessment and activation, they are able to undertake the following functions:

- Incident Liaison Officer
- Assistant to the District Emergency Co-ordinator

#### **4.6 Incident Liaison Officer (ILO)**

If a disaster is concentrated on a single site, it may be necessary to provide an Incident Liaison Officer at the multi agency operational (Bronze) co-ordination group location to represent the local authority interests and respond to any request for assistance. The ILO will also provide a single co-ordination point for any local authority activities at the disaster site.

It should be noted that, if the access to a disaster site is difficult for the nominated officer in his/her own vehicle, the Grounds Maintenance vehicles should be considered for use as the local authority forward emergency co-ordination point.

If the disaster is of a scale that the emergency responders agree the need for the establishment of a multi agency tactical co-ordination group (Silver), there may be a request/need for Shepway District Council to be represented on this group. The ILO on this group will keep the District Emergency Centre informed of all those matters affecting SDC's functional responsibilities, be the point of contact for local authority assistance to the statutory emergency services and represent the Council's interests.

#### **4.7 Corporate Management Team (CMT)**

CMT will maintain a strategic overview of all SDC operations during a major emergency affecting its functions. This will include:

- The effectiveness of the Council's response to a disaster
- The impact of a disaster on the day to day functions of the Council
- The effectiveness of the SDC Recovery Working Group, if activated
- The effectiveness of the Business Continuity Team, if activated
- The capacity of the Council to continue to provide its services and whether there is a need to redirect resources or seek additional resources to meet the level of demand
- Continuous assessment of priorities across all Council operations

CMT will provide strategic direction to all Council operational units affected by a disaster. They will also liaise with OMT and elected members regarding their support and guidance during a disaster affecting Shepway district. They will co-ordinate the media response and the involvement of appropriate elected members.

#### **4.8 Elected Members**

Elected members may have a role within the Council's emergency response as a 'Community Champion'. They can provide a link between the Council and any affected ward, and may under the guidance of CMT and the Media Team assist with the Council's media response. Their community leadership role will be an important element of the Council's response, especially during any extended recovery period.

## 5 Shepway District Council Plans

A copy of all Shepway District Council function plans can be found electronically on Resilience Direct, which can be accessed by authorised officers. To register for a new account go to [www.resilience.gov.uk](http://www.resilience.gov.uk), click 'Register for an account' and follow instructions. Upon completion the application will be approved by the Shepway account holder: Dee Chambers; [dee.chambers@shepway.gov.uk](mailto:dee.chambers@shepway.gov.uk).

No	Title	Owner	Summary
1	Emergency Centre Operations	Emergency Planning	<ul style="list-style-type: none"> <li>• Details the arrangements for the operation of the District Emergency Centre.</li> <li>• Describes the facilities and systems that will enable the Council to provide an integrated multi disciplinary emergency response.</li> <li>• Outlines the means to manage and record activities.</li> <li>• Identifies the planned resilience arrangements.</li> <li>• Describes communications capabilities and resilience.</li> </ul>
2	Shelter and Homelessness Plan	Homeless Team Leader	<ul style="list-style-type: none"> <li>• Details of the Council's arrangements for the provision of Rest Centres in Shepway.</li> <li>• Describes the administration for the provision of temporary accommodation and re-housing.</li> </ul>
3	Rest Centre Directory	Emergency Planning	<ul style="list-style-type: none"> <li>• Details of rest centres available across the District.</li> </ul>
4	Media and Public Warning and Informing Plan	Media Team Leader	<ul style="list-style-type: none"> <li>• Describes the special arrangements for all media operations and the provision of public information during a major emergency.</li> <li>• Details multi agency media handling protocols.</li> </ul>

5	Finance, Insurance and Legal Emergency Plan	Emergency Planning	<ul style="list-style-type: none"> <li>• Describes the special financial arrangements for major emergencies.</li> <li>• Provides information on the provision of insurance and legal support to Council Officers engaged in the major emergency response.</li> </ul>
6	Channel Sub-Group Oil Pollution and Chemical Spill Shoreline Response Plan	Engineering Manager	<ul style="list-style-type: none"> <li>• Describes the arrangements for implementing SDC's agreed responsibilities in the event of oil pollution and hazardous substances on the beaches in Shepway.</li> <li>• Compliments the national multi agency plan and the KCC Oil Pollution Scheme.</li> </ul>
7	Flooding & Coastal Protection Statement	Engineering Manager	<ul style="list-style-type: none"> <li>• Describes the arrangements for implementing SDC's agreed responsibilities in the event of serious flooding within Shepway.</li> <li>• Compliments the multi-agency local area flood plan.</li> </ul>
8	Fuel Shortage Guidance	Property Manager	<ul style="list-style-type: none"> <li>• Maintaining supplies fuel to essential infrastructure in the event of disruption or potential disruption to services.</li> </ul>
9	Environmental Health Plan	Environmental Health Team Leader	<ul style="list-style-type: none"> <li>• Details the arrangements for the involvement of SDC EHO's during a major emergency.</li> </ul>
10	Human Resources Plan	HR	<ul style="list-style-type: none"> <li>• Sets out procedures for HR at SDC to respond in the event of an emergency occurring within the area.</li> </ul>
11	Dangerous Structure, Building Control Plan	Building Control Team Leader	<ul style="list-style-type: none"> <li>• Contains the arrangements for the provision and management of Building Control specialists in response to a major emergency.</li> </ul>

12	SDC Business Continuity Plans	Emergency Planning	<ul style="list-style-type: none"> <li>Contains the arrangements to ensure that the council's critical services remain 'business as usual' in an incident.</li> </ul>
13	Emergency Response Officer Handbook	Emergency Planning	<ul style="list-style-type: none"> <li>The operational handbook for ERO's.</li> <li>Describes the role of the ERO.</li> <li>Provides instructions and guidance for staff taking on that role.</li> </ul>
14	Incident Liaison Officer Handbook	Emergency Planning	<ul style="list-style-type: none"> <li>The operational handbook for all officers undertaking ILO duties on behalf of SDC.</li> </ul>
15	Resilient Communications Plan	Emergency Planning	<ul style="list-style-type: none"> <li>Describes the range of equipment that underpins resilient communications between all levels of the Council's response.</li> <li>Details integration with the broader multi-agency communication capability, as well as providing details on all communication protocols, including language disciplines and equipment usage procedures.</li> </ul>
16	SDC Emergency Contacts Directory	Emergency Planning	<ul style="list-style-type: none"> <li>Telephone contacts for other responders during a major emergency.</li> </ul>

## 6 Kent County Council documents

Copies of Kent County Council documents may be obtained from the KCC Emergency Planning Group.

<b>Title</b>	<b>Summary</b>
County of Kent Coastal/Riparian Oil Pollution Operational Response Scheme	This operational response scheme describes the overall responsibilities and arrangements for dealing with an oil pollution incident affecting Kent's coastline.
Rest Centre Guidelines	This document produced by the Kent Resilient Team, provides guidance on the organisation and operation of a Rest Centre

## 7 Kent Resilience Forum (KRF) multi-agency documents

Copies of KRF documents may be obtained from Resilience Direct or via the Kent Resilience Team.

Title	Summary
Kent Profile Document	The Kent Profile Document contains descriptions of those characteristics within the Local Resilience Areas (LRA) that have the potential to have an impact on emergencies, both likelihood and scale. It concentrates on Social, Health Provision, Environment, Infrastructure and Key Sites.
Kent Community Risk Register	The Kent Community Risk Register provides an assessment of the most significant emergencies which the LRA and its citizens could face. It is designed to use the information contained in the National Risk Register to inform, identify and assess those applicable in the Kent LRA.
Pan Kent Strategic Emergency Response Framework	The purpose of this framework is to set out how members of the KRF work together to provide a strategic response in an emergency. It also contains the key strategic statements which will be common to all major emergency plans and summary information about common issues. It does not provide detailed procedures, as these should form part of individual emergency plans within each responding organisation.
Science & Technical Advice Cell (STAC) Plan	The STAC Plan is a multi-agency plan that sets out the procedure for activating STAC in Kent and describes the roles and responsibilities of the members. The establishment of a STAC brings together technical experts from those agencies involved in the response and who may provide scientific and technical advice to responders.
Pan Kent Multi-Agency Flood Plan	The purpose of this plan is to set out the principles that govern the multi agency response to significant flooding in the LRA. Although its focus is primarily on tidal and fluvial flooding, the procedures will also be relevant for pluvial (surface water) flooding caused by excessive rainfall.
KRF Humanitarian Assistance Centre Plan	This plan describes the multi agency arrangements in the Kent LRA for the establishment of Humanitarian Centres. It has been based on guidance issued by the Cabinet Office – Humanitarian Assistance in Emergencies; non-statutory guidance on establishing Humanitarian Assistance Centres.
Kent Mass Fatalities Plan	This plan provides guidance on the additional arrangements that will be needed in the event of the normal arrangements for dealing with the deceased becoming overloaded. It describes the options available to the responsible organisations, together with the management structures that will be necessary as part of the overall response to an incident.



KRF Vulnerable Persons Plan	Identifying vulnerable people in an emergency.  This plan describes the multi agency arrangements for identifying vulnerable people during an emergency. The process enables all agencies to retain their own style of plan preparation while working to a common LRF wide format.
Kent Resilience Forum Pandemic Influenza Plan	This document provides the backbone for influenza pandemic preparedness and response in the Kent LRA. It provides information an guidance specific to a flu pandemic.
Managing Excess Deaths	This plan provides information on the potential pressures that would result from the estimated increase in the number of deaths during a major pandemic flu outbreak in the Kent LRF area. It identifies the capacity of the local authorities, registrars, funeral directors, crematoria, cemeteries and hospital mortuaries.
KRF Information Sharing Protocol	The protocol outlines the agreed principles for the exchange of information amongst Category 1 and Category 2 partners, both centrally and locally.
Kent Joint Services Response Protocol for CBRN Incidents	This document outlines the framework within which the Kent Resilience Forum partner agencies would operate and respond to a Chemical, Biological, Radiological and Nuclear CBRN incident.
KRF Pan Kent Emergency Recovery Framework	The framework has been developed to aid responders within the Kent LRA when preparing the recovery plans for their organisation.
KRF Media & Comms Plan	This plan set out options for resilient communications facilities that can enable responder organisations to communicate with the public, each other and local partners when normal telecommunications provision is unavailable.
Kent Inter-Agency Framework for an Emergency Drought Response	The aim of this framework document is to outline procedures for a multi agency response to an emergency drought.
KRF Incident Debrief Protocol	The purpose of this protocol is to set out how the KRF members work together to review the actions taken and decisions made following an emergency which may have had a significant impact on communities in the Kent LRA or following a multi agency exercise.
KRF Fuel Shortage Plan	This document details a general overview of actions and arrangements and provides the overarching document from which KRF partner agencies may respond under the <i>NEP-F</i> . The plan also sets out the mechanisms for information sharing and horizon scanning before disruption occurs and arrangements and tactical options in the event a fuel emergency is declared.
KRF Evacuation & Shelter Plan	The purpose of this plan is to ensure an appropriate level of preparedness to enable an effective multiagency response to emergencies which require evacuation and temporary shelter ranging from a small to a large number of people,

	which will later be quantified as Tier 1 to Tier 4 events. It includes reference to support for disaster response in other authority areas.
KRF Severe Weather Framework	The purpose of this framework is to set out the principles by which the Kent Resilience Forum and its members will communicate and react in the stages leading up to, and in some part during, a severe weather event, or possible severe weather event. This will include the activation and operation of the Severe Weather Advisory Group and the use of separate plans and frameworks for Drought, Flood, Low Temperatures and Heavy Snow, Storms and Gales and Heat wave situations.

## 8 Other Local, Regional and National documents

Name	Owner & Location	Summary
Provision of Emergency Customer Welfare on Motorways and all purpose Trunk Roads	Highways Agency <a href="http://www.highways.gov.uk">www.highways.gov.uk</a>	This document describes the Highways Agency arrangements for the provision of emergency customer welfare support to motorists stranded on the road network.
National Contingency Plan for Marine Pollution from Shipping and Offshore Installations (NCP)	Maritime & Coastguard Agency <a href="http://www.gov.uk">www.gov.uk</a>	This multi agency plan provides information on the arrangements for the co-ordination of a national response to a major marine pollution incident. It describes both the at sea and shoreline response.
Kent and Sussex Environment Group Marine Pollution Plan	Kent and Sussex Environment Group (KSEG) <a href="http://www.gov.uk">www.gov.uk</a>	This plan is intended to complement the NCP above. It details the KSEG arrangements for responding to actual or threatened pollution incidents along the stretch of Kent & Sussex coastline from Ramsgate to Selsey Bill.
Network Rail – National Emergency Plan	Network Rail Resilience Direct	This plan describes the arrangements in place to provide an effective response to accidents, incidents and other emergencies on or affecting Network Rail controlled infrastructure.
South East England Mass Casualties Framework	SE Regional Resilience Forum Resilience Direct	This framework provides guidance and direction to assist all multi agency responders across the South East of England in the planning and response required for a mass casualties event, that may result in patient numbers well in excess of those used in previous planning arrangements and are beyond the normal capacity that is created by the activation of major incident plans.
South East Emergency Drought Plan	SE Region Resilience Forum Resilience Direct	The aim of this multi agency plan is 'to protect the health and welfare of vulnerable communities and to minimise the wider impact of a severe drought in the South East Region, in circumstances which directly threaten the continuity of domestic water supplies across large areas of the region.'

National Risk Register	Cabinet Office <a href="http://www.gov.uk">www.gov.uk</a>	The register provides a national assessment of the most significant emergencies which the UK and its citizens could face over the next five years summarised into three categories. It has been designed to compliment Community Risk Registers.
National Emergency Plan – Fuel (NEP-F)	Cabinet Office <a href="http://www.gov.uk">www.gov.uk</a>	A plan that identifies how the resources of the downstream oil industry and the Government can be utilised in an emergency. It identifies the command structure and teams available to provide leadership and industry knowledge to enable the Government to select and use appropriate emergency response tools to manage any significant disruption to oil supplies in the UK market.
Contingency Plan for Exotic Notifiable Disease of Animals.	DEFRA <a href="http://www.gov.uk">www.gov.uk</a>	A plan that focuses on the arrangements for management and coordination, detailed information on policies and disease control strategies relating to control and eradication of exotic notifiable animal diseases.
Central Govt Arrangements for Responding to an Emergency Concept of Operations (CONOPS)	Cabinet Office <a href="http://www.gov.uk">www.gov.uk</a>	A paper that sets out the arrangements for the response to an emergency requiring co-ordinated UK central government action. It describes how the UK central government response will be organised and the relationship between the central, regional and local tiers in England.
The Lead Government Department and its Role – Guidance and Best Practice	Cabinet Office <a href="http://www.gov.uk">www.gov.uk</a>	This document identifies the mechanism for Central Government involvement in a major emergency. It also describes which Government Department will lead for each type of emergency and provides them with guidance on emergency planning.

Civil Protection Lexicon – A developing single point of reference for UK Civil Protection Terminology	Cabinet Office  <a href="http://www.gov.uk">www.gov.uk</a>	A single point of reference for agreed common terminology used in the UK Civil Protection. It has been produced to avoid potentially serious misunderstanding, the consequences of which could be extremely serious.
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## 9 Legislation

Act	Summary
Local Government Act 1972	The provision of Section 138 of the Local Government Act 1972 (as amended by Section 156 of the Local Government and Housing Act 1989) gives local authorities the power to incur expenditure to <b>‘apprehend, alleviate or eradicate’</b> the effects of a disaster outside the normal budgetary process.
Housing Act 1996	The provisions of the Housing Act 1996 (Part 7 – Homelessness) provides information relating to the Council’s duty to provide accommodation for persons who are made homeless as a result of an emergency.
Public Health (Control of Disease) Act 1984 – part 2 (as amended by the Health and Social Care Act 2008 – part 3)	The provisions of this Act relate to the powers of the District Council, both as a Local Authority and as a Port Health Authority in relation to the control of infectious diseases and contamination (chemical or radioactive) of people.
Children Act 1989	The provisions of the Children Act 1989 (Part 3, Section 20 – Provision of Accommodation for Children – General) provides information relating to the County Council’s duty to provide accommodation for vulnerable children.
National Assistance Act 1948	The provisions of the National Assistance Act 1948 (Part 3 – section 29) provides information relating to the County Council’s duty to make arrangements regarding the welfare of certain categories of vulnerable persons over the age of eighteen. This can include the provision of suitable accommodation.

## **10 Recovery**

### **10.1 Overview**

Recovery is the process of restoring and rebuilding the community in the aftermath of a disaster. This process can be started at any point within the response phase, but gains prominence once the immediate response has been completed.

Although recovery is a multi-agency activity, local authorities (KCC/SDC) will normally lead recovery co-ordination. Many aspects of recovery have to be considered from the physical rebuilding of the affected area to the welfare needs of its residents and the financial implications for affected businesses and the councils themselves (see Pan Kent Emergency Recovery Framework).

## 11 Community Leadership

### 11.1 The Response Phase

***During any major emergency where the community has been adversely affected there will be a need for community leadership.***

***It is important that senior officers and Members adopt a leadership role during a major emergency affecting their local community. The Leader of the Council, Cabinet Members, Chief Executive and/or members of CMT are made available to the media and public to act in this capacity. Those undertaking this role will need to be fully briefed by the District Emergency Co-ordinator and media team and be prepared to respond to questions at press conferences and interviews. Policy on public information will, if activated, be available from the Strategic Coordination Group and disseminated to all responding agency media teams. It is important that multi agency agreement is agreed and adopted for the response thus providing a cohesive approach to community information messages.***

It is recommended that condolence messages and support for the work of the emergency services and reassurances that all possible is being done are included where applicable. Policy decisions and speculation on cause or outcome should be avoided.

### 11.2 The Recovery Phase

Following a major emergency, the district council or Kent County Council is likely to lead on multi agency recovery working (see section 10). It is possible that a community liaison group will be formed using representatives from local communities around the affected area. They will be able to provide local views that can be taken into account when decisions and priorities are determined. To ensure that any place shaping activity is fully inclusive, it will be essential for local members whose area was affected by the emergency to be engaged in this process as community leaders.

More information and guidance on how this can operate are included in section 10.

### 11.3 Town and Parish Councils

Each Town and Parish Council should have their own Community Resilience Plan. By having a Plan in place it should increase the readiness and resilience within the local community in the event of an emergency. The community groups will be able to provide support to themselves and to statutory agencies in the case of an emergency.

## **12 Training and Exercising**

### **12.1 Training – Overview**

The Civil Contingencies Act 2004 requires that the major emergency plans of category 1 responders include a provision for the training of an appropriate member of staff who have been identified in plans along with other persons whom the responder considers necessary.

Although personnel will be assigned roles in the emergency plans that take advantage of their skills, knowledge and expertise they use as part of their day to day work, there is a need for all staff identified in the emergency plan to undertake general awareness training that will give them a basic background knowledge of the principles of emergency response, the multi agency major emergency response organisation in Kent and how their role fits into the overall response.

Emergency Response, Recovery and Business Continuity training is necessary to ensure that Shepway District Council is confident and capable of carrying out required tasks and actions when an emergency occurs. A suitable schedule of training activities will be developed for Shepway District Council staff. This schedule should include in-house training, training provided by the KCC Emergency Planning Unit, training provided by the Emergency Planning College and other outsources training as required.

All Council Staff involved in responding to a major emergency situation need training corresponding to their responsibilities. Participation in joint, multi-agency, training events should be encouraged.

The KCC Resilience and Emergences Unit offers training activities on rest centres, emergency control centre operations, COMAH sites, Pipelines and REPPiR. This training is multi-agency in its approach. It may be complemented by local district or county council training as required.

Training will be provided to those with specific roles within the emergency plan, such as the DEC Support Team, Function Teams, Emergency Activation Officers, Liaison Officers and Rest Centre Teams, etc. Refresher training will also be available as required.

### **12.2 Exercises - Overview**

The Civil Contingencies Act 2004 requires emergency plans to include provision for the validation of emergency plans. It is important that, when emergency plans have been produced and appropriate staff have been trained in their roles, the plans are tested under exercise conditions. Exercises may test the entire plan or simply one or more elements of the plan, however periodically the entire plan will need to be tested.

Depending on the plan/arrangements being tested, exercises can be held locally by Shepway District Council staff in conjunction with local emergency service responders, on a multi-district or pan-Kent basis or as part of a regional or national exercise.



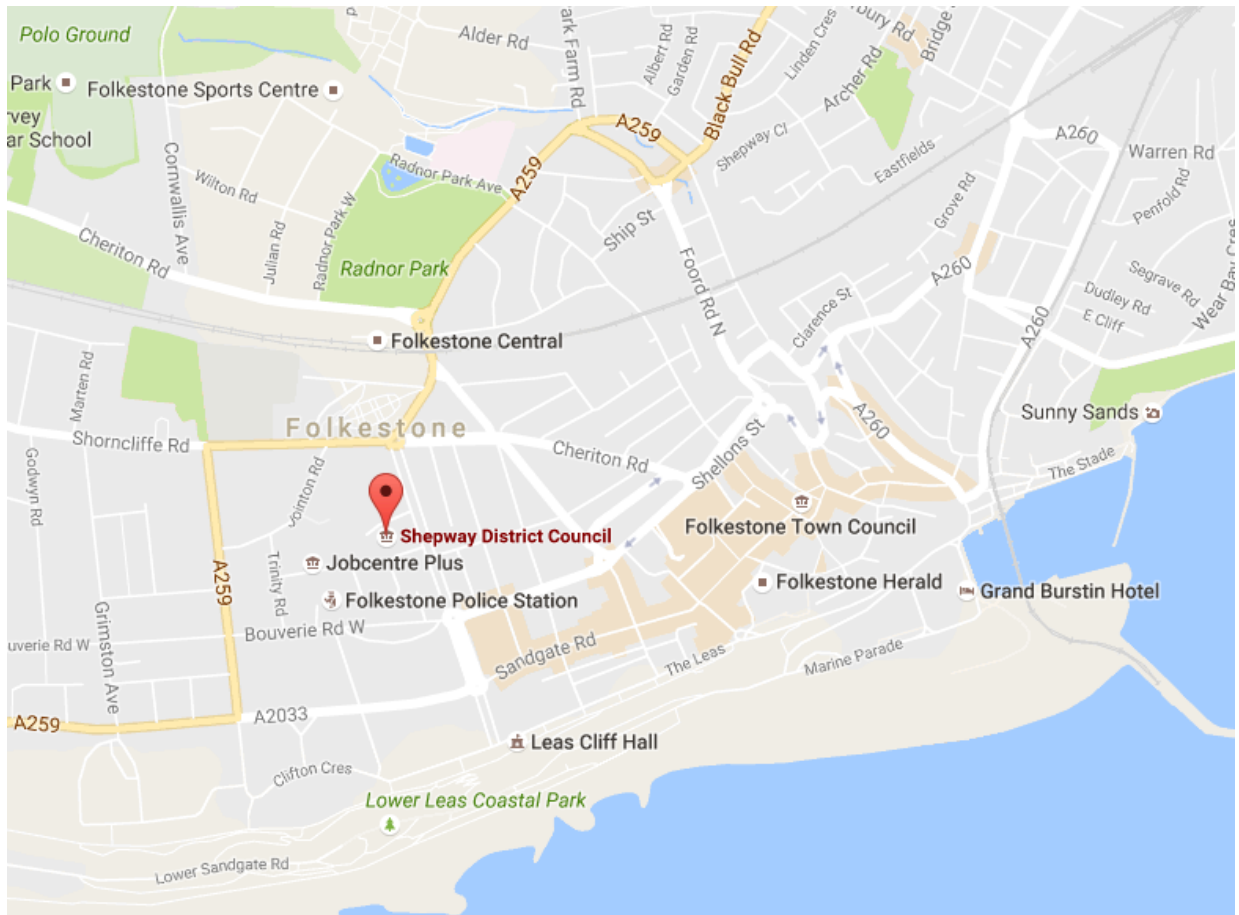
Exercises allow staff to practice their skills in a simulated emergency environment, and give them the opportunity to meet and exercise alongside other responder agencies in an integrated multi-agency response environment.

There are different types of exercise that range from discussion based through to live real-time exercises. They can be designed for a single organisation or be multi-agency. The type of exercise depends on what part of the plan is to be validated, and the skill and knowledge-base of the participants.

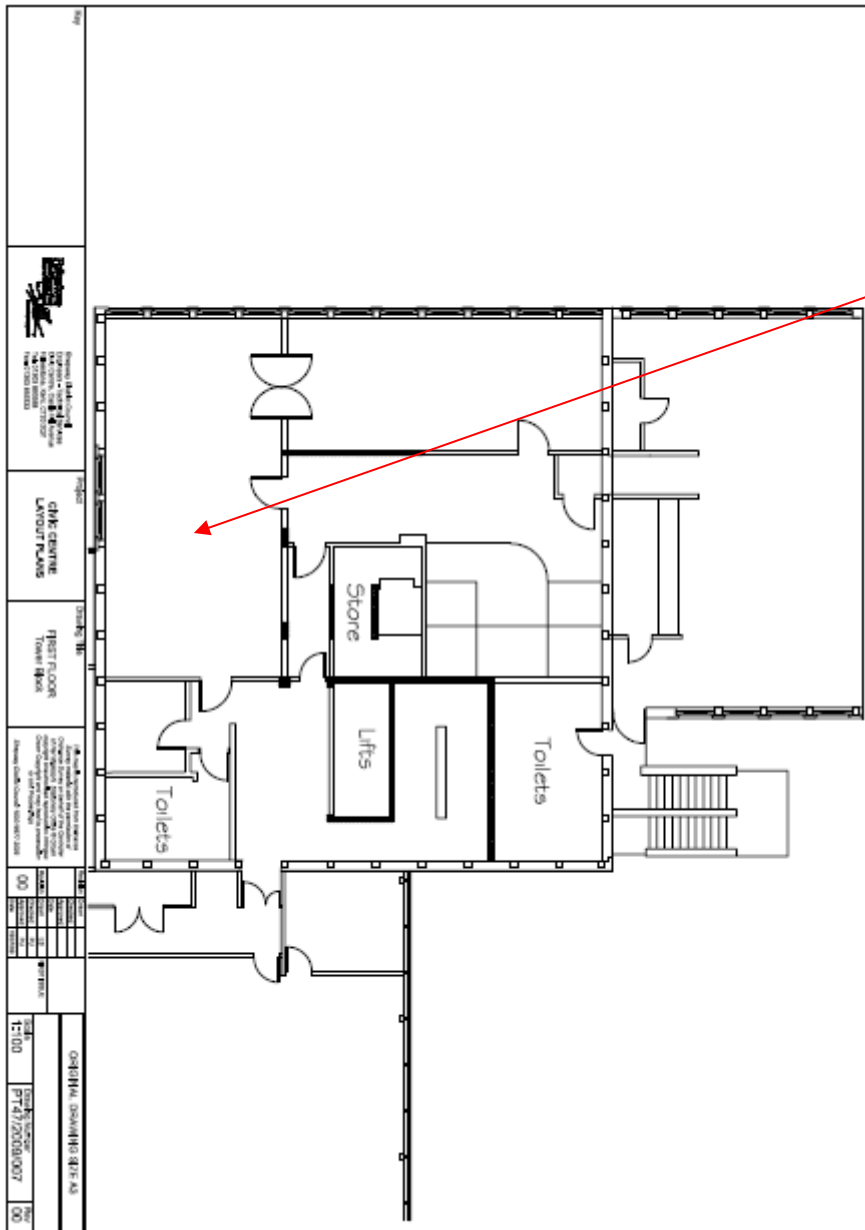
As with incident debriefing, exercise planning will need to include arrangements to debrief those involved as this will assist in the plan validation process. Lessons learned during exercises can be invaluable to those who will provide the response to disasters.

It is the general policy of Shepway District Council that all major emergency plans are exercised, in whole or part, on a regular basis, and any learning incorporated into a revised plan. The Council will encourage staff to participate in exercises, and invite the participation of other responders. Exercises can also be designated to include cross-border scenarios to practice both mutual aid agreements and integrated multi-agency response arrangements.

### Appendix 1: Shepway District Council offices location map



### Appendix 2 – District Emergency Centre Location



Boulogne Room – District  
Emergency Centre

## Appendix 3

### Joint agreement between the Local Authorities of Kent for the provision of mutual aid and assistance in the event of emergencies.

THIS AGREEMENT is made the \_\_\_\_\_ day of \_\_\_\_\_ 2006  
BETWEEN the local authorities whose names and addresses are listed in schedule 1  
hereto (hereinafter referred to as 'the Local Authorities')

#### WHEREAS

- (1) The parties hereto are desirous of providing to each other mutual aid and assistance when called upon to do so in the event of a major civil emergency or in circumstances at the discretion of each party
- (2) The parties hereto are desirous of formalising as far as may be practicable arrangements for the requesting and giving of such mutual aid and assistance and have agreed to enter into this agreement in order to govern such arrangements

#### NOW THIS AGREEMENT WITNESSES AS FOLLOWS

1. **AGREEMENT TO PROVIDE ASSISTANCE**  
The Local Authorities **HEREBY AGREE** in consideration of these presents to provide aid and assistance to each other in the event of the situations envisaged in Schedule 2 hereto arising
2. **REQUEST FOR SUCH ASSISTANCE**  
Such aid and assistance shall be requested initially on an informal basis by means of direct verbal telephonic fax or written request from the Head of Paid Service of any party or officer acting on his or her behalf but in any event shall be followed within 24 hours of such request by formal confirmation in writing from the requesting party acknowledging that the aid and assistance sought is governed by the terms of this agreement.
3. **THE AID AND ASSISTANCE SOUGHT**  
The aid and assistance so sought shall include, inter alia, the matters set out in Schedule 3 hereof though such is not limited to the matters set out therein nor is such to be considered restrictive or exhaustive
4. **COSTS**
  - 4.1 All costs incurred by any party including VAT or any other tax or statutory imposition in providing the aid and assistance envisaged by this agreement are to be met in full by the party requesting such aid and assistance
  - 4.2 Evidence of such costs so incurred shall be supplied by the providing party in the form of a detailed account to be submitted within three months of the aid and assistance having been given or supplied and such account shall be paid by the receiving party within 28 days of its receipt
  - 4.3 In the event of additional grant being requested from Central Government by any party under the 'Belwin Scheme' (S.155 Local Government and Housing Act 1989) each party will provide to each other all assistance evidence and information necessary to support such application at its own expense
5. **LOAN OF PERSONNEL**

- 5.1 In the event of personnel being loaned or seconded by any one party (the loaning party) to another such personnel with at all times remain employees of the loaning party
- 5.2 The party to whom such personnel are loaned or seconded shall be responsible however for the payment to the loaning party of all salary (including pension payments, income tax, national insurance, etc) and any other additional costs and expenses incurred as a direct result of the loan or secondment of such personnel
6. **INSURANCE**  
Each party shall be responsible for providing adequate public and employers' liability insurance in respect of such personnel and their actions during the period any such personnel are loaned or seconded to them
7. **PROVISION OF ASSISTANCE IS VOLUNTARY**  
Each party acknowledges that this agreement and the requirements herein are entirely voluntary and that no party is under any obligation to another to provide aid and assistance where and if called upon to do so but that each party will use all reasonable endeavours (subject to the performance of its own statutory duties and functions) to respond to such request and provide the aid and assistance requested and once such is agreed to be given then the provisions of this agreement shall prevail
8. **NO PARTNERSHIP OR AGENCY**  
Nothing in this agreement shall be deemed to constitute a partnership between the parties nor constitute any party the agent of any other party
9. **INDEMNITY**  
Each party agrees with each other throughout the continuance of this agreement to indemnify and keep indemnified each other from and against any and all loss damage or liability whether criminal or civil suffered in the course of providing aid and assistance under the provision herein
10. **DURATION OF AGREEMENT**  
This agreement shall subsist for an initial period of 3 months from the date hereof but thereafter shall continue from year to year.
11. **ARBITRATION**  
In the unlikely event of any dispute under or arising out of this agreement such shall be referred to a single arbitrator in accordance with the provisions of the Arbitration Act 1996.
12. **ENGLISH LAW GOVERNS**  
The validity construction and performance of this agreement shall be governed by English Law
13. **NOTICES**  
Any notice given pursuant to this agreement shall be in writing and shall be sufficiently given to any party if given by hand or sent in a letter by first class prepaid post addressed to the Head of Paid Service of that party at the address of that party set out in schedule 1 (or any alternative address notified by that party in accordance with this clause) and any notice so given shall be deemed to be delivered (unless the contrary is proved) at the time at which the letter would be delivered in the ordinary course of post
14. **INTERPRETATION**
- 14.1 Reference to any statute or statutory provision includes a reference to:  
(a) that statute or statutory provision as from time to time amended, extended, re-enacted or consolidated; and

- (b) all statutory instruments or orders made pursuant to it
- 14.2 Words denoting the singular number only shall include the plural and vice-versa
- 14.3 Unless the context otherwise requires reference to any clause, sub-clause or schedule is to a clause, sub-clause or schedule (as the case may be) of or to this agreement
- 14.4 The headings in this document are inserted for convenience only and shall not affect the construction or interpretation of this agreement
15. **FORCE MAJEURE**  
No party shall be liable for any failure or delay in performance of this agreement which is caused by circumstances beyond the reasonable control of a party including without limitation any labour disputes between a party and its employees
16. **CONFIDENTIALITY**  
The parties here to will at all times keep confidential information acquired in consequence of this agreement, except for information which they may be entitled or bound to disclose under compulsion of law or where requested by regulatory agencies or to their professional advisers where necessary for the performance of their professional services.
17. **INTELLECTUAL PROPERTY**  
The parties hereto agree with each other not to cause or permit anything which may damage or endanger the intellectual property of each party nor each parties title to such intellectual property nor to assist or allow others to do so
18. **REVOCATION OF PREVIOUS MUTUAL AID AGREEMENTS**  
Any previous similar agreement shall be deemed to be revoked when all the parties to that previous agreement sign this agreement.

## **SCHEDULE 1 (Preamble hereof)**

### **The Local Authorities**

Ashford Borough Council, The Civic Centre, Tannery Lane, Ashford, Kent, TN23 1PL

Canterbury City Council, Council Offices, Military Road, Canterbury, Kent, CT1 1YW

Dartford Borough Council, Civic Centre, Home Gardens, Dartford, Kent, DA1 1DR

Dover District Council, Council Offices, White Cliffs Business Park, Dover, Kent, CT16 3PJ

Gravesham Borough Council, Civic Centre, Gravesend, Kent, DA12 1AU

Kent County Council, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ

Maidstone Borough Council, London House, 5-11 London Road, Maidstone, Kent, ME16 8HR

Medway Council, Civic Centre, Rochester

Sevenoaks District Council, Council Offices, Argyle Road, Sevenoaks, Kent, TN13 1HG

Shepway District Council, Civic Centre, Castle Hill Avenue, Folkestone, Kent, CT20 2QY

Swale Borough Council, Council Offices, Swale House, East Street, Sittingbourne, Kent, ME10 3HT

Thanet District Council, Council Offices, PO Box 9, Margate, Kent, CT9 1XZ

Tonbridge & Malling Borough Council, Council Offices, Gibson Drive, Kings Hill, West Malling, Kent, ME19 6LZ

Tunbridge Wells Borough Council, Town Hall, Tunbridge Wells, Kent, TN1 1RS

**SCHEDULE 2 (Clause 1 hereof)****Situations calling for the request of mutual aid and assistance**

1. Major civil emergency being a situation arising with or without warning causing or threatening to cause death injury or serious disruption to normal life for numbers of people in excess of those which can be dealt with by the public services operating under normal conditions and requiring the special mobilisation and organisation of those services.
2. All other situations whereby any party at its discretion requires aid and assistance.

**SCHEDULE 3 (Clause 3 hereof)****Provision of mutual aid and assistance**

The aim of the agreement is to provide mutual aid between the parties herein for the provision, so far as may be practicable of certain resources and professional expertise in the event of any one or more of the situations described in schedules 1 hereof. This may include provision of:

- (a) Environmental Health Officers
- (b) Engineers
- (c) Building Control Officers/Structural Engineers
- (d) Persons to assist with media and public relation matters
- (e) Persons to provide support in the Emergency Centre of participating parties
- (f) Assistance with persons made homeless as a result of an emergency. (This may cover provision of premises for use as Rest Centres, together with housing advice, and provision of longer term accommodation)
- (g) Use of contractors
- (h) All other advice and assistance which any party at its discretion may require

AS WITNESS the duly authorised officers of the parties hereto have signed this agreement on the date

Hereof

Signed on behalf of Ashford Borough Council	Duly Authorised
Signed on behalf of Canterbury City Council	Duly Authorised
Signed on behalf of Dartford Borough Council	Duly Authorised
Signed on behalf of Dover District Council	Duly Authorised
Signed on behalf of Gravesham Borough Council	Duly Authorised
Signed on behalf of Kent County Council	Duly Authorised
Signed on behalf of Maidstone Borough Council	Duly Authorised
Signed on behalf of Medway Council	Duly Authorised
Signed on behalf of Sevenoaks District Council	Duly Authorised
Signed on behalf of Shepway District Council	Duly Authorised
Signed on behalf of Swale Borough Council	Duly Authorised
Signed on behalf of Thanet District Council	Duly Authorised
Signed on behalf of Tonbridge & Malling Borough Council	Duly Authorised
Signed on behalf of Tunbridge Wells Borough Council	Duly Authorised

## Appendix 4

**CabinetOffice**



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Civil Contingencies Secretariat

# Civil Contingencies Act 2004: a short guide (revised)







## Background

Following the fuel crisis and the severe flooding in the autumn and winter of 2000 and the outbreak of Foot and Mouth Disease in 2001, the Deputy Prime Minister announced a review of emergency planning arrangements. The review included a public consultation exercise which reinforced the Government's conclusion that existing legislation no longer provided an adequate framework for modern civil protection efforts and that new legislation was needed.

Following public consultation on a draft Bill from June to September 2003 and pre-legislative scrutiny by a Joint Parliamentary Committee, the Civil Contingencies Bill was introduced to Parliament on 7 January 2004. Its development was informed from the start by close consultation with key stakeholders in what was an open and inclusive policy-making process. The Bill received Royal Assent on 18 November 2004 and henceforth became known as the Civil Contingencies Act 2004 (the "Act").

This guide gives a brief overview of the main provisions of the Act.

## Overview of the Act

The Act, and accompanying regulations and non-legislative measures, will deliver a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty-first century.

The Act is separated into two substantive parts:

- Part 1: focuses on local arrangements for civil protection, establishing a statutory framework of roles and responsibilities for local responders.
- Part 2: focuses on emergency powers, establishing a modern framework for the use of special legislative measures that might be necessary to deal with the effects of the most serious emergencies.

Key to modernising existing legislation is updating the definition of what constitutes an "emergency".

## Definition of Emergency

Civil Protection activity at the local level previously took place under Civil Defence legislation dating from 1948. This legislation defined the events local responders should prepare for in terms of "hostile attack" from a foreign power. With the ending of the Cold War such a threat evaporated and local efforts have been focused on preparing for civil emergencies such as localised flooding and major transport accidents. Emergency Powers legislation is older still. The Emergency Powers Act 1920 defines an emergency in terms of interference with specified services and resources which will deprive the community of the essentials of life. A great deal has changed since 1920. The list of services and resources in the 1920 Act was out of date. In addition, the focus of the 1920 Act on essential services and resources failed to reflect the kinds of emergency which the UK now faces (for example, the 1920 Act did not clearly cover terrorist threats or threats to the environment).

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In modernising the legislation, it was necessary to introduce a new updated definition of an emergency which focuses on the risks we face in the 21st century. The definition of emergency in the Act focuses on the consequences of emergencies. It defines an emergency as:

- an event or situation which threatens serious damage to human welfare;
- an event or situation which threatens serious damage to the environment; or
- war, or terrorism, which threatens serious damage to security.

For Part 1 of the Act the definition sets out the range of possible incidents for which local responders must prepare when fulfilling their civil protection duties. For Part 2 it sets out the situations in which it may be possible to use emergency powers if the appropriate safeguards are met.

This does not mean that the definition of “emergency” is the same in both Parts. In Part 1, the threat must pose a threat of serious damage to human welfare or the environment of a “place” in the United Kingdom. This reflects the fact that Part 1 is designed to deal with preparations by local responders for localised emergencies. In Part 2, the threat must pose a threat of serious damage to human welfare or the environment of one of the English Regions, or one of the other constituent parts of the UK (Scotland, Wales or Northern Ireland). This higher threshold reflects the fact that Part 2 is designed for use in very serious emergencies which affect a larger geographical area.

### Part 1: local arrangements for civil protection

The purpose of Part 1 of the Act is to establish a new statutory framework for civil protection at the local level. Local responders are the building block of resilience in the UK, and the Act will enhance existing arrangements by:

- Establishing a clear set of roles and responsibilities for local responders;
- Giving greater structure and consistency to local civil protection activity; and
- Establishing a sound basis for performance management at a local level.

The Act divides local responders into two categories depending on the extent of their involvement in civil protection work, and places a proportionate set of duties on each.

Category 1 responders are those organisations at the core of emergency response (e.g. emergency services, local authorities). Category 1 responders are subject to the full set of civil protection duties. They are required to:

- Assess the risk of emergencies occurring and use this to inform contingency planning;
- Put in place emergency plans;
- Put in place Business Continuity Management arrangements;
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- Share information with other local responders to enhance co-ordination;
- Co-operate with other local responders to enhance co-ordination and efficiency; and

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- Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only).

The definition of emergency in the Act defines the sorts of events or situations that Category 1 responders should be preparing for. Section 2 of the Act additionally establishes a threshold that events or situations would need to meet to constitute an emergency, and thus to trigger the duties in Part 1 of the Act. This provides that Category 1 responders' duties under the Act only apply to events or situations which require the use of assets beyond the scope of normal operations and require a special deployment.

Category 2 organisations (e.g. Health and Safety Executive, transport and utility companies) are "co-operating bodies" who while less likely to be involved in the heart of planning work, will be heavily involved in incidents that affect their sector. Category 2 responders have a lesser set of duties – co-operating and sharing relevant information with other Category 1 and 2 responders.

The detail of what this means in practical terms is fleshed out in the Contingency Planning Regulations 2005 and statutory guidance *Emergency Preparedness* which can be found at <http://www.ukresilience.info/ccact>. Category 1 and 2 responders are also required to come together to form 'Local Resilience Forums' (based on police force areas outside London) which will help co-ordination and co-operation between responders at the local level.

A full list of Category 1 and 2 responders can be found at Annex A. The Act enables the Minister to alter the membership of both Categories of responder in order to ensure flexibility and to take account of future developments.

The bulk of the duties in Part 1 of the Act came fully into force on 14 November 2005, with the duty on local authorities to give business continuity advice being implemented on 15 May 2006.

## Part 2: emergency powers

In the UK emergency powers allow the making of special temporary legislation to deal with the most serious of emergencies. They are not a means for instigating martial law, for undermining Parliament, banning political parties or anything else of that nature. An essential point to note is that Emergency Powers legislation is a mechanism for dealing with only the most serious of emergencies that require an urgent response, an instrument of last resort. The previous emergency powers legislation (the Emergency Powers Act 1920) was used twelve times in its eighty-four year history, the last time being in 1974. In the years since, a considerable amount of sector specific emergency legislation has been introduced which reduced the need to resort to emergency powers, in part because of a recognition that Emergency Powers legislation was inadequate.

Nevertheless, there is still a need for a latent capacity to rapidly make new temporary statutory provision where this is the most effective way of enabling the resolution of an emergency situation. The Government needs a tool that can be deployed to address all forms of disruptive challenge where existing legislation is insufficient.

The Act repeals the existing legislation (the Emergency Powers Act 1920 and its Northern Ireland counterpart, the Emergency Powers Act (Northern Ireland) 1926), and the emergency powers provisions of the Act extend to the whole of the UK. It sets out a new

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definition of what constitutes an emergency appropriate to the times in which we live and incorporating new risks and threats which were not so relevant in 1920, including terrorist attacks, contamination of land following a biological or chemical terrorist attack and loss of communications systems on which we now depend.

As with the 1920 Act, the Act allows the making of temporary special legislation aimed at dealing with a serious emergency that fits within the definition. The Queen, as Head of State, will formally indicate that emergency powers are necessary as part of the Order in Council that makes the regulations themselves. For the first time a fallback option has been included to cover the possibility that emergency powers will be needed, where the Queen is, for whatever reason, unable to act. The Act therefore allows for a senior Minister or the Prime Minister to make the regulations in the unlikely event that Her Majesty is not able to do so.

The Act introduces a range of other new features, mostly designed to ensure emergency powers cannot be misused and can be used in a more targeted and proportionate manner. The centre piece of these is the "triple lock", which ensures emergency powers will only be available if:

- an emergency that threatens serious damage to human welfare, the environment or security has occurred, is occurring or is about to occur;
- it is necessary to make provision urgently in order to resolve the emergency as existing powers are insufficient and it is not possible to bring forward a Bill in the usual way because of the need to act urgently; and
- emergency regulations must be proportionate to the aspect or effect of the emergency they are directed at.

In addition emergency regulations:

- cannot prohibit or enable the prohibition of participation in, or any activity in connection with, a strike or other industrial action;
- cannot instigate any form of military conscription;
- cannot alter any aspect of criminal procedures;
- cannot create any new offence other than breach of the regulations themselves;
- must be compatible with the Human Rights Act and EU law; and
- are open to challenge in the courts

For the first time it is possible to use emergency powers on a regional and/or devolved administration basis. This ensures any special temporary legislation will apply only in the part of the UK affected by the emergency, leaving those elsewhere unaffected.

The Act also requires the appointment of a 'Regional Nominated Co-ordinator' ("Emergency Co-ordinator" in the devolved administrations). If emergency powers are used, he/she will act as the focal point for co-ordination of response efforts at the regional or devolved administration level.

As with the existing legislation, emergency regulations must be presented to Parliament for its approval as soon as practicable after being made. Parliament may amend the regulations and must approve them within seven days of laying. If Parliamentary approval is not forthcoming, the regulations cease to have effect. The maker of emergency regulations would be subject to an obligation to protect and restore the ability of Parliament to scrutinise emergency regulations, and the ability of the Courts to entertain challenges.

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The Government has given a commitment to ask a senior Privy Councillor to conduct an inquiry within one year of any use of emergency powers. The report would be published and debated in both Houses of Parliament.

Part 2 of the Act was brought into force on 10 December 2004.

## Devolution

The Act applies to the whole of the UK and reflects the various devolution settlements:

### Part 1

Civil protection is largely devolved to Scotland. However, the Scottish Parliament consented to Part 1 of the Act being extended to Scotland. In light of this, the powers conferred on Ministers under Part 1 of the Act (power to make regulations and guidance etc.) are, in relation to devolved matters in Scotland, exercisable by Scottish Ministers. The Scottish Ministers and UK Ministers must consult each other when exercising their legislative powers under Part 1.

In Wales, UK Ministers will make legislation and issue guidance in relation to responders in Wales. However, the Act requires the UK Ministers to obtain the consent of the Assembly before taking action in relation to a responder in Wales which falls within devolved competence.

In Northern Ireland, different administrative arrangements at the local level make it impossible for Part 1 to apply to Northern Ireland in the same way as it applies in the rest of the UK. It does apply to certain bodies in Northern Ireland who exercise non-devolved functions (e.g. Maritime and Coastguard Agency, Police Service of Northern Ireland). In addition, the Northern Ireland Administration has developed the Northern Ireland Civil Contingencies Framework, which will ensure that responders falling within transferred competence act in line with the duties set out in the Act. The Framework is available at <http://cepu.nics.gov.uk/pubs/NI%20CCF.pdf>

### Part 2

Emergency powers are a reserved matter. However, Part 2 ensures the devolved administrations will be consulted, if emergency powers are to be used in their territory, wherever possible. It allows emergency powers to be used in Scotland, Wales or Northern Ireland alone for the first time, though the use of emergency powers remains with Westminster.

Concordats setting out in more detail how these arrangements will work in practice have been agreed with the Welsh Assembly Government and with Scottish Ministers, while that with the Northern Ireland Administration will be finalised shortly. The signed concordats can be viewed on the devolved administrations' websites as well as on the UKResilience site at [http://www.ukresilience.info/ccact/0802scots\\_concordat.pdf](http://www.ukresilience.info/ccact/0802scots_concordat.pdf)  
[http://www.ukresilience.info/ccact/wales\\_concordat.pdf](http://www.ukresilience.info/ccact/wales_concordat.pdf)

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### Further information

The Act, and accompanying documents, can be found at <http://www.ukresilience.info/ccact/index.htm>.

If you would like to know more about any specific aspect of the Act, you can email the Act Implementation Team at [ccact@cabinet-office.x.gsi.gov.uk](mailto:ccact@cabinet-office.x.gsi.gov.uk) or call us on 020 7276 5053.

## ANNEX A

### CIVIL CONTINGENCIES ACT 2004: LIST OF RESPONDERS

Schedule 1 of the Civil Contingencies Act lists the responders subject to its provisions. As described in Annex 1A, the Act splits local responders into two categories and imposes a different set of requirements on each category. Category 1 and 2 responders in England and Wales are listed below.

Section 13 of the Act enables Ministers to amend the list of responders with the agreement of Parliament.

#### Category 1 responders ("core responders")

##### Emergencies services

- Police forces
- British Transport Police
- Fire authorities
- Ambulance services
- Maritime and Coastguard Agency

##### Local authorities

- All principal local authorities (i.e. metropolitan districts, shire counties, shire districts, shire unitaries)
- Port Health Authorities

##### Health bodies

- Primary Care Trusts
- Acute Trusts
- Foundation Trusts
- Local Health Boards (in Wales)
- Any Welsh NHS Trust which provides public health services
- Health Protection Agency

##### Government agencies

- Environment Agency

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- 
- Scottish Environment Agency

### Category 2 responders ("co-operating responders")

#### Utilities

- Electricity distributors and transmitters
- Gas distributors
- Water and sewerage undertakers
- Telephone service providers (fixed and mobile)

#### Transport

- Network Rail
- Train Operating Companies (passenger and freight)
- London Underground
- Transport for London
- Airport operators
- Harbour authorities
- Highways Agency

#### Health bodies

- Strategic Health Authorities

#### Government agencies

- Health and Safety Executive

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# Shepway District Council

## Recovery Guidance

**Folkestone**

Hythe & Romney Marsh

Shepway District Council



**The latest version of this document is available from Resilience Direct.  
All organisations should ensure that if printed copies of this document are  
being used, the latest version is obtained from this source.**

**Issue 1  
January 2017**

Next Scheduled Review – January 2018

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**Compiled by Dee Chambers**  
Policy & Improvement Officer

**Date: January 2017**

**Approved by CMT**

**Date: 7<sup>th</sup> February 2017**

## Distribution List and Location of Document

An electronic copy of this document is held on Resilience Direct.

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## **Section 1 Introduction**

In the event of a significant and widespread incident, there may be a requirement for dedicated recovery management capability to deal with the issues facing the community and responders after the emergency phase. At a strategic level, the Kent Resilience Forum (KRF) Pan Kent Emergency Recovery Framework (available at [www.kentprepared.org.uk](http://www.kentprepared.org.uk)) details the overall approach and key issues related to this subject, however, local authorities will have a key role in leading this work, as well as managing the expectations and contribution of a range of stakeholders. This may include those affected by the incident, politicians, central Government, the emergency services and those with a vested interest in the community.

This document is intended to provide additional specific guidance and advice on the role of Kent County Council and all district councils in this area of work, and should be read in conjunction with the KRF Pan Kent Emergency Recovery Framework.

### **1.1 Aim and Objectives**

#### **Aim**

To provide guidance on all aspects of recovery working.

#### **Objectives**

- To outline Shepway District Council's and KCC's recovery response capability and the services that may be required, on a singular or joint basis;
- To describe how the recovery processes will be activated;
- To outline the management and communication options and structure that may be considered for recovery working;
- To provide a co-ordinating document referring to, and linking with, individual functional plans, specific recovery management plans and national/local guidance.

### **1.2 Scope**

This document provides specific guidance for recovery.

#### **Timescales**

Recovery timescales are unpredictable, depending on the severity of the event, its extent and subsequent consequences. Realistically, all agencies involved should expect the process to take a number of months or even years to complete, as it seeks to address the long term human, physical, environmental, social and economic consequences of emergencies.

### **1.3 Interlinking Documentation**

This document is designed to act as a foundation to Shepway's response and will ensure that it interlinks with the following documents:

- The Pan Kent Strategic Emergency Response Framework
- The Pan Kent Emergency Recovery Framework
- Other KRF Subject Specific Plans

- Relevant Shepway District Council Plans
- National and Regional plans and guidance on recovery

#### **1.4 Plan Maintenance, Audit & Review**

This document will be maintained by Emergency Planning within the Leadership Support Team. Auditing, approval and review activities will be conducted by Local Authority Emergency Planning Group (LAEPG). The review date is shown on the cover of this document.

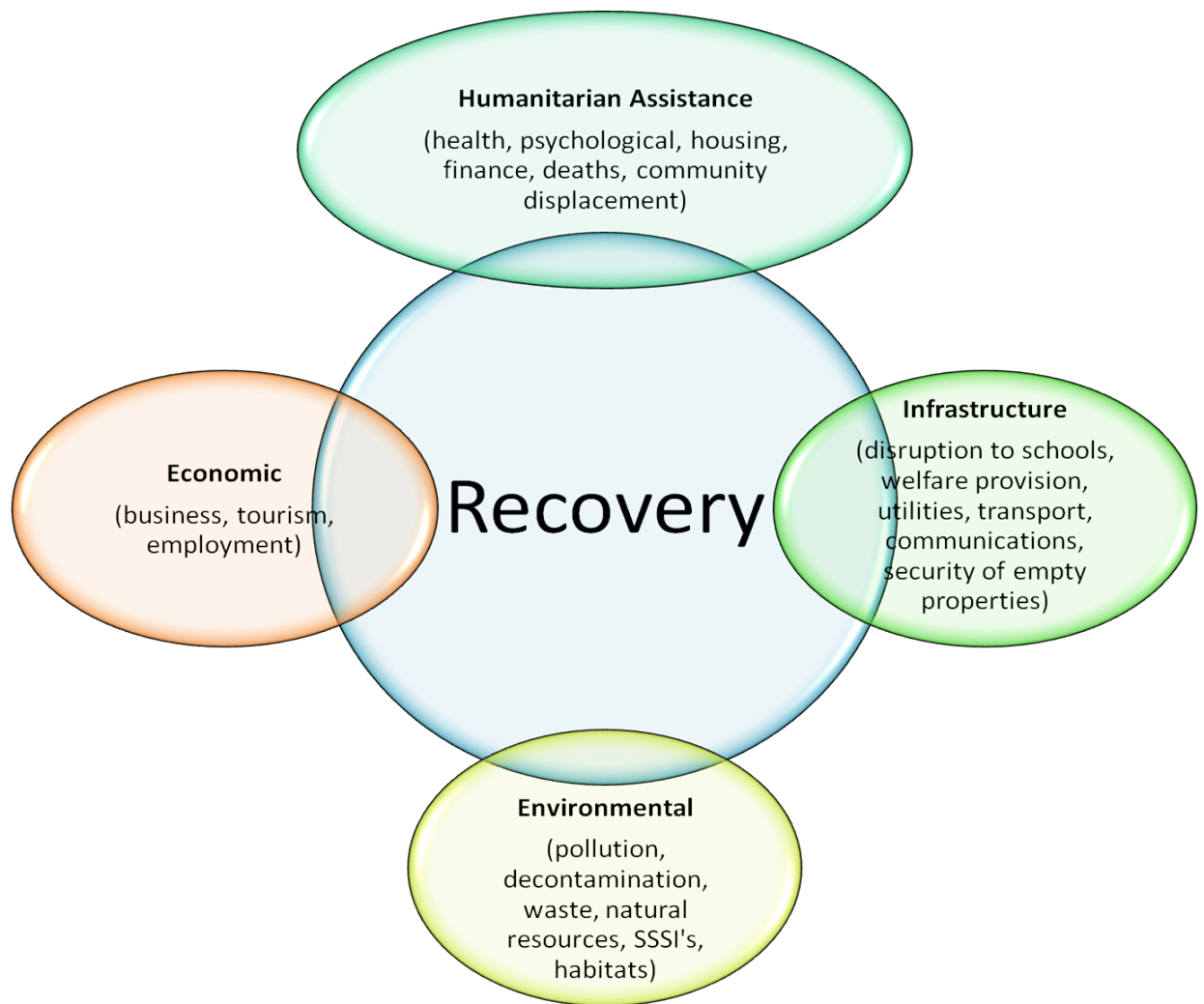
#### **1.5 Specific Considerations & Guidance**

The broad strategic considerations associated with recovery working are illustrated in Figure 1 and are covered in the KRF Pan Kent Emergency Recovery Framework. However, to ensure that Shepway District Council understands the impact and scope of our responsibilities, information from Section 3 onwards provides detailed considerations and guidance to support the specific recovery working activities relating to key areas of recovery, namely:

- Rebuilding the Community
- Rebuilding the Environment
- Rebuilding the Economy

Additionally, a range of technical appendices' are also contained within this document to support specific recovery operations.

Figure 1





## **Section 2 Specific Roles & Responsibilities**

### **2.1 Emergency Phase**

During the emergency phase, either KCC or Shepway District Council will provide a senior officer to act as the lead of the Recovery Advisory Group (RAG), providing the Strategic Co-ordination Group (SCG) with:

- Early integration and liaison with the recovery work stream.
- An early assessment of recovery issues.
- The availability of a senior officer to accept handover of the mantle of 'Gold' from the Police Gold Commander when moving from the emergency phase to the recovery phase. The SCG will then become the Strategic Recovery Co-ordinating Group (SCRG).

Due consideration must be given to any specific arrangements relating to recovery if the emergency affects a HSE:Control of Major Accident Hazards (COMAH) site or either of the Dungeness Nuclear Plants. Off-site emergency plans have been created and these are held securely in the Council Offices and are also available on Resilience Direct. .

It may be prudent (depending on the incident) to activate the Council's own strategic level response arrangements to ensure that the council is prepared to fully consider the implications of the incident on the council, its service delivery and subsequent recovery working arrangements.

The KRF Pan-Kent Strategic Emergency Response Framework provides details of these specific arrangements; this is available on Resilience Direct or directly from the Kent Resilience Team.

#### **Hand Over Certificate**

A template certificate can be found in Appendix A.

### **2.2 Recovery Phase**

Once the handover is complete, either KCC or Shepway District Council will act as the lead 'Gold' Co-ordinator for the SRCG. In a role similar to the Police Gold Commander, the lead Local Authority (LA) Co-ordinator will manage a strategic capability in overseeing the various work streams and deliverables associated with recovery working, as detailed in the KRF Pan Kent Emergency Recovery Framework. Additionally, Council officers may be required to lead and/or participate in the range of working groups associated with recovery working detailed in Appendix A to A8 in the same document.

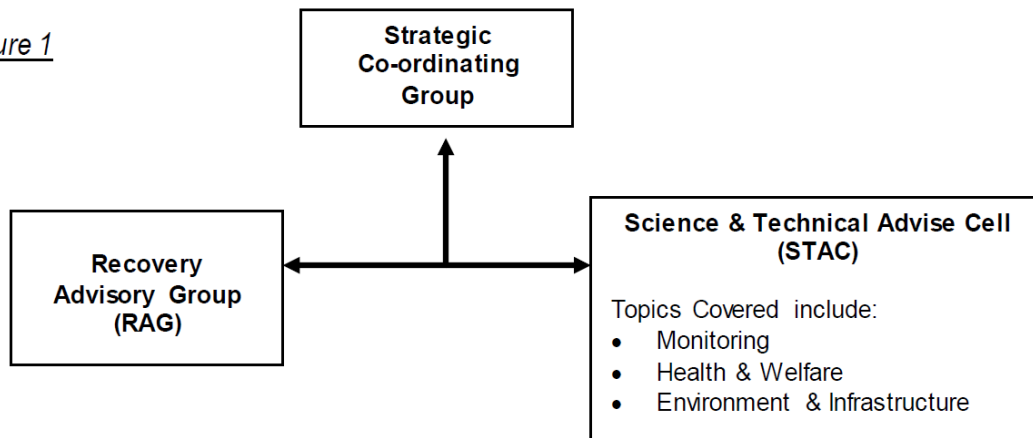
#### **Longer Term Recovery Resourcing**

The Council should consider at an early stage the need to suitably resource the recovery process in terms of:

- The specific requirements of the recovery working structure that will be put into place by this document and KRF Emergency Recovery Framework;
- Longer term inclusion of work into Business as Normal (BAN) teams, work streams or activities.

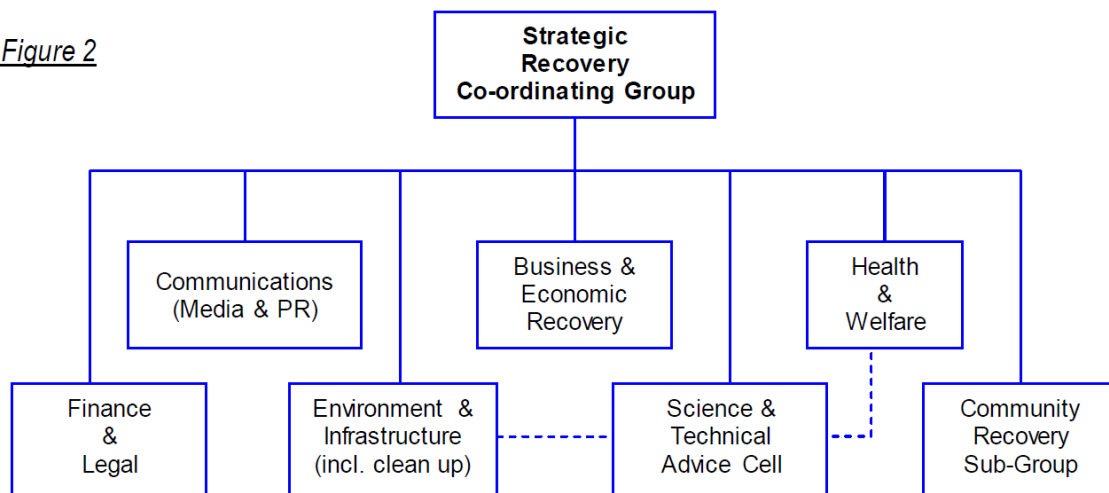
The latter will be important once it has been agreed to stand down the bespoke recovery management arrangements associated with this document and the KRF plan.

*Figure 1*



The structure for managing the recovery will be flexible according to the incident, its scale and what best suits the particular situation but will be based on the agreed overall structure shown in figure 2. It is acknowledged that depending on the nature of the emergency, it may not be necessary to establish all the sub-groups shown.

*Figure 2*



## Section 3 Rebuilding the Community

### 3.1 Community Impact & Reassurance Issues

Depending upon the nature and duration of the disaster, a large proportion of those involved may suffer differing degrees of trauma and tension. This may be exacerbated in the early stages if damage is still widespread and/or substantial, and if emergency accommodation arrangements are still temporary. Such effects may be protracted and as a result, may be the longest lasting legacy of the incident.



It is important from the outset that expectations about the return to 'normality' are carefully managed. The normality that people were used to prior to the incident may not be achievable following the incident, so the idea of a 'new normality' needs to be incorporated into communications work from an early stage.

It should be assumed that there are many people who may be feeling shocked, angry and anxious. Clear messaging and reassurance will be a vital component to establish at the early stages of recovery. Using trusted and respected members of the community can help to reassure people who are experiencing such feelings. It is therefore important to keep anyone who could fall into this category, such as MPs, local Councillors and representatives of local community groups and residents' associations fully informed during the recovery phase. Royal visit requests are not uncommon in these situations as a measure to support recovery.

Additionally, the need to provide expertise and support will be vital in dealing with the broad range of requirements of those affected. Agencies will need to provide suitable staff and operational liaison from a wide range of functions at an early stage. Issues that will need to be addressed are likely to include housing, financial, health, transport, employment, benefits, educational, insurance claims and welfare issues. Others may require longer term counselling and psychological support. It should also be recognised that the incident may dramatically affect the viability of personal support networks and mechanisms, such as access to friends, family, neighbours and local carers.

If communities have been relocated (see 3.2), special attention needs to be given to keeping them informed about when/if they will be able to return home. It is vital that attempts are made to ensure that those affected are given this information directly and do not learn about this through the media. Shepway District Council will work together with Kent County Council and other relevant organisations to ensure the correct messages are communicated.

### **3.2 Welfare and Housing**

The welfare of people displaced by the emergency will be the first priority of the Shepway District Council and Kent County Council (KCC). During the emergency itself this will have been catered for by the provision of rest centres and the accommodation of people overnight in hotel and bed & breakfast facilities (or similar). As the incident moves from the emergency to the recovery phase (see Section 2) more permanent arrangements will need to be made for those who cannot return to their former homes, perhaps because of damage.

For those owner-occupiers in the private housing sector who have suitable insurance cover, their insurers will arrange accommodation in temporary rented property (together with the provision of furniture, clothing and other necessities) until their own properties can be made habitable again.

Others, however, who live in rented accommodation and/or who do not have insurance cover are less fortunate and may need substantial welfare assistance. In the medium to long term, therefore, the Council will be required to provide temporary housing, as well as access to the basic services and resources.

If substantial numbers of family units are involved, then the identification of sufficient suitable housing may not be easy. In some cases the only accommodation available may be at some distance from the affected area and may break up existing bonds of friendship and community support, which in turn will lead to other problems. Access to existing or potential employment may also be affected.

Shepway District Council should consider at an early stage how they would deal with large numbers of displaced residents, with the following options offered as a helpful pointer:

- Assimilation into existing housing stock operated by Shepway or its housing partners;
- Drawing on mutual aid from neighbouring authorities to support temporary housing needs;
- Possible commissioning of static caravan park(s) as a medium term measure;
- Extending the use of temporary measures whilst interim solutions are being considered.

It will be vital for Shepway District Council to quickly decide upon a medium term housing solution. As well as addressing the immediate issues surrounding homelessness, a quick decision will also underpin confidence in the authorities' ability to address these needs, as well as assisting in the overall recovery of those affected by the incident.

### 3.3 Psychological Care

During and following a major emergency, individuals may require a range of support and care services. In particular, victims and their families, survivors, witnesses and the personnel of agencies involved in the emergency response and recovery may need access to a range of social and psychological care interventions.

NHS Mental Health and Social Care have specific responsibility for:

- Making arrangements for debriefing, counselling and psychological support of survivors, the relatives of casualties, and other affected individuals arising from the emergency; and;
- Co-ordinating the activities of agencies and organisations involved in social and psychological care to survivors, relatives and others involved in the emergency.

Social support services will be offered to deal with the impacts of stress and trauma upon involved individuals. Research has shown that through doing so, long term physical and mental health problems may be alleviated and demands on Health and Social Services resources may be reduced.

Social and psychological care incorporates the emotional and practical help that individuals caught up in a major incident may require. This support ranges from providing immediate comfort and practical help through to longer-term psychological support. Individuals may receive support from their family and friends. Any formal response provided by Health and Social Services is intended to complement this. Voluntary sector groups may also be invited to support this work. Additionally, the Health & Welfare Sub-Group may bring to bear a range of resources and expertise from their membership (see 3.6).

For most people involved in a disaster help may only be needed during the rescue phase and the immediate aftermath. Nevertheless, in planning the provision of care the need to make support services available in the medium and long term must be recognised. There may be the need to establish a dedicated support team, or referral services, after an incident. This service may need to be provided for eighteen to twenty-four months and it is therefore essential that funding is identified and protected from the outset.

Broadly speaking the type of care provided will differ with progress through the following three stages of emergency response:

- Impact phase (response led by SDC as local authority welfare and housing services)
- Continuing work (response led by NHS Mental Health and Social Care)
- Longer-term response (led by NHS Mental Health and Social Care).

Such support may be needed over an extended period of time, and the long-term mental trauma caused to individuals may be one of the longest lasting aspects of the recovery process, as, for example, in the aftermath of the North Wales floods of 1990. These could be very long-term issues that require sensitive handling by a

number of different agencies (possibly in different parts of the country) that need to work together closely. More detailed information on this aspect of recovery is contained in the 'Guidelines on the Provision of Social and Psychological Care in Emergencies', produced by the NHS, KCC and Medway Council.

The provision of support to public will include emotional support from Social Services, the NHS and other related groups, as well as practical advice and assistance. The establishment of readily identifiable points of contact, such as telephone help-lines, drop-in centres, leaflets and newsletters should be considered.

Although ideally people who have been displaced by the incident should be returned home as soon as possible, consideration may need to be given to providing them with longer-term temporary accommodation. There may be sensitivities surrounding the location, type and standard of accommodation that need to be taken into account.

### **3.4 Humanitarian Assistance Centres**

The SCG may have involved the establishment of a Humanitarian Assistance Centre (HAC) to provide emotional care and welfare for both the survivors of the incident and the relatives and friends of those who have died, or were seriously injured. It is important to emphasise the broad inclusiveness of the centre – that it is not just for the bereaved and injured.

Although in theory such a centre has only a limited life, a year after the 7<sup>th</sup> July 2005, London bombings the HAC established as part of the response found itself busier than ever, albeit in modified form. The HAC organised 'moving on' sessions to try to help its clients to achieve some form of 'closure', and encouraged the formation of self-help groups. It also developed a website, which indicates a restricted section accessible only to those who were injured.

In the longer term, if the displaced community has a temporary geographical focus the district council may seek to establish a 'drop in centre' or 'one stop shop' in the area, staffed by representatives of all the agencies involved, where people can attend to seek a resolution of any problems. This might be established initially as an element of a Humanitarian Assistance Centre, if one has been set up. The facility can also act as focus for informing the community of the progress of the recovery process and for consultation on the direction that this may take.

It is also worth considering that depending on the nature of the incident, that a specific centre for information and support may be quite daunting and potentially traumatic for people. In certain circumstances, it may be better to provide information and support in centres already available to become mingled with everyday services.

The KRF have a dedicated plan for such a centre, entitled the KRF Humanitarian Assistance Centre Plan which should be referred to this is available on Resilience Direct.

Additionally, the Health & Welfare Sub-Group may bring to bear a range of resources and expertise from their membership.

### **3.5 Benefits Payment**

People who are evacuated from their housing as a consequence of an emergency may suffer immediate financial hardship, if only temporarily because cash, cheque or benefit books have been left behind as a consequence of the stress of evacuation. The Department for Work & Pensions has arrangements in place for Job Centre Plus staff to attend rest centres to meet clients and arrange for crisis loans to be made to alleviate suffering in such circumstances. This work may be supported or coordinated by the KRF Humanitarian Welfare Group and may also be linked in with the HAC arrangements (see above).

Additionally, Shepway District Council's Benefits Team should consider what assistance it can provide following a major emergency.

### **Uninsured Clients**

There may be a need to support those without adequate insurance cover. In these cases, there will need to be a capability to process these claimants quickly and efficiently through the normal process of benefits and support assessment & payment. This could be undertaken through normal district council and other agency processes or through special arrangements within these agencies independently or at the Humanitarian Assistance Centre (see 3.4).

### **3.6 Caring for the Carers and Responders**

Emergencies place enormous demands on all involved in the response and recovery effort. Pressure of work may sometimes be sustained over long periods. The council needs to ensure that it looks after the physical, emotional and psychological welfare of staff – managers should be trained in what to look out for both in the short and longer term.

It should not be forgotten that the responders to the emergency (both in the immediate and the recovery phase) may be deeply affected by it, and may indeed themselves be members of that community.

This work may be supported or coordinated by the Health & Welfare Sub-Group.

### **3.7 Donations of Goods such as Clothes and Furniture**

Past experience of incidents where people have been made homeless and their belongings destroyed suggests that following such events there may be an influx of donations of clothes, furniture and other household equipment. The council should consider the need for these donations to be stored, identified and catalogued in such a way that they can be monitored, accessed quickly and easily for distribution when a need has been identified.

These donations may be in quantities large enough to cause substantial storage and management problems. Donations will need to be acknowledged, and a mechanism put in place for the disposal of surplus material once needs of the local community have been met.

Due consideration should be given to voluntary sector support for this activity, as many voluntary sector agencies and groups either carry out this type of work as part of their remit to support their local communities, or as part of their fund raising activities.

### **3.8 School Closures and Relocation**

Schools may well be damaged during an emergency. During the recovery phase it is possible that part or all of the school premises may not be able to open. This raises a number of issues, especially so during the exam season, when relocating staff and pupils may be particularly challenging.

School business continuity planning should have commenced during the emergency phase and KCC should ensure that this activity is being conducted and alternative arrangements communicated accordingly.

### **3.9 Continuity of Public Services**

The Council should ensure that suitable business continuity arrangements are deployed to continue the delivery of critical services to the affected community. Naturally, the extent of the damage caused by the emergency may have removed people from the area, however, due consideration should be given (where applicable) to the temporary relocation of key services or other temporary arrangements. These should be communicated accordingly via business as normal channels and/or through the Communications Sub Group processes.

### **3.10 Community Liaison**

Early consideration should be given to the establishment of a local housing office close to the scene of the incident to act as a key link between the local community and the local authority. Experiences from the Doncaster Floods of 2008 show that this has a positive effect, as those displaced had a physical office presence and a team of personnel they could visit during office hours if they so wished. Indeed, feedback suggests that the confidence in the authority increased dramatically, with a number of community safety indicators, such as crime reduction, improved as a result of this measure.

Workshops can also be held to address individual or collective issues, ideally in community facilities. This may be useful if one particular issue is causing concern for a large number of people, allowing more in-depth discussion of the issue.

In addition to these measures, consideration should also be given to the Local Authority establishing a helpline that people affected can contact to talk through the problems they are experiencing with someone who can help and advise them.



### **3.11 Voluntary Sector Support**

As well as involving Kent local authorities and local health services, thought should also be given to inviting voluntary organisations, such as the British Red Cross, RVS, Salvation Army or the Samaritans to support the broad range of services to support the community. These organisations and others are coordinated through the Kent Voluntary Sector Emergency Group. They may be deployed formally through specific humanitarian assistance measures (see above), or may be able to provide helpful, additional services as part of their normal operations. Support should be requested via the SRCG to ensure that the strategic level of the recovery process is fully aware of the involvement of the voluntary sector.

## **Section 4 Rebuilding the Environment**

### **4.1 The Built Environment**

In parallel with the rescue phase, immediate attention will be given to ensuring the safety and stability of any structure (such as houses, office blocks, bridges, etc.) which have been affected.

After the police have released the affected area from any scene-of-crime restrictions, there may be a need to consider the clearance of debris and the reinstatement of the built environment generally, especially if this involved repairs to or the rebuilding of people's living accommodation. Consideration and possible priority may also be given to transport infrastructure, together with repairs to business, commercial and manufacturing premises in order to restore the economy of the affected area.

Widespread damage may lead the local authority and its partners taking the opportunity to review planning priorities for the affected area. There may also be public pressure to use the opportunity to improve the local environment. However widespread the damage, this may be the simplest and most straightforward aspect of the recovery process. Appropriate consultation with the local community should be considered at an early stage.

The removal of damaged fittings from historic buildings may reveal a range of deep-seated structural problems. English Heritage may be able to assist via the Heritage Economic Regeneration Scheme, under which grant aid may be obtained for the repair and enhancement of historic buildings in commercial use.

This will not be a speedy process. At this stage of the recovery, the visual appearance of the affected area may be the public's only measure of reconstruction activity – a lack of physical change may be perceived as inaction. The more time that passes following the conclusion of the incident, the greater the public's expectation of progress. Therefore, communication with the community and the managing of expectation is vital in building public confidence in the recovery process.

Both KCC and Shepway District Council should consider the deployment of emergency planning consent and building control measures to assist in this work.

Close integration or participation with the Community Recovery Sub-Group, the Business & Economic Recovery Group, the Environmental and Infrastructure Group and the Communications Group. If none of these groups have been established, it will be essential to ensure that the SRCG are fully informed of this work.

### **4.2 The Natural Environment**

Recovery of the natural environment following a disaster may be a complex and long drawn out matter. The process may take many years and much of it might in fact occur naturally; however there will inevitably be public pressure for human intervention to speed up the process. Such environmental damage may result from natural causes, for example high winds or flooding (both fluvial and coastal), or from

human activities. Examples of the latter might be chemical or oil pollution, release of radiological material or outbreaks of human or animal diseases. The recovery process may be guided by legislation, for example that which relates to nuclear installations and may require the establishment of specific Environmental and Infrastructure Groups to advise and support the process.

### **4.3 Pollution and Contamination Issues**

It is widely recognised that incidents involving the above agents are always a possibility (albeit remote), and that plans for the response to uncontrolled releases of toxic material and for the spread of contagious infections are in place.

Areas which have suffered from Chemical, Biological, Radiological, Nuclear and Explosive (CBRNe) contamination as a consequence of an emergency will present particular recovery challenges. Although the acronym 'CBRNe' is often linked with terrorist activity, a major accident at a chemical plant or a nuclear installation could result in contamination of buildings and the environment that require a specialist response. However, a non-malicious accident at an industrial site may also result in contamination of the local area. Additionally, shoreline pollution may be the prominent issue if the incident involves shipping.

The technical issues relating to recovery will be primarily dealt with by the Scientific & Technical Advisory Cell (STAC), providing advice and analysis to the SRCG and partner agencies. Councils may be required to assist with a range of activities, such as:

- Public assurances on health and contamination issues
- Supporting the public health activities
- Environmental health issues
- Future planning and building control issues
- Contamination waste disposal
- Ground contamination issues.

Guidance on recovery from specific hazardous site plans, shoreline pollution plans and flood plans should be referred to as required, these are available on Resilience Direct.

### **4.4 Regeneration Opportunities**

Due consideration should be given by all affected authorities to the opportunities presented by longer term regeneration of the affected area. Regeneration affords an opportunity to transform and revitalise the physical, social and economic environment of the affected area, and should be considered accordingly. Naturally, this will be a longer term consideration which will require extensive consultation and debate, but should be considered as a possibility at an early stage.

## Section 5 Rebuilding the Economy

Virtually any incident of any significance is likely to have an economic impact of some sort, however small. This may range from a direct affect on local business and commerce, through to the perception generated by media interest (e.g. Lockerbie or Dunblane) and its longer term effects on reputation and association with the area. The incident itself may be relatively localised, for example the flooding of shops in a low-lying area of a town, but publicity may lead to a public perception that all shops in the town are closed for business. Consequently, a concerted publicity campaign may be required in at least the short term to aid economic recovery.

The economy of an area is likely to be multi-faceted. Obvious areas are manufacturing, commerce and retailing, but for some geographical areas tourism (which is particularly reliant upon the efforts of a large number of small businesses from B & B accommodation, hostels, cafes and restaurants, souvenir shops to visitor attractions) may dominate. Heavy coastal oil pollution will adversely affect the fishing industry as well as tourism. Agriculture, too, may be affected, and in turn may affect other sectors – the Foot & Mouth disease outbreak in 2001 being a case in point. In this outbreak, in Cumbria the desire of the farming community that the countryside should be ‘closed’ to visitors (to reduce the risk of the disease spreading) conflicted with the wish of the local tourist economy that it should be publicised as being ‘open’ in order to support the tourism economy.

A key factor in economic recovery will be the ability of individual businesses to recover through the use of their own resources, through the implementation of the business recovery plans which they should have developed and tested in advance of the trigger incident. Experience has shown that a very high percentage of businesses which suffer a major disaster and which do not have business recovery plans in place go out of business within a year of disaster.

The promotion of business continuity planning within the local business community is essential if business and the local economy is to recover rapidly. This is, of course, required of local authorities by the Civil Contingencies Act 2004. Promotion, however, there is no guarantee of uptake – many businesses may take the view that their insurance will take care of any problems and others will assume that ‘it will never happen to us’. Therefore, all agencies should recognise that many community based businesses may not be as prepared as they could have been.

The economy of the council may be affected adversely, for example by the (temporary) reduction in council tax income if damaged buildings have to be left vacant or be demolished prior to rebuilding or redevelopment. In the Boscastle floods, the council owned car park was destroyed and revenue stream disrupted for several months. Even after the car park was reinstated, the council’s income was reduced because it lowered charges in response to an appeal from businesses in the village for this to be done to encourage tourists to return – the overall economy of the village being almost wholly dependent on tourism.

All local authorities will have a key role to play in supporting economic recovery and confidence building process. Due consideration should be given to:

- Providing access to support funding (via local or national processes)

- Providing access to broader advice and support to the local business community, possibly working with local Chamber of Commerce
- Deploying flexible arrangements on business rate revenue collection
- Instigating campaigns to promote the return of local commerce and tourism.

It is likely that either KCC and/or Shepway District Council will be required to chair the Business and Economy Recovery Group, which will lead on this area of work.

## **Section 6 Consultation & Engagement Considerations**

Consultation and involvement with the local community will be an essential element of reconstruction, as will an effective public information strategy. To address this aspect, the KRF Pan-Kent Emergency Recovery Framework recommends the establishment of Community Recovery Sub-Group (CRSG). However, there may be a requirement to provide further access to the consultation process.

### **6.1 Two-way Community Communication & Consultation Channels**

Experience suggests that a public meeting is necessary for people to be able to air their concerns and opinions. It is vital this meeting is as structured as possible. It should be attended by senior representatives from the relevant agencies, who can give a presentation on the situation and answer questions from members of the public. They will need to be clear about the multi-agency actions and messages.

Establishing neighbourhood forums or drop in points is an effective way of allowing members of the public access to information and advice on the wide range of problems that they may be experiencing. These should either be based in the area affected or in the area where the community(ies) have been relocated.

Consideration should be given to the use of mobile units, if other facilities have been rendered unusable. If the incident covers a wide area, it may be more appropriate to set up a one-stop shop in a central location easily accessible by public transport.

Due consideration should be given to the establishment of local authority feedback mechanisms via dedicated web-pages, social media and contact centre help lines.

### **6.2 Elected Members**

Elected members, whether at county, district or parish level, will probably be involved with a range of community organisations, school governing bodies, local charities and other groups. They can be a useful resource in providing support within the community and in giving specialist advice about the affected area. There may be a requirement for the CRSG and/or the lead authority to account for these views.

### **6.3 Community and Related Groups**

Special interest groups may already exist within the local community, or may arise as a consequence of the incident, and these will need to be consulted regularly in both the planning and implementation stages of the recovery. If these groups cover an effective cross-section of the community then they will provide an efficient forum for consultation throughout the recovery process.

### **6.4 Individuals**

Many members of the community may not belong to recognised groups, but should still be given the opportunity to make their views known. This can be done using the various strategies, including social media, website, written feedback and public meetings.

## **6.5 Commercial Concerns**

Commercial and industrial concerns are likely to play a central role in the local economy. They may look to the local authority to help to alleviate disruption to their businesses and will have views on the objectives of recovery. The council's economic development section will already presumably have strong contacts and these can be built upon as part of the consultation process. Due consideration should be given to involving local Chamber of Commerce in this process.

## **6.6 Other Agencies**

Depending on the nature and location of the incident, many other statutory bodies may be involved. They may include the Environment Agency, water companies, transport operators, Historic England, English Nature and many others, most of which will have existing links with the authority.

## **Section 7 Insurance, Finance and Legal**

### **7.1 Background**

Section 5 of Shepway District Council's Major Emergency Plan provides details of any emergency plans relating to these areas and should be referred to at an early stage.

The way in which the financial management of the overall recovery process is carried out will be central to its final success. It can be divided into two parts – the cost of delivery of the initial 'rescue' phase and that incurred over the more long drawn out rebuilding process. Both stages will demand detailed record keeping and the close attention of the Council's Finance Team. It is likely that the Finance & Legal Sub-Group of the SRCG will be established to oversee these considerations. Council participation will be essential, therefore relevant finance, legal and insurance officers should be engaged at an early stage.

### **7.2 Insurance Issues**

In the event of a high hazard site causing the need for clean up and recovery, the operator and its insurance company should be engaged with at an early stage. Details of how this link is established should be detailed in the relevant offsite plan.

Residents, commercial buildings and council owned properties affected by the incident are likely to have their own insurance arrangements in place, therefore, in many cases, restoration of property, etc., will be dealt with on a case by case basis. However, it may be prudent to factor in a liaison capability with the insurance industry if the incident has left widespread and/or long term damage.

There may be a need to support those without adequate insurance cover. In these cases, there will need to be a capability to process these claimants quickly and efficiently through the normal process of benefits and support assessment & payment. This could be undertaken through normal district council and other agency processes or through special arrangements within these agencies independently, or at the Humanitarian Assistance Centre (see 3.3)

Specific guidance on Oil Pollution cost recovery can be found in section 7.4. In all cases, contact should be made with the council's Insurance Officer and/or Finance Officer.

### **7.3 Central Government, EU and other Funding Sources**

Grant aid funding may be available from a variety of central government and European funds and initiatives, either tied directly to the recovery process or to new development opportunities which may emerge as a consequence of the recovery process. Further information and guidance on these sources is provided in Appendix C.

### **7.4 Compensation for Oil Pollution Incidents**



For coastal councils, such as Shepway that have suffered oil pollution damage from shipping, perhaps as a consequence of the grounding or sinking of a vessel, there are international compensation schemes in existence for damage caused by spills of persistent oil from laden tankers.

Claims for compensation for oil pollution (including clean up costs) may be brought against the owner of the tanker that caused the damage or directly against the owner's Protection & Indemnity insurer. The tanker owner is normally entitled to limit his liability to an amount that is linked to the tonnage of the tanker causing the pollution.

The International Tanker Owners Pollution Federation (ITOPF) and the International Oil Pollution Compensation Funds (IOPC Funds) are part of an international regime of liability and compensation for oil pollution damage caused by oil spills from tankers. Under these regimes the owner of a tanker is liable to pay compensation up to a certain limit for oil pollution damage following an escape from his ship.

The schemes are financed by levies on certain types of oil carried by sea. Anyone who has suffered such pollution damage may make a claim for compensation. Information on the types of claims that are admissible can be found in the Funds' Claims Manuals.

Local authorities (and other claimants) need to be aware that a detailed breakdown of clean-up costs on a day-by-day and beach-by-beach basis will be required to be submitted if a claim is to be successful.

## **7.5 Disaster Appeal Funds**

Depending on the emergency, it may be applicable to establish an appeal for financial donations to support the relief efforts. This will be a matter for the SRCG to decide if this is an appropriate thing to do, in consultation with local authorities and the voluntary sector. In particular, the British Red Cross Society offers comprehensive guidance on the setting up and administration of such schemes, and this should be consulted at an early stage. Guidance is also available through The Charity Commission ([www.charitycommission.gov.uk](http://www.charitycommission.gov.uk)).

## **7.6 Legal Considerations**

Analysis of major incidents is now accompanied typically by legal considerations. There may be questions of financial reimbursement, but there may also be litigation – either arising from the incident itself or from the way in which the response to it was managed. It is essential that comprehensive records are kept of decisions, actions and expenditure, since litigation may continue for several years.

Such processes may be extremely drawn out. They may include coroners' inquests, public enquiries, judicial enquiries and litigation. Shepway District Council will need to maintain comprehensive audit trails and records of financial and other decisions and actions.

Early engagement with local authority legal departments is essential and should be considered as an early action.

### **7.7 Local Authority Audited Performance**

As a consequence of the effects of a particular emergency, local authorities may find their audited performance against targets and indicators in various regimes suffers. For example, clear up operations increase the gross tonnage of waste disposed of by local authorities, which thereby reduces the percentage of total waste recycled.

Council's should ensure they contact the relevant regulatory or auditing body to arrange a suspension of these targets or requirements.

## **Section 8 Specific Media and Communication Issues**

### **8.1 Introduction**

Media and Communication will be an essential element of response and recovery, and it is likely that the KRF Media & Communications Plan would have been invoked during the emergency phase. It will be essential to understand the key messages in place at the time of handover and the views of all relevant agencies on longer term strategy.

It is also likely that the Communications Group, as detailed in the KRF Pan Kent Emergency Recovery Framework, will be formed to support this process.

### **8.2 Local Authority Communication Considerations**

In summary, the following should be considered with respect to local authority communications during the recovery phase:

#### **Short/Medium Term**

- Accommodation advice and guidance to those displaced
- Access to emergency benefits and financial support
- Critical service continuity and/or alternative arrangements
- Specific messaging regarding social care activities and support
- Help centre locations, including the location and services available at the Humanitarian Assistance Centre (if established)
- Waste and clean up advice and information
- Other assistance measures that may be available to clients, including telephone help lines, web links and other special arrangements.

#### **Medium/Long Term**

- Longer term accommodation advice
- Clean up progress
- Longer term political and operational views and plans
- Consultation processes
- Longer term recovery or regeneration plans
- Mitigation plans
- Public enquiry or investigation details
- Longer term support arrangements
- Restoration of key services.

When considering media & comms recovery issues, there will be a broad range of individuals, families and businesses that would have been affected in different ways with different impacts. Each will have different needs and there will be different ways of reaching each group. There may be help from unexpected sources, but there may also be times when individuals feel that they have been left to cope on their own. This is something that the communications team should seek to address and minimise.

In order to communicate with those affected a range of communication channels should be considered, including leaflets, magazines and websites. The Communication Sub-Group will be able to advise on the best mediums.

## **Section 9 Post Incident Procedures**

### **9.1 Stand Down Procedures**

The Chair of the Strategic Recovery Coordinating Group (SRCG), is normally a function carried out by Kent County Council or the Kent Resilience Team dependent on the scale of the emergency, The Chair in discussion with all group members will decide when it is appropriate to scale down and stand down the Group. The needs of the community will be key to this decision.

The length of time that the SRCG is required to continue meeting will vary according to the nature and scale of the emergency. Some emergencies may have long term issues to consider, such as health monitoring. The SRCG will stand down once there is no longer the need for regular multi-agency coordination and the remaining issues can be dealt with by individual agencies as a part of their normal business. Depending on the recovery issues being addressed, it may be possible for some of the RCG Sub-Groups to stand down prior to the main SRCG standing down.

The decision to stand down the SRCG will be communicated to all affected agencies by the SRCG Chair. Due consideration on how longer term work streams will be assimilated or managed within business as normal activities should be confirmed ahead of stand down.

### **9.2 Post Incident Debriefing (PID)**

PID is an essential function for two reasons:

- To gather Post Incident feedback from the relevant responders on the implementation of the plan and procedures within it. This will assist with the Post Incident Review process and allow lessons learnt to be identified and future improvements to be discussed.
- To enable people to discuss their personal involvement and for managers to identify if further support is required.

The KRF Incident & Debrief Protocol should be used as a basis for this process. It is likely that both a multi-agency debrief process and single agency debriefing will be conducted.

### **9.3 Formal Enquiry**

There is likely to be some form of internal or external formal enquiry, possibly a public enquiry. The Council should ensure that a record of all action taken is maintained to provide a complete record of all activities, decision, costs, etc that have been incurred throughout the emergency, and ensure they are in a position to assist with, and contribute to, any formal enquiry (refer to section 7.6).

In order to communicate with those affected a range of communication channels should be considered, including leaflets, magazines and websites. The Communication Sub-Group will be able to advise on the best mediums.

## **Section 10            Commemoration**

The nature and severity of the initial incident will determine not only the degree of media interest but also the extent of public reaction to it, both locally and nationally. In the immediate aftermath, there may be a call for the establishment of a book of remembrance for people to enter their condolences, and a likely location for this may be the local town hall. When entries in it start to tail off then a permanent location for it will be needed – perhaps in the county records office or local history study centre.

In recent years, the habit has developed for people to deposit wreaths, bunches of flowers and other tributes at a location (which often becomes identified spontaneously) adjacent to the incident scene. This in turn becomes a focus for further visits. If this site is situated where it causes e.g. traffic management problems then it may be desirable to relocate it somewhere close by where access can be managed more easily – this transfer itself may require delicate handling in order not to cause offence and distress. In the longer term this ad hoc memorial will need to be cleared away; in at least one recent major incident all the memorial cards were preserved and pasted into an album for preservation and the flowers themselves composted and eventually put on the memorial garden that was laid out.

In due course, a memorial service may be held, to which next of kin and friends of the deceased will be invited. Also represented will be participants in the response and representatives of the responding agencies, as well as of the community in general. Depending upon the scale of the incident, royalty and members of the government may also attend, which in turn will generate increased security concerns as well as raise the media profile of the event. Preparations for such occasions should involve all relevant faith communities, representatives of the bereaved, advisors on media coverage and the community, dignitaries and those who provided different aspects of the response.

In the longer term there may be feeling within the community that some form of permanent physical memorial should be set up to commemorate the incident and those who suffered as a consequence of it. In earlier years such permanent memorials would probably have taken sculptural form – more recently, memorial gardens close to the incident site have been favoured (e.g. Lockerbie, the Ladbroke Grove rail crash and the World Trade Centre in New York). Such memorials form a focus for remembrance and can play an important part in the grieving process for those who have lost relatives and friends. It goes without saying that the local community, and especially the bereaved, should be consulted fully on the nature and form of any proposed memorial. It will need to be borne in mind that (unless the memorial is financed in some way from a public appeal) there will be both constructional and ongoing maintenance costs (a run-down memorial will attract negative comment) and these will need to be considered.

Shepway District Council is likely to be seen as a focus for the co-ordination and management of all these activities, and will be expected to play a major part in their organisation.

## Appendix A – Hand Over Certificate/Status Certificate

Upon this Status Certificate being signed by both the District/County Council and Kent Police, the command and control for dealing with the aftermath of the incident \_\_\_\_\_ is to be taken over by \_\_\_\_\_ District/County Council.

In addition to any requirements laid out in specific contingency plans relevant to this incident:

1. There is no known further risk to life specific to this incident.
2. The circumstances dictate that it is more appropriate for the control and co-ordination to rest with \_\_\_\_\_ District/County Council, since it has been agreed by all agencies involved that the recovery phase has now arrived.
3. There are no serious public order or crime prevention issues which impact on the overall strategic co-ordination of the recovery phase.
4. Kent Fire & Rescue Service, together with the South East Coast Ambulance Service, are now operating at a level which does not necessitate a Strategic (Gold) Command to co-ordinate and facilitate their activity.
5. There are no known scenarios which may give rise for the requirement to reinstate Strategic (Gold) Command in the foreseeable future in relation to this incident.
6. District/County Council is confident of taking over and has in place the strategy and action plans to continue, in a seamless manner, the actions previously managed by Strategic (Gold) Command.
7. District/County Council is satisfied that it has the infrastructure and processes in place to take over co-ordination from the Police.

Signed: \_\_\_\_\_ District/County Council

Date and Time: \_\_\_\_\_

The signatories below have read and acknowledge the contents of this Status Certificate.

Kent Police \_\_\_\_\_

Kent Fire & Rescue Service \_\_\_\_\_

## **Appendix B – Financial Guidance and Sources of Government Assistance**

Depending on the nature, scale and severity of the emergency, government may be able to offer advice and assistance to local responders in undertaking recovery work.

### **DOMESTIC (UK) FINANCIAL AID**

There are a number of organisations and funding schemes (either operated by or accessible through the UK government or the Welsh Assembly Government) that may help local responders meet the extraordinary financial costs incurred during the response to, and recovery from, an emergency. The schemes which are most likely to be relevant are described below. For further information on the schemes listed below or other forms of emergency assistance, local responders should consult their Government Office or the Welsh Assembly Government.

#### **The Bellwin Scheme Qualifying Emergencies**

This is a discretionary scheme for providing central government financial assistance in exceptional circumstances to affected local authorities in the event of a major emergency. The scheme may be activated in any case where an emergency or disaster involving destruction of or danger to life or property occurs, and where as a result local authorities incur expenditure in connection with the response. However, there is no automatic entitlement to assistance and each case will be judged on its circumstances. It is important to note that payment will only be made for expenditure where insurance cover is unobtainable, and historically the scheme has usually been used to cover weather related claims. The threshold level for claims relates to the local authority's annual expenditure, and payment would normally be made at a rate of 85% of recoverable expenditure. Fuller information on the scheme is given at the end of this guidance document in Appendix 3.

This guidance cannot cover every possible set of circumstances, and Ministers will need to make a separate decision following any major incident. However the following paragraphs give an indication of the type of incident that is likely to lead to the Office setting up a scheme.

Bellwin has traditionally been seen as a response to incidents in which bad weather caused threats to life and property beyond all previous local experience. Although the law does not rule out other types of incident, the Department expects that the scheme will continue to apply predominately as a response to bad weather incidents that occur within the area that the scheme covers. It is unlikely to set up a scheme in response to events in areas where the Government makes specific provision. In these cases, authorities are expected to deal with some rise and fall in expenditure demands within the money allocated to the spending programme concerned.

#### **Who can claim?**

Any Local Authority as defined in Section 155 of the Local Government and Housing Act 1989 may make a claim, i.e.:



- A County Council
- A District Council
- A Police Authority established under schedule 3 of the Police Act 1964
- A joint authority established by Part IV of the Local Government Act 1985
- Other than a metropolitan county passenger transport authority
- A Combined Fire Authority

### **Grant Rates and Thresholds**

Grant Rate: the Department would normally pay grant at a rate of 85% of eligible expenditure above the threshold described in the following paragraphs.

Thresholds: before being eligible for grant, an individual authority is required to have spent 0.2% of its calculated annual budget on works that have been reported to the Department as eligible for grant. This amount is the authority's 'threshold' and applies to the whole financial year, not to each incident within the financial year. A full list of thresholds for 2003-14 will be available on the Communities and Local Government website.

It should be noted that costs which are the responsibility of one local authority cannot be claimed by another, just to take advantage of a lower Bellwin threshold.

Thresholds will be based on actual budget figures as notified to the department by local authorities.

### **How to notify an incident or make a claim**

The following procedures apply when making a claim:

- a. Reporting the incident: the Local Authority must do this within one month of an eligible incident by writing to Ade Ogunro, LGF-SRC, Communities and Local Government, Zone 5/E1 Eland House, Bressenden Place, London W1E 5DU (020 7944 4007; email [Bellwin@communities.gsi.gov.uk](mailto:bellwin@communities.gsi.gov.uk)). It is wise to do this even if spending is not likely to exceed the threshold. In the event of a later scheme taking total spending for the year above the threshold, the earlier spending would not be counted towards the threshold unless the incident was reported at the time.
- b. Setting up a scheme: if the information on the preliminary notification/claim form is sufficient, the Department will decide quickly whether to set up a scheme. It may, however, sometimes be necessary to ask the Local Authority for more complete details of the incident and its spending. In cases where it decides to set up a scheme, it will draw up the detailed conditions and notify them to the Authority;
- c. Completion of eligible works: within two months of the incident, the Local Authority must complete all works in respect of which it intends to claim grant;
- d. Submission of claim: unless otherwise specified by the Department, within three months of the incident the Local Authority must submit a claim form provided by the Department and signed by the authority's Chief Financial Officer specifying relevant eligible payments made (Annex E). The Department may extend this deadline in exceptional circumstances but, if no

such extension has been agreed and if no claim has been made within six months of the incident, the application will be deemed to have lapsed. All claims must be submitted to the Department with full details of the expenditure incurred.

- e. The Department will use its best endeavours to pay valid claims, within 15 working days of receipt. Where interim claims are allowed, it will make an interim payment of 80% of the eligible costs incurred to date.

### **Eligible Expenditure**

In order to meet the basic statutory requirement, expenditure must have been incurred:

- By a local authority in England on, or in connection with, the taking of
- Immediate action to safeguard life or property or to prevent suffering or severe inconvenience, in its area or among its inhabitants
- As a result of the incident(s) specified in the scheme which involved the
- Destruction of or danger to life or property.

### **Ineligible Expenditure**

The overriding rule is that expenditure which is not clearly incurred on or in connection with immediate action to safeguard life or property or to prevent suffering or severe inconvenience as a result of a disaster or emergency will not be eligible for grant. Expenditure that is not additional to what the authority would normally expect to incur will not be eligible, nor will expenditure in an area for which there is already a government expenditure programme, such as maintenance of law and order or housing safety and maintenance.

Insurable expenditure is ruled out, as described at Annex B. The decision about whether to take out insurance cover remains one for local authorities – having regard to value for money considerations. Where external insurance is not taken, authorities need to make adequate provision as part of their overall financial management.

Since the enactment of the 2003 Local Government Act, councils are under a statutory obligation to take account of advice from the Chief Finance Officer on the adequacy of reserves when setting their budgets each year.

Most capital expenditure will not be eligible for Bellwin grant. Given that authorities have wider capital budgets that they can reallocate and have other sources of capital support, it is only in exceptional circumstances that claims against capital expenditure will be allowed. Any claims would need to demonstrate why capital expenditure on immediate action to safeguard life and property or to avoid severe inconvenience would represent better value for money than current expenditure.

Specifically, they must demonstrate:

- Given the existence of wider capital budgets, why additional (as opposed to simply reprofiled) capital expenditure was necessary to safeguard life and property; and
- That this capital expenditure offered better value for money than the alternative of current expenditure.

## **EU STRUCTURAL FUNDING**

### **EUROPEAN REGIONAL DEVELOPMENT FUND**

The European Regional Development Fund (ERDF) is one of four structural funds aimed at reducing regional disparities. It aims to enhance economic and social cohesion in the regions by funding projects including sites and facilities for businesses, help for small or medium – sized enterprises (SMEs), transport infrastructure projects, environmental protection and improvement measures which are linked to regional economic development; and community economic development. The Department for Communities and Local Government is the managing authority for ERDF programmes in England.

### **EUROPEAN SOCIAL FUND**

The European Social Fund (ESF) is another structural fund and mainly supports the adaptation and modernisation of policies and systems of education and employment. The Department for Work and Pensions is the managing authority for ESF programmes in England but, as with the Communities Department and ERDF, delegates most of the responsibilities to the various GOs. Comprehensive information on the European Social Fund and its constituent objectives may be found at <http://www.esf.gov.uk>. Neither the ERDF nor the ESF is an emergency relief fund as such, but they could potentially support projects promoted by local authorities engaged in a medium or long-term recovery process, provided these projects meet the objectives and priorities of the relevant structural funding programmes.

### **EUROPEAN UNION SOLIDARITY FUND**

The European Union Solidarity Fund (EUSF) was established in order to deal with major national disasters. It provides financial assistance to disaster stricken States.

The Solidarity Fund intervenes mainly in cases of major natural disasters with serious repercussions on living conditions, the natural environment or the economy in one or more regions of a Member State or a country applying for accession to the European Union (EU).

A natural disaster is considered as ‘major’ if it results in damage on the State’s territory estimated either at over EUR 3 billion (2002) prices, or at more than 0.6% of its gross national income.

In exceptional circumstances, the fund may also be mobilised for ‘regional’ disasters where a region experiences a disaster which affects the majority of its population, with serious and lasting repercussions on living conditions and economic stability. Regions may also receive funds even when the applicable national threshold has not been reached. For those specific cases, the annual amount available is limited to no more than 7.5% of the annual amount allocated to the Solidarity Fund (i.e. EUR 75 million). Particular attention is paid to remote and isolated regions, for example the outermost and island regions.

The EUSF may also be mobilised when a major disaster affects a neighbouring eligible State, even if the normal intervention threshold for that neighbour State has not been reached.

## **Objectives**

The objective of assistance from the Fund is to compliment the public efforts of the beneficiary State. Intended to finance measures alleviating non-insurable damage in principle, the urgent actions eligible for the Fund are the following:

- Immediate restoration to working order of infrastructure and plant in the fields of energy, drinking water, waste water, telecommunications, transport, health and education
- Providing temporary accommodation and funding rescue services to meet the immediate needs of the population concerned
- Immediate securing of preventative infrastructures and measures of immediate protection of the cultural heritage
- Immediate cleaning up of disaster stricken areas, including natural zones.

## **Procedure for applying for assistance**

No later than ten weeks after the first damage caused by the disaster, the State affected should submit an application to the Commission for assistance from the Fund. It should provide all possible information on the damage caused by the disaster and its impact on the population and the economy. It must estimate the cost of the foreseen assistance and indicate any other sources of national, European and/or international funding.

On the basis of the information provided by the affected State, the Commission will decide if the mobilisation of the EUSF may be proposed to the budgetary authority (the European Parliament and the Council), which authorises the corresponding appropriations, on a case by case basis. Once the appropriations are available in the European budget, the Commission concludes an Agreement on implementation with the beneficiary State and accords a grant to be paid immediately and in a single instalment.

If the final estimation of the damage is substantially lower than the first forecasts on the basis of which the State demanded the grant, the Commission will ask for the reimbursement of the difference.

## **Implementing the grants accorded**

The beneficiary State is responsible for the implementation of the grant and, where applicable, for the co-ordination with other European funds in order to ensure their complementarity. Double financing of the actions undertaken by the EUSF through the means of Structural Funds is, however, not possible.

The grant must be used within one year of the date on which it has been disbursed. The beneficiary State must reimburse any part of the grant remaining unused. Six months after the expiry of this period, it is to present a report on the financial execution to the Commission. This document should detail the expenditure eligible

for the Solidarity Fund as well as all other funding receive, including insurance settlements and compensation from third parties.

## **Appendix C – Dealing with Waste and Contamination**

### **Background and Context**

Waste is a generic issue that may arise from the recovery phase of many different emergencies, such as site clearance (9/11 type incident), various CBRNe and radiological exercise scenarios, flood events, marine oil spills, and outbreaks of animal and plant diseases such as the 2007 Highly Pathogenic H5N1 Avian Influenza outbreak in Suffolk or Foot and Mouth disease.

Occasionally, waste itself may give rise to an emergency, such as fire and flood at the Cleansing Service Group (CSG) hazardous waste facility, or as a result of breakdown in the waste management service, such as the ‘winter of discontent’ strike leading to accumulated and uncollected municipal waste.

The range of waste can be potentially wide and include hazardous and non-hazardous waste, either resulting directly from the emergency or as a result of remediation and clean up following an emergency, e.g. decontamination washings, animal litter from poultry sheds. Contamination of agricultural land and the food chain can also lead to large quantities of waste requiring disposal.

Every effort should be made to minimise the amount of waste and to segregate the types of waste at the source of production. Waste should preferably be stored at the site of production and transported directly to the point of disposal whenever possible.

### **UK Policy and Guidance**

#### **Regulatory Guidance**

For further information on the waste management and recycling see the Defra website or the NetRegs website.

The NetRegs website ([www.netregs.gov.uk](http://www.netregs.gov.uk)) gives plain English guidance on environmental regulations for your business.

- Free environmental guidance for your business in the UK and;
- Guidance on what you need to do to comply with environmental law and protect the environment

#### **Licensing**

Waste should be managed in a way that does not cause pollution of the environment or harm to human health.

Waste needs to be stored, treated, recovered or disposed of at an appropriately authorised site.

A householder’s domestic waste, which is dealt with within boundary of their own property, is exempt from the need for a Waste Management License. Commercial and industrial waste is covered by the regulations.

Information on the local waste sites can be found in the Waste Directory on the NetRegs website or by contacting the Environment Agency on 08708 506 506.

## **Duty of Care**

Everyone handling waste is subject to the Duty of Care<sup>1</sup> (1) provisions and those transporting waste, which isn't their own waste, are usually required to be registered as waste carriers. The extent to which these requirements might be relaxed (e.g. use of unregistered carriers or use of temporary unlicensed storage sites) in an emergency would be subject to agreement with Defra.

Local authorities (LA, hereafter) have duties to keep public land clear of fly-tipped waste, but neither the LA nor appropriate environmental regulator has a duty to clear waste from private land. In the event of an emergency however the appropriate environmental regulator or the LA have powers to enter land under the Environmental Protection Act (EPA) 1990, section 59(7) and clear any waste unlawfully deposited for the purposes of preventing pollution of land, water, or air, or harm to human health. The Act empowers the authority to also take other appropriate steps. A copy of the EPA 1990 can be found on OPSI website (2).

Under the EPA 1990, section 59(8) the authority (LA or EA) is entitled to recover the costs of operations from any person who deposited or knowingly caused or permitted the deposit of the waste. In the case of an emergency, central Government could elect to reimburse the authorities for any clearance costs. The Secretary of State also has general powers of direction so it could also elect the environmental regulator to act in certain circumstances.

Local authorities have duties to keep public land clear of fly-tipped waste. The roles and responsibilities for dealing with tackling illegal waste activities and fly-tipping are detailed in the fly tipping protocol (3).

Neither the LA nor appropriate environmental regulator has a duty to clear waste from private land.

## **The subsequent transportation of waste**

To transport controlled waste, a waste carrier must be registered, under the Control of Pollution (Amendment) Act 1989 (4) and the Controlled Waste (Registration of Carriers and Seizure of Vehicles) Regulations 1991 (5).

The carrier is responsible for ensuring that they are registered and the holder is responsible under the duty of care for ensuring that waste is transferred only to an authorised carrier.

1. Duty of Care ([www.defra.gov.uk/environment/waste/legislation/pdf/waste\\_man\\_duty\\_code.pdf](http://www.defra.gov.uk/environment/waste/legislation/pdf/waste_man_duty_code.pdf))
2. OPSI website ([www.opsi.gov.uk/acts/act1990/Ukpga\\_19900043\\_en\\_1.htm](http://www.opsi.gov.uk/acts/act1990/Ukpga_19900043_en_1.htm))
3. Fly tipping protocol ([www.environment-agency.gov.uk/homeandleisure/waste/flytipping/37853.aspx](http://www.environment-agency.gov.uk/homeandleisure/waste/flytipping/37853.aspx))
4. Control of Pollution (Amendment) Act 1989 ([www.opsi.gov.uk/act/acts1989/Ukpga\\_19890014\\_en\\_1.htm](http://www.opsi.gov.uk/act/acts1989/Ukpga_19890014_en_1.htm))
5. Controlled Waste (Registration of Carriers and Seizure of Vehicles) Regs 1991 ([www.opsi.gov.uk/SI/si1991/Uksi\\_19911624\\_en\\_1.htm](http://www.opsi.gov.uk/SI/si1991/Uksi_19911624_en_1.htm))



## Waste Streams

<p><b>Hazardous Waste</b></p>	<p>Some types of waste are harmful to human health, or to the environment, either immediately or over an extended period of time. These are called hazardous wastes. Guidance on what is hazardous waste can be found on both the Defra and Environment Agency websites.</p> <p><b><u>Summary of the controls on hazardous waste</u></b></p> <p>Premises that produce hazardous waste must be registered with the Environment Agency unless excluded by an exemption. Locations which are not premises (such as parts of the highway where a spillage has occurred or ambulances where waste has been produced whilst treating a patient) do not need to be registered. Guidance on registering as a hazardous waste producer is available on the Environment Agency website.</p> <p>With very few exceptions, a consignment note must be completed to accompany hazardous waste when it is moved from any premises. A consignment note is not required to move hazardous waste from locations that are not premises. Guidance on moving hazardous waste and consignment notes are available on the Environment Agency website.</p> <p>In England and Wales, the principle regulator for the hazardous waste controls is the EA, who can advise on technical issues relating to hazardous waste management. Defra provide the legal framework for the controls. Defra leads on negotiations with other Member States and the Commission.</p>
<p><b>Oily Waste (marine spill)</b></p>	<p>Extremely large volumes of oily waste (a hazardous waste) can be generated following shoreline clean-up and recovery at sea from a large marine oil spill. The local authority is responsible for the management of waste from the shoreline. The MCA is responsible for the management of waste from off-shore pollutions. The Environment Agency can provide advice on temporary storage arrangements without the need for a waste management license. Temporary, intermediate and final waste storage sites should be identified in local authority oil spill contingency plans.</p> <p>There are a variety of treatment and disposal options, depending on the type of oil and contaminated debris, but the availability of suitable permitted sites is limited. Further details of local contractors and disposal facilities can be obtained from the local authority and Environment Agency.</p> <p>See;</p> <ul style="list-style-type: none"> <li>• National Contingency Plan for Marine Pollution from Shipping</li> <li>• County Shoreline Pollution Plan</li> <li>• District Level Maritime Oil and Shoreline Pollution Plan</li> </ul>
<p><b>Clinical Waste</b></p>	<p>Clinical waste is defined in the Controlled Waste Regulations 2012. It means any waste which consists wholly or partly of:</p> <ul style="list-style-type: none"> <li>• Human or animal tissue;</li> <li>• Blood or bodily fluids;</li> <li>• Excretions;</li> </ul>

	<ul style="list-style-type: none"> <li>• Drugs or other pharmaceutical products;</li> <li>• Swabs or dressings; or;</li> <li>• Syringes, needles or other sharp instruments; which unless rendered safe may prove hazardous to any other person coming into contact with it,</li> <li>• Any other waste arising from medical, nursing, dental, veterinary, pharmaceutical or similar practice, investigation, treatment, care teaching or research, or the collection of blood for transfusion, being waste which may cause infection to any person coming into contact with it.</li> </ul> <p>Further information can be viewed on Defra website. Additionally, further guidance has been issued by the Department of Health for the safe disposal of clinical waste.</p> <p>Contact the Environment Agency's National Customer Contact Centre for further guidance on disposal or recovery of clinical waste.</p> <p>Where it is not possible to specify segregated hazardous waste, all waste must be hazardous until revised segregation is introduced.</p>
<b>Bulky Waste</b>	<p>Householders should contact their local authority to arrange for the collection of bulky items of which they wish to dispose. Local Authorities:</p> <ul style="list-style-type: none"> <li>• Have a duty to collect household waste and commercial waste if it is requested (but are entitled to charge for this service), except where the waste is so isolated or inaccessible that the cost of collection would be unreasonably high, and the local authority is satisfied that adequate arrangements for its disposal have been made by the holder of the waste.</li> <li>• Are free to choose how they fulfil their waste collection duties including the frequency of the collections; the priority; degree of effort and resources required.</li> <li>• Are entitled, but not required, to charge for collection of certain types of household waste, including bulky items (articles exceeding 25kg in weight or which cannot be fitted into the usual receptacle for household waste).</li> <li>• Are best placed to make decisions on the waste management strategy for their communities.</li> </ul> <p>More information on local authority activities can be found on the Local Government Association (LGA) website.</p>
<b>Furniture</b>	<p>As outlined above, Las will collect bulky household waste. In addition to this disposal route, other routes exist for household items, particularly for furniture that has the potential to be reused. An example is the Furniture Re-use Network (FRN), a national body which supports, assists and develops charitable re-use organisations across the UK. It comprises of some 400 re-use organisations that will collect unwanted, reusable bulky household items. FRN members operate the largest fridge collection service in the UK, collecting over 300,000 fridges a year. More information on the services that FRN members can offer is available on the website.</p>

<p><b>Fridges and other electrical waste</b></p>	<p>Controls on ozone depleting substances (ODS) require the disposal of waste fridges and refrigeration equipment in an environmentally sound manner – removal of ODS (including CFCs and HCFCs) from refrigeration equipment before such appliances are scrapped. For further information on the treatment and disposal of fridges see the Defra website.</p> <p>Disposal of electrical and electronic equipment must now follow legislation as set out in the WEEE (Waste Electrical and Electronic Equipment) Directive. The WEEE Regulations affect everyone who uses, sells, treats or disposes of WEEE. WEEE is marked with a crossed out wheeled bin symbol, and includes TVs, fridges, washing machines and computers. Householders can:</p> <ul style="list-style-type: none"> <li>• Take old appliances to their local CA site;</li> <li>• Arrange for their local authority to collect the equipment (some local authorities provide a free collection service and others charge);</li> <li>• Arrange for an electrical retailer delivering new equipment to take away the old appliance.</li> </ul> <p>Businesses, schools, hospitals and government agencies, when they dispose of their electrical waste, need to ensure that all separately collected WEEE is treated and recycled. Exemptions from waste management licensing are available for the storage of WEEE, repair/refurbishment of WEEE, and lamp crushing prior to recovery.</p> <p>Further information is available on the Environment Agency website.</p>
<p><b>End-of-life vehicles</b></p>	<p>The disposal of waste vehicles is governed by the End-of-Life Vehicles (ELV) Regulations 2003 which require operators to hold a site license if accepting vehicles which have not been decontaminated and sets minimum technical standards for all sites that store or treat ELVs.</p> <p>For passenger vehicles with no more than eight seats in addition to the driver's seat and goods vehicles with a mass not exceeding 3.5 tonnes, last owners can dispose of them at no cost once they are delivered into a vehicle manufacturer affiliated ATF. Manufacturers are required to maintain a convenient network of such facilities.</p>
<p><b>Disposal and Collection of Animal Carcasses</b></p>	<p>For exotic animal disease outbreaks, Animal Health assumes all responsibility for culling and disposal of affected animals. In all other cases, responsibility for the disposal of carcasses rests with the animal's keeper.</p> <p>Following flooding incidents carcasses can end up in a variety of places. Where a carcass is deposited on private land, wherever possible the owner of the carcass should be identified and is responsible for the collection and disposal. If ownership cannot be proven then responsibility for disposal rests with the landowner. It can be difficult to identify who owns animals if swept away from farm/holding/home.</p> <p>Where a carcass is deposited elsewhere, including public land or highways, and ownership of the carcass cannot be ascertained then the local authority is responsible for the disposal.</p>

	<p>The Environment Agency will remove a carcass from a watercourse but only if there is pollution or flood risk and the carcass owner or landowner cannot be identified.</p> <p>Local Authorities (usually Environmental Health) have powers under the statutory nuisance provisions of the Environmental Protection Act 1990 to deal with 'accumulations or deposits which are prejudicial to health or a nuisance'. Appropriate action can subsequently be taken against the owner of the carcass.</p> <p>All such carcasses must be disposed of by rendering or incineration. Further details of local contractors and disposal facilities can be obtained from the Local Authority, EA and local Animal Health office. A list of approved premises is also available on the Defra website.</p> <p>The Secretary of State and devolved ministers have powers under the Animal By-Product Regulations to approve a derogation permitting the on-farm burial of carcasses. This derogation may be applied locally, regionally or nationally and may be used to allow the disposal of fallen stock when movement restrictions are in place in addition to the disposal of carcasses from animals culled for disease control reasons. This derogation only applies for outbreaks of exotic animal disease and not for other types of emergency.</p> <p>Further advice on the disposal of animal carcasses, is available on Defra and Lacors website. (The latter is a password protected site. Each local authority has its own password).</p>
<p><b>Waste sediments</b></p>	<p>A specific and important waste stream arising during flooding are waste sediments. Sediments can be stored for up to three months, pending characterisation of the waste and then recovery or disposal off site.</p> <p>Sediments that are obviously contaminated will need to be tested for contaminants (such as heavy metals, oils and other potential toxic elements) prior to disposal. Any sediment identified as hazardous must go to a hazardous waste landfill or to a licensed treatment plant.</p> <p>Uncontaminated sediments, for example from predominately rural areas, may be suitable for reuse for agricultural or ecological benefit within the catchment that generated it. They may also be used to repair flood-affected areas or be spread back on to the fields within the affected river catchment as soil. Anyone using it or spreading it needs to register this exempt activity with the Environment Agency (this is called a 'paragraph 7A exemption'). If the sediment is being used within the catchment there will not be a charge for the registration.</p>
<p><b>Waste Milk</b></p>	<p>Waste milk may arise following an animal disease outbreak or become contaminated following a pollution incident. Milk that is obviously contaminated will need to be tested for contaminants (such as heavy metals, radiation and other potential toxic elements) prior to disposal. From 30 October 2007, any liquid, hazardous or non hazardous, including milk will not be permitted to be disposed of in any landfill site.</p> <p>A 'paragraph 47 exemption' under the Waste Management Licensing Regulations 1994, allows uncontaminated milk to be used for the treatment of land used for agriculture if it results in benefit to agriculture or ecological improvement and provided certain conditions are met.</p>

	<p>Contact the Environment Agency for further details.</p> <p>The Environment Agency in conjunction with Defra will provide direction on potential risk proposed by land spreading of milk contaminated by TB or any other disease. Milk should only be disposed of to sewer in consultation with the local Water Company.</p> <p>Further guidance on the disposal of waste milk can be viewed on the Environment Agency website.</p>
<p><b>Radioactive waste</b></p>	<p>The need for guidance on the safe disposal of contaminated waste was identified following the Alexander Litvineko incident in 2006/07, which resulted in the generation of waste contaminated with a radiological substance. Defra, working closely with the Environment Agency and in close consultation with other Departments and the Local Government Association, has produced this Strategic National Guidance for the safe management of waste arising following a chemical, biological, radiological, nuclear or explosion (CBRNe) incident. The guidance is not meant to be prescriptive but it is hoped those responsible for planning and preparing for a CBRN incident will find it helpful.</p> <p>Responders should take care to minimise the creation of solid and liquid radioactive wastes, and store and dispose of those wastes safely – preventing unnecessary discharges of radioactivity to the environment.</p> <p>The Environment Agency regulates the storage and disposal of radioactive wastes. Contact the relevant environment agency for advice. A statutory authorisation may be required under the Radioactive Substances Act 1993 (RSA93). Some radioactive substances can be disposed of without authorisation provided this is done in compliance with an exemption order under RSA93. Contact the relevant environmental regulator for advice.</p> <p>Information on keeping, moving and transporting radioactive substances is available in the Health and Safety Executive information sheet – Control of radioactive substances.</p> <p><b><u>Government Decontamination Service (GDS) Role in preparing for a crisis – core functions</u></b></p> <ul style="list-style-type: none"> <li>• To establish and maintain a framework of contractors (Specialist Suppliers) which, in the event of a CBRN or major HAZMAT incident, and using a call-off contract mechanism, can offer appropriate remediation or decontamination-related services (including sampling and monitoring and waste management services to facilitate decontamination) for the built and open environment and transport assets, including critical national infrastructure;</li> <li>• To establish and maintain a programme of work to test, exercise and evaluate</li> <li>• GDS and GDS Framework capability against likely requirements based on the appropriate Government policies and materials, using other technical information as appropriate;</li> <li>• To capture information on known framework capability and capacity; identify gaps in known capability and capacity, and explore mitigations and possible solutions as appropriate;</li> <li>• Provision of advice and briefing on framework capability and</li> </ul>

	<p>capacity, and written guidance on associated remediation/decontamination issues to departments, Devolved Administrations, and Responsible Authorities;</p> <ul style="list-style-type: none"> <li>• To participate in the work of identifying, prioritising, and, as necessary, managing decontamination-related research projects;</li> <li>• To build up a library of the relevant knowledge (including reference material) and experience available to GDS, drawing on national and international information, which can be used by its officers, and others, to support the development of the framework and wider remediation work;</li> <li>• To maintaining a Duty Officer role to give access to the GDS services at all times.</li> </ul> <p>Role in a crisis:</p> <ul style="list-style-type: none"> <li>• To be expert advisors on the capability and capacity of the GDS framework contractors, their services and, where relevant, the different remediation or decontamination methodologies and technologies available through the framework; to provide expert/scientific advice as necessary to relevant groups, including STAC and Recovery Co-ordination Group, on the consequences of the decontamination techniques used by the framework contractors, and on their capability/capacity and operating procedures to inform the consequence management strategy;</li> <li>• To help the lead Responsible Authority (or 'Agent') access the most appropriate framework services in order to ensure the efficient, effective and timely decontamination/remediation work is carried out and to assist them in being an intelligent customer when setting up the appropriate contract or contracts;</li> <li>• To facilitate the liaison between the Responsible Authority and the contractor(s) throughout the duration of the contract;</li> <li>• To signpost alternative options where framework services have reached capacity, or where the decontamination service necessary does not require the level of capability available through the framework;</li> <li>• To provide where required, appropriate briefing and assistance to Central Government (including direct to the relevant Minister through the Lead Government Department) on decontamination-related matters including capability and capacity of framework contractors and other known remediation or decontamination capability.</li> <li>• During a CBRN or major HazMat incident GDS will deploy on the invitation of the Responsible Authority, or at the direction of CoBR. The extent of the deployment will be incident specific, and reflect both the requirements of the Responsible Authority and the efficient use of GDS resources.</li> </ul> <p>Their work is built on a foundation of scientific support and research to improve decontamination technologies and capabilities. These functions will allow GDS to bring together the available expertise in a logical and comprehensive manner, allowing those responsible for decontamination to function far more effectively. We will remove the need for them having to procure the work independently, and allow them to benefit from pre-planning.</p>
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	<p>What the Service will NOT do is:</p> <ul style="list-style-type: none"> <li>• Assume responsibility for the actual decontamination process</li> <li>• Fund decontamination work</li> <li>• Deal with humans or animals or their remains</li> <li>• Carry out monitoring, sampling or surveying of contaminated sites</li> <li>• Define how clean is 'safe'</li> <li>• Confirm that decontamination standards have been achieved</li> <li>• Accredite the capabilities of specialist suppliers or contractors</li> </ul> <p>The address of the Government Decontamination Service is:  MoD Stafford Beaconside, Stafford, ST18 0AQ. Telephone 08458 501323, email <a href="mailto:gds@defra.gsi.gov.uk">gds@defra.gsi.gov.uk</a></p>
<p><b>Wreck (From Shipping)</b></p>	<p>The following is general background information only and is not a definitive list of the rights or responsibilities of Salvors.</p> <p>Wreck is defined in section 255 of the Merchant Shipping Act 1955 as including 'jetsam, flotsam, lagan and derelict found in or on the shores of the sea or any tidal water':</p> <ul style="list-style-type: none"> <li>• Jetsam: goods cast overboard in order to lighten a vessel which is in danger of being sunk, notwithstanding that afterwards it perishes.</li> <li>• Flotsam: goods lost from a ship which has sunk or otherwise perished which are recoverable by reason of their remaining afloat.</li> <li>• Lagan: goods cast overboard from a ship which afterwards perishes, buoyed so as to render them recoverable.</li> <li>• Derelict: property, whether vessel or cargo, which has been abandoned and deserted at sea by those who were in charge of it without any hope of recovering it.</li> </ul> <p>Any wreck material found in UK territorial waters (to a 12 mile limit), or outside the UK and brought within UK territorial waters must by law be reported to the Receiver of Wreck.</p> <p>The main task of the Receiver of Wreck is to process incoming reports of wreck, in the interest of both salvor and owner. The function of the Receiver of Wreck is carried out by the Maritime &amp; Coastguard Agency (MCA) which is an executive agency of the Department for Transport.</p> <p>Finders should assume that all recovered wreck has an owner. It may, for instance, be owned by an individual a company, a dive club, an insurance company, the Ministry of Defence or the Department for Transport. The owner has one year in which to come forward and prove title to the property and, during this time, the finder may be asked to hold the wreck on indemnity to the Receiver of Wreck.</p> <p>A salvor has to be seen as providing a service to the owner which will benefit the owner financially; individuals should not simply pick up or remove items and assume they are acting as 'salvors'. If an intending salvor is at all unsure about this they are advised to contact the appropriate authorities before commencing salvage operations. A salvor acting properly under the law is entitled to a salvage award.</p> <p>On recovering wreck material, the finder should declare it promptly (where possible within 28 days) to the Receiver of Wreck giving a</p>

	<p>description of the wreck and will usually be asked to hold it to the Receiver's order. Report of Wreck and Salvage forms are available directly from the Receiver of Wreck and from your local Coastguard station. Forms can also be downloaded from the MCA website.</p> <p>Once the form has been completed, it should be returned to the Receiver of Wreck office. Once a report has been received, the Receiver of Wreck will investigate ownership of the wreck items. If wreck material recovered from UK waters is unclaimed at the end of the statutory one year period, it generally becomes the property of the Crown, and the Receiver is required to dispose of it.</p> <p>The Receiver will investigate any report of possible offences regarding the treatment of wreck. If the investigation reveals sufficient evidence, the Receiver may prosecute those suspected of having committed an offence. The Receiver shares information with other prosecuting authorities, for instance, when offences come to light in relation to the Theft Act 1968 or the Firearms Act 1968.</p>
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### **Landfill Tax**

Regarding landfill limits (there are no targets placed on local authorities), waste disposal authorities (WDAs) obligations to limit landfill or biodegradable municipal waste will be maintained. This is in accordance with national EU landfill directive obligations. The flexibility of the Landfill Allowances Trading Scheme (LATS) allows WDAs to avoid penalties by purchasing necessary allowances to landfill or borrowing allowances from their next year's allocation.

The Department for Environment, Food and Rural Affairs (Defra) will take account of local circumstances when assessing waste management performance.

### **Other Roles and Responsibilities**

#### **Local and Regional**

Local authorities have a responsibility in respect of public land.

The Environment Agency has a wide range of regulatory duties related to waste management including storage and disposal. They would advise on steps to prevent environmental impact and liaise with partner responders to protect human health. In relation to waste management issues, the Environment Agency will:

- Provide expert advice on waste management options, focusing on the activities that we regulate;
- Determine applications/registrations where appropriate (i.e. PPC permits and Waste Management Licenses and Exemptions) and adopt regulatory positions where appropriate;
- Advise on pollution prevention measures and monitoring (including cleansing & disinfection).



## **Lead Government Department**

Defra is the lead Department on waste matters including the extent of local authorities' waste collection and disposal functions relating to municipal waste and exercise of the Secretary of State's powers. Defra (through its Executive Agency, Animal Health), has a lead responsibility in respect of disposal of animal carcasses culled as part of an exotic disease control operation.

The Regional Resilience Team in the relevant Government Office will normally provide the conduit for communication with Defra, or else responders can contact Defra directly (see contacts below).

Other Government involvement:

- Communities and Local Government (local authorities)
- Department of Health & Health Protection Agency (public health)
- Food Standards Agency has a role in advising the Recovery Co-ordinating Group on the safe disposal of food. This is to ensure that any food not acceptable for consumption is safely disposed of to prevent it re-entering the food chain.

## **Funding**

Defra would fund disposal of animal carcasses culled by Animal Health as part of an exotic disease control operation. A more detailed version of the [National Recovery Guidance: environmental issues](#) (published 21/02/13) can be found on the [Gov.Uk](#) website.

## Appendix D – Bibliography

### Bibliography

Pan Kent Emergency Recovery Framework	Kent Resilience Forum	2010
Pan Kent Strategic Emergency Response Framework	Kent Resilience Forum	2010
Emergency Response and Recovery V4 – non statutory guidance accompanying the Civil Contingencies Act 2004.	Cabinet Office	Updated 2010 and refreshed July 2012
Disaster Appeal Scheme (UK)	British Red Cross	2008
Administration of Appeal Funds	Roger W Suddards, Publisher Sweet & Maxwell ISBN 0-421-41660-2	1991
An outline of Emergency Planning in Kent Second Edition	Kent County Council Emergency Planning Unit	2005
Humanitarian Welfare Guidelines – Psychological Care	Kent and Medway NHS Health & Social Care Partnership Trust	2008
Control of Major Accident Hazard (COMAH) Off –Site Plans (various)	Kent County Council Emergency Planning Unit	Various dates
National Contingency Plan for Marine Pollution from Shipping and Offshore Installations	Maritime & Coastguard Agency	2006
UK Recovery handbook for Radiation Incidents Version 3	Health Protection Agency	2009
After a flood – practical advice on recovering from a flood	Environment Agency	2010
Dungeness Off-site plan	Kent County Council	2012

This Report will be made public on 7 April 2017

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



Report Number **C/16/119**

**To:** Cabinet  
**Date:** 19 April 2017  
**Status:** Non-Key Decision  
**Head of service:** Suzy Tigwell, Leadership Support Manager  
**Cabinet Member:** Councillor David Monk

**SUBJECT:** QUARTER 3 PERFORMANCE REPORT 2016/17

**SUMMARY:** This report provides an update on the Council's performance for the second quarter of 2016/17, covering 1<sup>st</sup> October 2016 to 31<sup>st</sup> December 2016. The report enables the Council to assess progress against the approved performance indicators for each service area.

**REASONS FOR RECOMMENDATIONS:**

Cabinet is asked to agree the recommendations set out below because:

- a) The Council is committed to monitoring performance across all of its service areas to ensure progress and improvement is maintained.
- b) The Council needs to ensure that performance is measured, monitored and the results are used to identify where services are working well and where there are failings and appropriate action needs to be taken.

**RECOMMENDATIONS:**

1. To receive and note report C/16/119.
2. To note the performance information for quarter 3.

## **1. BACKGROUND**

- 1.1 On the 30<sup>th</sup> June 2016, Cabinet approved the key performance indicators for 2016/17, which would be reported quarterly to CMT and Members.
- 1.2 Appendix 1 provides an update on the key performance indicators within the council for the third quarter of 2016/17, covering the period of 1<sup>st</sup> October 2016 to 31<sup>st</sup> December 2016. This performance report enables the Council to assess progress against the approved performance indicators.
- 1.3 This report provides a comparison between Quarter 3 and Quarter's 1 and 2. Where the performance indicator is not being achieved explanations have been sought from the relevant Service Manager's and noted in the report.
- 1.4 The key performance indicators which have fallen below target will be monitored more closely and if they do not improve during Quarter 4, the Policy and Improvement Officer will work with the relevant Service Manager to identify appropriate action that can be taken to resolve the situation.
- 1.5 Appendix 2 shows all of the performance indicators being monitored for 2016/17; the Key Performance Indicators have been highlighted in yellow.

## **2. PERFORMANCE ISSUES**

### **Business Support**

- The percentage of fixed penalty notice challenges responded to within 20 working days reduced significantly over quarter 3. The amount of challenges/appeals has increased significantly over the last year due to the number of parking zones that are now in place across the district. Overtime was put in place temporarily to clear the backlog and the January performance figures have improved significantly.

### **Environmental Health (Enforcement)**

- The significant increase in the number of notices served in November was due to the team participating in a targeted Trade Waste Project in Hythe High Street. A total of 161 businesses were visited and of those 42 businesses had notices served on them as they did not comply with the request to produce the trade waste agreement.
- Despite patrol hours dipping due to resource issues, the team has managed to retain its focus on a proactive approach towards enforcement. Patrol hours for Q2 and Q3 have concentrated on hot spot areas reported by customers, which will bring increased enforcement figures in Q4.
- The team continues to work smarter and more effectively to ensure patrol hours are proactively targeting key areas of the district, to ensure opportunities for Enforcement Notices and FPNs being issued is maximised.

## Housing Benefits

- Over recent months the benefits service has implemented a number of significant transformation initiatives, including the introduction of new online customer self-service facilities and streamlined back-office processes. This has resulted in more effective use of technology and staff resources as well as the introduction of more flexible customer service functionality. Inevitably there have been some short-term impacts on day to day operational processing performance while these major changes have been implemented. This quarter's performance data confirms that the number of days taken to process housing benefit applications and change of circumstances notifications has increased significantly, resulting in failure to meet the 18 day target. These short-term impacts were not unexpected and the transformation programme included a post-implementation recovery plan which is now underway, including the deployment of extra staff resources to clear outstanding transactions and restore performance standards.

## Planning

- December performance's was low due to a number of old applications being dealt with and some planning extension agreements had not been obtained. The Head of Planning has undertaken a restructure of the team to ensure that the management arrangements are more resilient and to ensure this does not occur again.
- The Head of Planning has recently undertaken a restructure of the team to provide additional resilience at manager level with the addition of an additional Development Management Team Leader position.
- Performance has improved significantly since December and will continue to be closely monitored by the Development Manager and Team Leaders so as to ensure we exceed national requirements for determining planning applications in a timely manner whilst also offering a high quality service. The team has managed to retain existing staff and recruit a new Senior Planner to the Major Projects Team during a period of significant pressure county and nationwide on recruitment and retention, with a significant drain of resources from the public to private sector practice occurring across the County.

## 3. RISK MANAGEMENT ISSUES

Perceived risk	Seriousness	Likelihood	Preventative action
The Council's strategic objectives are not met.	High	Medium	Monitor progress against performance indicators and take remedial action for those areas where targets and actions are unlikely to be achieved.

#### **4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS**

##### **4.1 Legal Officer's Comments**

Legal Officer's comments are not required for this report.

##### **4.2 Finance Officer's Comments**

Finance Officer's comments are not required for this report.

##### **4.3 Diversities and Equalities Implications**

There are no specific diversity and equality implications arising from this report.

#### **5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS**

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Dee Chambers, Policy and Improvement Officer  
Tel: 01303 853508  
Email: [dee.chambers@shepway.gov.uk](mailto:dee.chambers@shepway.gov.uk)

##### **Appendices:**

Appendix 1: Quarter 3 Key Performance Indicators Report  
Appendix 2 – Performance Indicators 2016/17

**Quarter 3 Key Performance Indicators**

Performance Indicator	Performance	Notes																				
Building Control - Number of full plan applications checked within 15 days from receiving a valid application	<table border="1"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>77%</td></tr> <tr><td>May 2016</td><td>93%</td></tr> <tr><td>June 2016</td><td>81%</td></tr> <tr><td>July 2016</td><td>75%</td></tr> <tr><td>August 2016</td><td>82%</td></tr> <tr><td>September 2016</td><td>82%</td></tr> <tr><td>October 2016</td><td>87%</td></tr> <tr><td>November 2016</td><td>86%</td></tr> <tr><td>December 2016</td><td>82%</td></tr> </tbody> </table>	Month	Percentage	April 2016	77%	May 2016	93%	June 2016	81%	July 2016	75%	August 2016	82%	September 2016	82%	October 2016	87%	November 2016	86%	December 2016	82%	<p><b>Quarter 1</b>                      April – 43 checked                      May – 28 checked                      June – 36 checked</p> <p><b>Quarter 2</b>                      July – 40 checked                      August – 45 checked                      September – 22 checked</p> <p><b>Quarter 3</b>                      October – 31 checked                      November – 21 checked                      December – 27 checked</p>
Month	Percentage																					
April 2016	77%																					
May 2016	93%																					
June 2016	81%																					
July 2016	75%																					
August 2016	82%																					
September 2016	82%																					
October 2016	87%																					
November 2016	86%																					
December 2016	82%																					

Performance Indicator	Performance	Notes																				
Business Support - LLC searches responded to within 10 working days	<table border="1"> <caption>Performance Data for LLC Searches (10 working days)</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>99.48%</td></tr> <tr><td>May 2016</td><td>91%</td></tr> <tr><td>June 2016</td><td>95.38%</td></tr> <tr><td>July 2016</td><td>100%</td></tr> <tr><td>August 2016</td><td>100%</td></tr> <tr><td>September 2016</td><td>97.16%</td></tr> <tr><td>October 2016</td><td>100%</td></tr> <tr><td>November 2016</td><td>100%</td></tr> <tr><td>December 2016</td><td>100%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	99.48%	May 2016	91%	June 2016	95.38%	July 2016	100%	August 2016	100%	September 2016	97.16%	October 2016	100%	November 2016	100%	December 2016	100%	<p><b>Quarter 1</b>                      April – 226 searches                      May – 252 searches                      June – 241 searches</p> <p><b>Quarter 2</b>                      July – 245 searches                      August – 209 searches                      September – 211 searches</p> <p><b>Quarter 3</b>                      October – 260 searches                      November – 279 searches                      December – 169 searches</p>
Month	Performance (%)																					
April 2016	99.48%																					
May 2016	91%																					
June 2016	95.38%																					
July 2016	100%																					
August 2016	100%																					
September 2016	97.16%																					
October 2016	100%																					
November 2016	100%																					
December 2016	100%																					
Business Support - All LLC queries responded to within 20 working days	<table border="1"> <caption>Performance Data for All LLC Queries (20 working days)</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>100%</td></tr> <tr><td>May 2016</td><td>100%</td></tr> <tr><td>June 2016</td><td>100%</td></tr> <tr><td>July 2016</td><td>100%</td></tr> <tr><td>August 2016</td><td>100%</td></tr> <tr><td>September 2016</td><td>100%</td></tr> <tr><td>October 2016</td><td>100%</td></tr> <tr><td>November 2016</td><td>100%</td></tr> <tr><td>December 2016</td><td>100%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	100%	May 2016	100%	June 2016	100%	July 2016	100%	August 2016	100%	September 2016	100%	October 2016	100%	November 2016	100%	December 2016	100%	
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May 2016	100%																					
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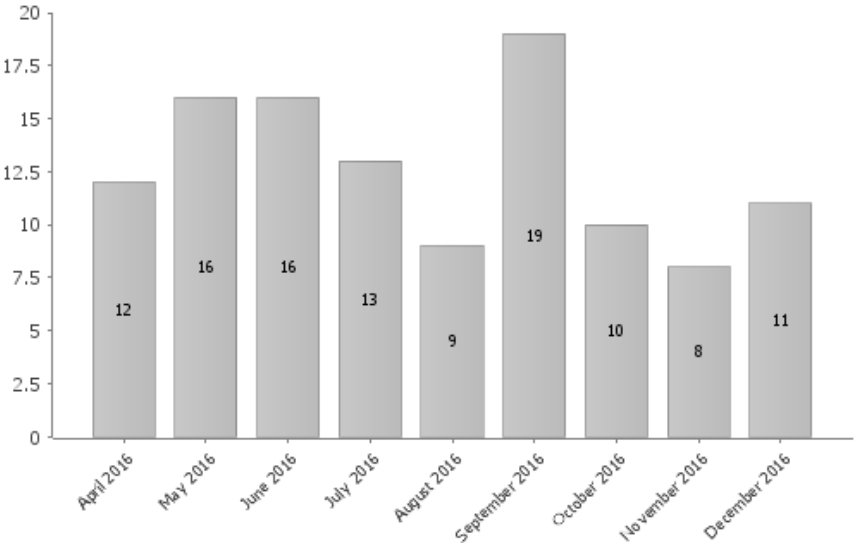
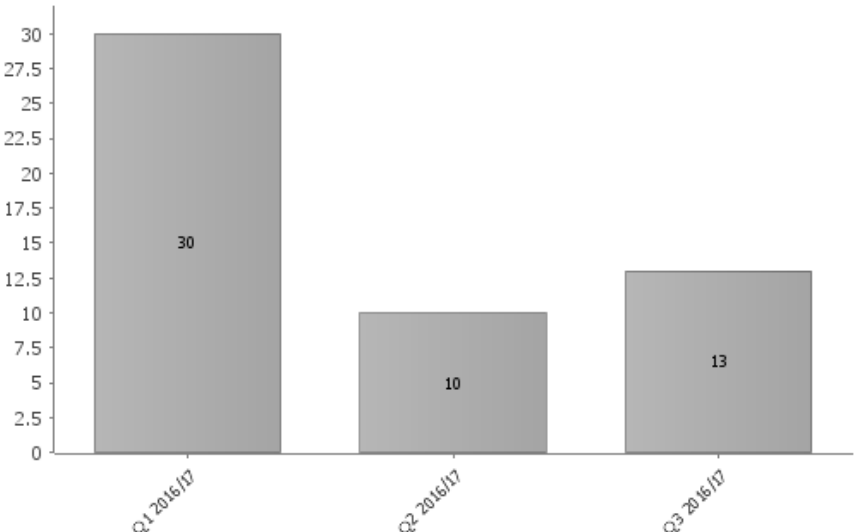


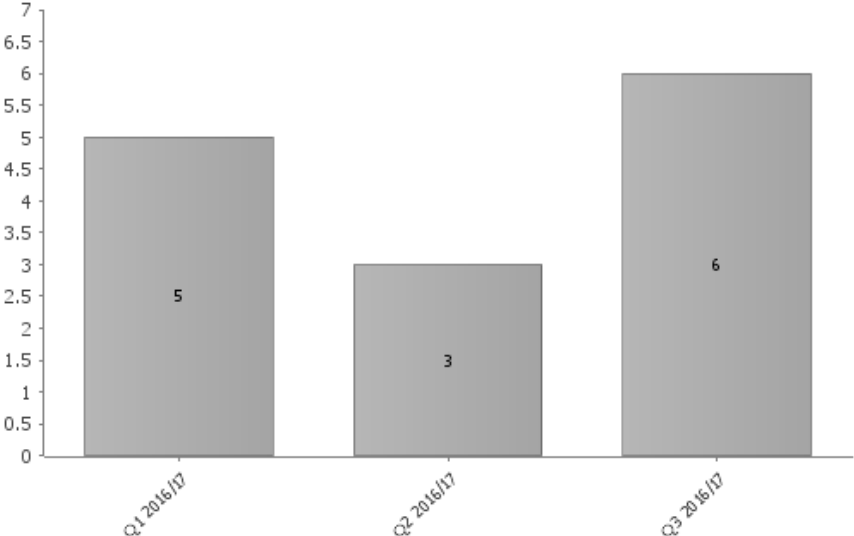
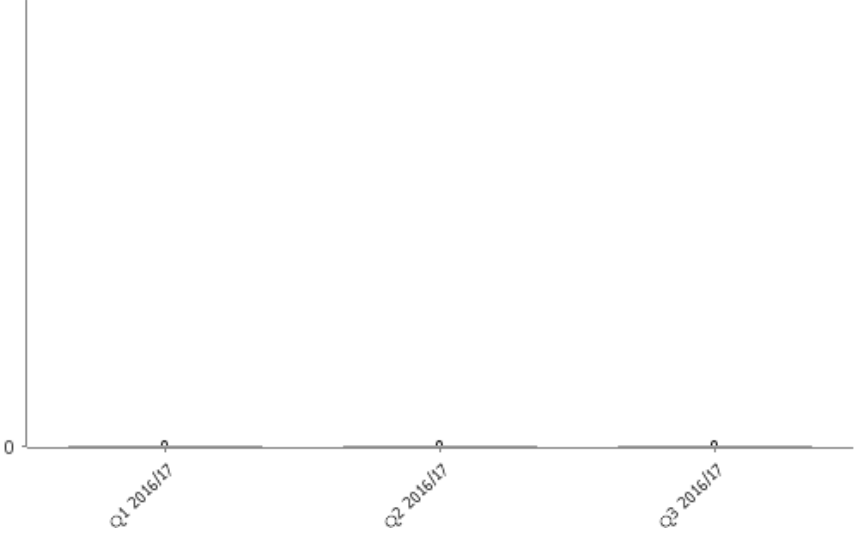
Performance Indicator	Performance	Notes																				
Business Support – Fixed Penalty Notice challenges responded to within 20 working days	<table border="1"> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>98.3%</td></tr> <tr><td>May 2016</td><td>100%</td></tr> <tr><td>June 2016</td><td>97%</td></tr> <tr><td>July 2016</td><td>100%</td></tr> <tr><td>August 2016</td><td>98.83%</td></tr> <tr><td>September 2016</td><td>98.44%</td></tr> <tr><td>October 2016</td><td>90%</td></tr> <tr><td>November 2016</td><td>78%</td></tr> <tr><td>December 2016</td><td>40%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	98.3%	May 2016	100%	June 2016	97%	July 2016	100%	August 2016	98.83%	September 2016	98.44%	October 2016	90%	November 2016	78%	December 2016	40%	<p><b>Quarter 3</b>            October – 303 challenges received            November – 337 challenges received            December – 269 challenges received</p> <p>The percentage of fixed penalty notice challenges responded to within 20 working days reduced significantly over quarter 3. The amount of challenges/appeals has increased significantly over the last year due to the number of parking zones that are now in place across the district. Overtime was put in place temporarily to clear the backlog and the January performance figures have improved significantly (80%).</p>
Month	Performance (%)																					
April 2016	98.3%																					
May 2016	100%																					
June 2016	97%																					
July 2016	100%																					
August 2016	98.83%																					
September 2016	98.44%																					
October 2016	90%																					
November 2016	78%																					
December 2016	40%																					
Business Support - Process new licensing applications and renewals within 30 working days	<table border="1"> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>90%</td></tr> <tr><td>May 2016</td><td>81%</td></tr> <tr><td>June 2016</td><td>86%</td></tr> <tr><td>July 2016</td><td>81%</td></tr> <tr><td>August 2016</td><td>71%</td></tr> <tr><td>September 2016</td><td>100%</td></tr> <tr><td>October 2016</td><td>100%</td></tr> <tr><td>November 2016</td><td>100%</td></tr> <tr><td>December 2016</td><td>100%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	90%	May 2016	81%	June 2016	86%	July 2016	81%	August 2016	71%	September 2016	100%	October 2016	100%	November 2016	100%	December 2016	100%	<p>October – 80 applications            November – 36 applications            December – 144 applications</p>
Month	Performance (%)																					
April 2016	90%																					
May 2016	81%																					
June 2016	86%																					
July 2016	81%																					
August 2016	71%																					
September 2016	100%																					
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December 2016	100%																					

Performance Indicator	Performance	Notes																				
Corporate Debt - Business rates collection	<table border="1"> <caption>Corporate Debt - Business rates collection</caption> <thead> <tr> <th>Month</th> <th>Collection Rate (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>15.22%</td></tr> <tr><td>May 2016</td><td>25.4%</td></tr> <tr><td>June 2016</td><td>33.45%</td></tr> <tr><td>July 2016</td><td>42.07%</td></tr> <tr><td>August 2016</td><td>49.9%</td></tr> <tr><td>September 2016</td><td>58.64%</td></tr> <tr><td>October 2016</td><td>66.67%</td></tr> <tr><td>November 2016</td><td>75.57%</td></tr> <tr><td>December 2016</td><td>83.79%</td></tr> </tbody> </table>	Month	Collection Rate (%)	April 2016	15.22%	May 2016	25.4%	June 2016	33.45%	July 2016	42.07%	August 2016	49.9%	September 2016	58.64%	October 2016	66.67%	November 2016	75.57%	December 2016	83.79%	The collection target is being exceeded each month.
Month	Collection Rate (%)																					
April 2016	15.22%																					
May 2016	25.4%																					
June 2016	33.45%																					
July 2016	42.07%																					
August 2016	49.9%																					
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November 2016	75.57%																					
December 2016	83.79%																					
Environmental Health - % of premises rated 3 or above	<table border="1"> <caption>Environmental Health - % of premises rated 3 or above</caption> <thead> <tr> <th>Quarter</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>93.18%</td></tr> <tr><td>Q2 2016/17</td><td>93.97%</td></tr> <tr><td>Q3 2016/17</td><td>95.22%</td></tr> </tbody> </table>	Quarter	Percentage (%)	Q1 2016/17	93.18%	Q2 2016/17	93.97%	Q3 2016/17	95.22%													
Quarter	Percentage (%)																					
Q1 2016/17	93.18%																					
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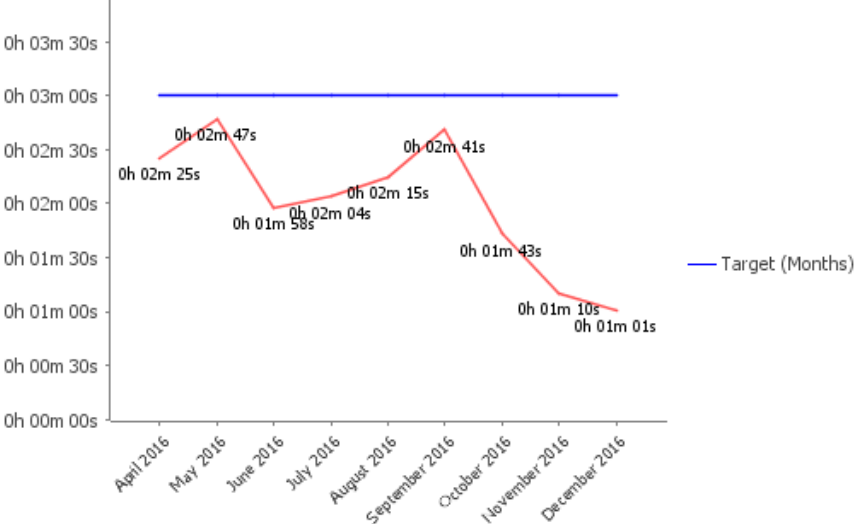
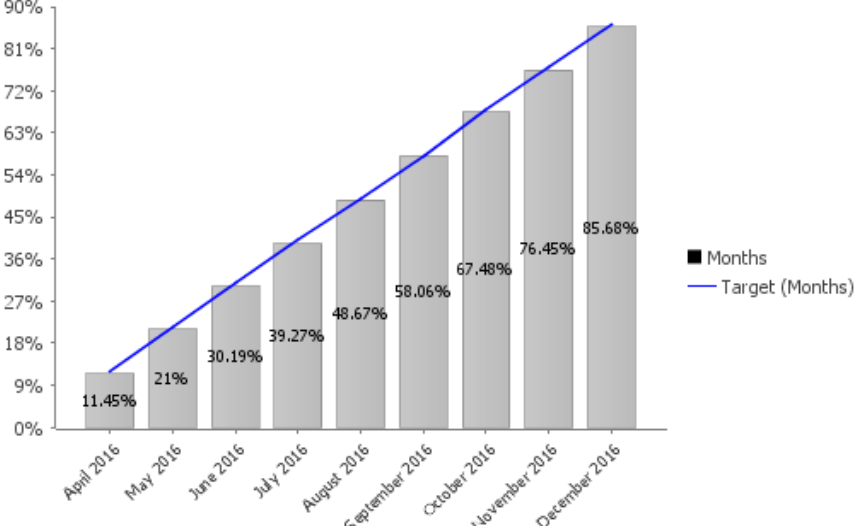
Performance Indicator	Performance	Notes																				
Environmental Health - % of premises due for inspection, which are completed	<table border="1"> <caption>Environmental Health - % of premises due for inspection, which are completed</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>55%</td></tr> <tr><td>May 2016</td><td>69%</td></tr> <tr><td>June 2016</td><td>33%</td></tr> <tr><td>July 2016</td><td>10%</td></tr> <tr><td>August 2016</td><td>93.88%</td></tr> <tr><td>September 2016</td><td>41%</td></tr> <tr><td>October 2016</td><td>32%</td></tr> <tr><td>November 2016</td><td>32%</td></tr> <tr><td>December 2016</td><td>29%</td></tr> </tbody> </table>	Month	Percentage	April 2016	55%	May 2016	69%	June 2016	33%	July 2016	10%	August 2016	93.88%	September 2016	41%	October 2016	32%	November 2016	32%	December 2016	29%	<p>The target of 95% is an annual target for the inspection of premises.</p> <p>At the end of quarter 3, 76% of premises have been inspected for the year. The majority of premises still outstanding are category D and E, which are low risk.</p> <p>For 2017/18 this indicator will be collated quarterly on a cumulative basis and show a clear direction of travel to achieve the 95% annual target</p>
Month	Percentage																					
April 2016	55%																					
May 2016	69%																					
June 2016	33%																					
July 2016	10%																					
August 2016	93.88%																					
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Environmental Health - No of licensed premises inspected	<table border="1"> <caption>Environmental Health - No of licensed premises inspected</caption> <thead> <tr> <th>Month</th> <th>Number of Premises</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>8</td></tr> <tr><td>May 2016</td><td>7</td></tr> <tr><td>June 2016</td><td>15</td></tr> <tr><td>July 2016</td><td>1</td></tr> <tr><td>August 2016</td><td>0</td></tr> <tr><td>September 2016</td><td>5</td></tr> <tr><td>October 2016</td><td>1</td></tr> <tr><td>November 2016</td><td>6</td></tr> <tr><td>December 2016</td><td>7</td></tr> </tbody> </table>	Month	Number of Premises	April 2016	8	May 2016	7	June 2016	15	July 2016	1	August 2016	0	September 2016	5	October 2016	1	November 2016	6	December 2016	7	<p>A programme of targeted licensed premises inspections is carried out during the year based on risk assessments.</p> <p>50 premises licence inspections have been undertaken to date, the majority of which are undertaken during the evening when premises are in operation.</p>
Month	Number of Premises																					
April 2016	8																					
May 2016	7																					
June 2016	15																					
July 2016	1																					
August 2016	0																					
September 2016	5																					
October 2016	1																					
November 2016	6																					
December 2016	7																					

Performance Indicator	Performance	Notes																				
Environmental Health - No of caravan sites inspected	<table border="1"> <caption>Caravan Sites Inspected</caption> <thead> <tr> <th>Quarter</th> <th>Number of Sites Inspected</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>6</td> </tr> <tr> <td>Q2 2016/17</td> <td>5</td> </tr> <tr> <td>Q3 2016/17</td> <td>8</td> </tr> </tbody> </table>	Quarter	Number of Sites Inspected	Q1 2016/17	6	Q2 2016/17	5	Q3 2016/17	8	<p>Inspections are undertaken to monitor that site licence conditions are being met.</p> <p>The Licensing Officer (Caravan sites) works in partnership with sites to provide education support and ensure compliance.</p>												
Quarter	Number of Sites Inspected																					
Q1 2016/17	6																					
Q2 2016/17	5																					
Q3 2016/17	8																					
Environmental Health - No of Temporary Event Notices issued	<table border="1"> <caption>Temporary Event Notices Issued</caption> <thead> <tr> <th>Month</th> <th>Number of Notices Issued</th> </tr> </thead> <tbody> <tr> <td>April 2016</td> <td>25</td> </tr> <tr> <td>May 2016</td> <td>27</td> </tr> <tr> <td>June 2016</td> <td>39</td> </tr> <tr> <td>July 2016</td> <td>25</td> </tr> <tr> <td>August 2016</td> <td>38</td> </tr> <tr> <td>September 2016</td> <td>17</td> </tr> <tr> <td>October 2016</td> <td>20</td> </tr> <tr> <td>November 2016</td> <td>14</td> </tr> <tr> <td>December 2016</td> <td>23</td> </tr> </tbody> </table>	Month	Number of Notices Issued	April 2016	25	May 2016	27	June 2016	39	July 2016	25	August 2016	38	September 2016	17	October 2016	20	November 2016	14	December 2016	23	<p>Over the past three quarters, more than 200 temporary event notices have been issued, demonstrating that the district is a popular location for local events.</p>
Month	Number of Notices Issued																					
April 2016	25																					
May 2016	27																					
June 2016	39																					
July 2016	25																					
August 2016	38																					
September 2016	17																					
October 2016	20																					
November 2016	14																					
December 2016	23																					

Performance Indicator	Performance	Notes																				
Environmental Health - No of licensing complaints investigated	 <table border="1" data-bbox="510 245 1361 790"> <thead> <tr> <th>Month</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>12</td></tr> <tr><td>May 2016</td><td>16</td></tr> <tr><td>June 2016</td><td>16</td></tr> <tr><td>July 2016</td><td>13</td></tr> <tr><td>August 2016</td><td>9</td></tr> <tr><td>September 2016</td><td>19</td></tr> <tr><td>October 2016</td><td>10</td></tr> <tr><td>November 2016</td><td>8</td></tr> <tr><td>December 2016</td><td>11</td></tr> </tbody> </table>	Month	Number of Complaints	April 2016	12	May 2016	16	June 2016	16	July 2016	13	August 2016	9	September 2016	19	October 2016	10	November 2016	8	December 2016	11	<p>The team receives a number of complaints regarding licensing issues (including licensed premises, caravan sites, taxi drivers, animal welfare etc.). As these are of a reactive nature, rather than planned, they can have a resource implication on the team.</p>
Month	Number of Complaints																					
April 2016	12																					
May 2016	16																					
June 2016	16																					
July 2016	13																					
August 2016	9																					
September 2016	19																					
October 2016	10																					
November 2016	8																					
December 2016	11																					
Community Safety - Number of community litter picks	 <table border="1" data-bbox="510 799 1361 1332"> <thead> <tr> <th>Quarter</th> <th>Number of Litter Picks</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>30</td></tr> <tr><td>Q2 2016/17</td><td>10</td></tr> <tr><td>Q3 2016/17</td><td>13</td></tr> </tbody> </table>	Quarter	Number of Litter Picks	Q1 2016/17	30	Q2 2016/17	10	Q3 2016/17	13	<p>Community litter picks have been carried out all over the district, some examples this quarter are:-</p> <ul style="list-style-type: none"> <li>01.10.16 – 31 people participated in cleaning the Lyminge stream.</li> <li>08.10.16 – 27 bags of litter were collected around Lydd-On-Sea.</li> <li>19.10.16 – 100 people from the 6<sup>th</sup> form at the Glassworks took part in litter picking the Harbour area and painting of 2 walls.</li> <li>05.11.16 – 26 volunteers collected over 50 bags of litter from the beach at Hythe and the surrounding area.</li> <li>03.12.16 – 32 participants took part in a litter pick of Hythe town area, 40 bags of litter was collected.</li> </ul>												
Quarter	Number of Litter Picks																					
Q1 2016/17	30																					
Q2 2016/17	10																					
Q3 2016/17	13																					

Performance Indicator	Performance	Notes								
Community Safety - CPN notices served	 <table border="1"> <caption>CPN Notices Served</caption> <thead> <tr> <th>Quarter</th> <th>Number of Notices</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>5</td> </tr> <tr> <td>Q2 2016/17</td> <td>3</td> </tr> <tr> <td>Q3 2016/17</td> <td>6</td> </tr> </tbody> </table>	Quarter	Number of Notices	Q1 2016/17	5	Q2 2016/17	3	Q3 2016/17	6	<p>All CPN notices that have been served this quarter have been for accumulations of waste.</p>
Quarter	Number of Notices									
Q1 2016/17	5									
Q2 2016/17	3									
Q3 2016/17	6									
Community Safety - PSPO breaches	 <table border="1"> <caption>PSPO Breaches</caption> <thead> <tr> <th>Quarter</th> <th>Number of Breaches</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>0</td> </tr> <tr> <td>Q2 2016/17</td> <td>0</td> </tr> <tr> <td>Q3 2016/17</td> <td>0</td> </tr> </tbody> </table>	Quarter	Number of Breaches	Q1 2016/17	0	Q2 2016/17	0	Q3 2016/17	0	<p>Due to positive engagement the Council and partners have undertaken with the street homeless, professional beggars and street drinkers, we have ensured people are accessing the right support services. This has reduced the number of issues and hence the low rate of breaches.</p> <p>However, additional training is being undertaken with PSPOs, SDC staff and other partners to ensure where education/signposting is not effective FPNs and CPNs are issued.</p> <p>Once the new dog PSPO comes into effect (replaces the Dog Control Order) this may also see an increase in PSPO breaches.</p>
Quarter	Number of Breaches									
Q1 2016/17	0									
Q2 2016/17	0									
Q3 2016/17	0									

Performance Indicator	Performance	Notes																				
Customer Services - Customers seen within 20 minutes as a customer service desk	<table border="1"> <caption>Performance Data for Customer Services - Customers seen within 20 minutes as a customer service desk</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>90.41%</td></tr> <tr><td>May 2016</td><td>93.03%</td></tr> <tr><td>June 2016</td><td>92.42%</td></tr> <tr><td>July 2016</td><td>91.71%</td></tr> <tr><td>August 2016</td><td>88.91%</td></tr> <tr><td>September 2016</td><td>87.66%</td></tr> <tr><td>October 2016</td><td>90%</td></tr> <tr><td>November 2016</td><td>93.12%</td></tr> <tr><td>December 2016</td><td>92.96%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	90.41%	May 2016	93.03%	June 2016	92.42%	July 2016	91.71%	August 2016	88.91%	September 2016	87.66%	October 2016	90%	November 2016	93.12%	December 2016	92.96%	<p>October: 2084 customers were seen  November: 2180 customers were seen  December: 1711 customers were seen</p>
Month	Performance (%)																					
April 2016	90.41%																					
May 2016	93.03%																					
June 2016	92.42%																					
July 2016	91.71%																					
August 2016	88.91%																					
September 2016	87.66%																					
October 2016	90%																					
November 2016	93.12%																					
December 2016	92.96%																					
Customer Services - Calls served (versus number of calls received)	<table border="1"> <caption>Performance Data for Customer Services - Calls served (versus number of calls received)</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>85.11%</td></tr> <tr><td>May 2016</td><td>81.72%</td></tr> <tr><td>June 2016</td><td>88.45%</td></tr> <tr><td>July 2016</td><td>87.67%</td></tr> <tr><td>August 2016</td><td>86%</td></tr> <tr><td>September 2016</td><td>85.82%</td></tr> <tr><td>October 2016</td><td>89.62%</td></tr> <tr><td>November 2016</td><td>93.08%</td></tr> <tr><td>December 2016</td><td>93.46%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	85.11%	May 2016	81.72%	June 2016	88.45%	July 2016	87.67%	August 2016	86%	September 2016	85.82%	October 2016	89.62%	November 2016	93.08%	December 2016	93.46%	<p>October 8,953 call were received, of this:-  8,025 were served  892 abandoned  36 dissuaded</p> <p>November 9,307 calls were received, of this:-  8,663 were served  618 abandoned  26 dissuaded</p> <p>December 7,373 calls were received, of this:-  6,891 were served  462 abandoned  20 dissuaded</p>
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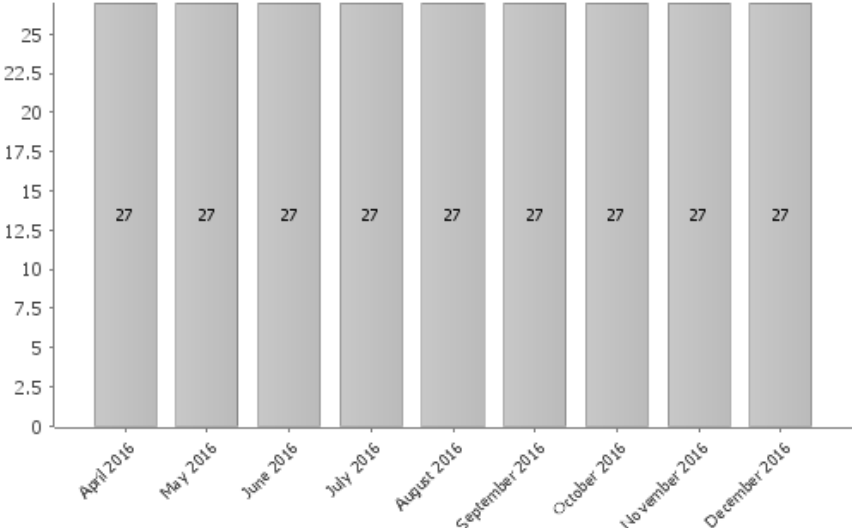
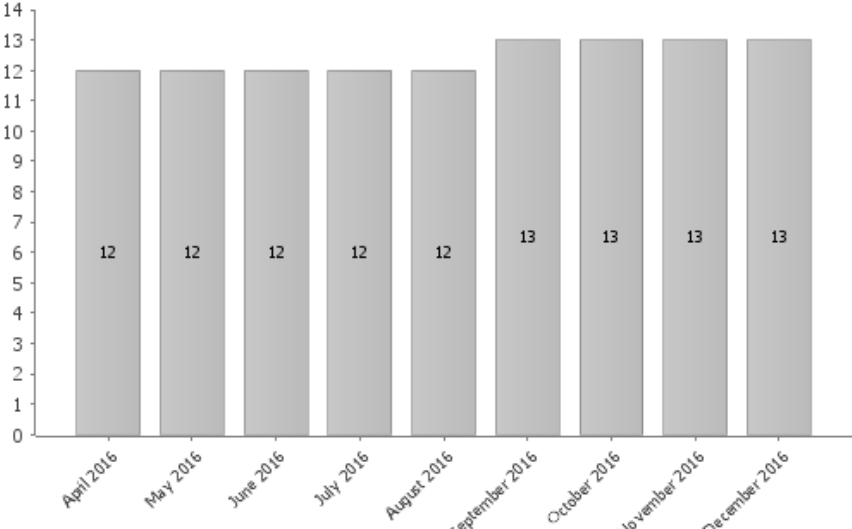
Performance Indicator	Performance	Notes																														
<p>Customer Services - Average wait time for calls (at peak times)</p>	 <table border="1"> <caption>Customer Services - Average wait time for calls (at peak times)</caption> <thead> <tr> <th>Month</th> <th>Actual Wait Time</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>0h 02m 25s</td><td>0h 03m 00s</td></tr> <tr><td>May 2016</td><td>0h 02m 47s</td><td>0h 03m 00s</td></tr> <tr><td>June 2016</td><td>0h 01m 58s</td><td>0h 03m 00s</td></tr> <tr><td>July 2016</td><td>0h 02m 04s</td><td>0h 03m 00s</td></tr> <tr><td>August 2016</td><td>0h 02m 15s</td><td>0h 03m 00s</td></tr> <tr><td>September 2016</td><td>0h 02m 41s</td><td>0h 03m 00s</td></tr> <tr><td>October 2016</td><td>0h 01m 43s</td><td>0h 03m 00s</td></tr> <tr><td>November 2016</td><td>0h 01m 10s</td><td>0h 03m 00s</td></tr> <tr><td>December 2016</td><td>0h 01m 01s</td><td>0h 03m 00s</td></tr> </tbody> </table>	Month	Actual Wait Time	Target (Months)	April 2016	0h 02m 25s	0h 03m 00s	May 2016	0h 02m 47s	0h 03m 00s	June 2016	0h 01m 58s	0h 03m 00s	July 2016	0h 02m 04s	0h 03m 00s	August 2016	0h 02m 15s	0h 03m 00s	September 2016	0h 02m 41s	0h 03m 00s	October 2016	0h 01m 43s	0h 03m 00s	November 2016	0h 01m 10s	0h 03m 00s	December 2016	0h 01m 01s	0h 03m 00s	
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<p>Revenues - Council Tax Collection</p>	 <table border="1"> <caption>Revenues - Council Tax Collection</caption> <thead> <tr> <th>Month</th> <th>Actual Collection (%)</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>11.45%</td><td>0%</td></tr> <tr><td>May 2016</td><td>21%</td><td>18%</td></tr> <tr><td>June 2016</td><td>30.19%</td><td>27%</td></tr> <tr><td>July 2016</td><td>39.27%</td><td>36%</td></tr> <tr><td>August 2016</td><td>48.67%</td><td>45%</td></tr> <tr><td>September 2016</td><td>58.06%</td><td>54%</td></tr> <tr><td>October 2016</td><td>67.48%</td><td>63%</td></tr> <tr><td>November 2016</td><td>76.45%</td><td>72%</td></tr> <tr><td>December 2016</td><td>85.68%</td><td>81%</td></tr> </tbody> </table>	Month	Actual Collection (%)	Target (Months)	April 2016	11.45%	0%	May 2016	21%	18%	June 2016	30.19%	27%	July 2016	39.27%	36%	August 2016	48.67%	45%	September 2016	58.06%	54%	October 2016	67.48%	63%	November 2016	76.45%	72%	December 2016	85.68%	81%	
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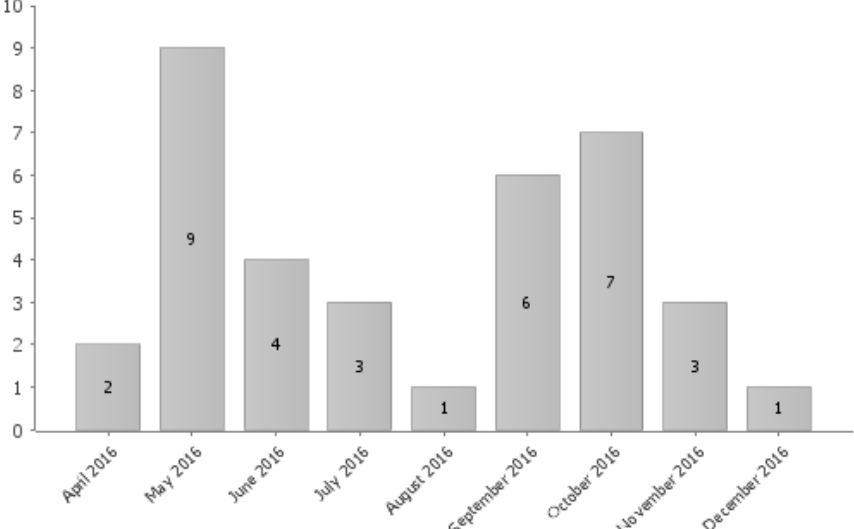
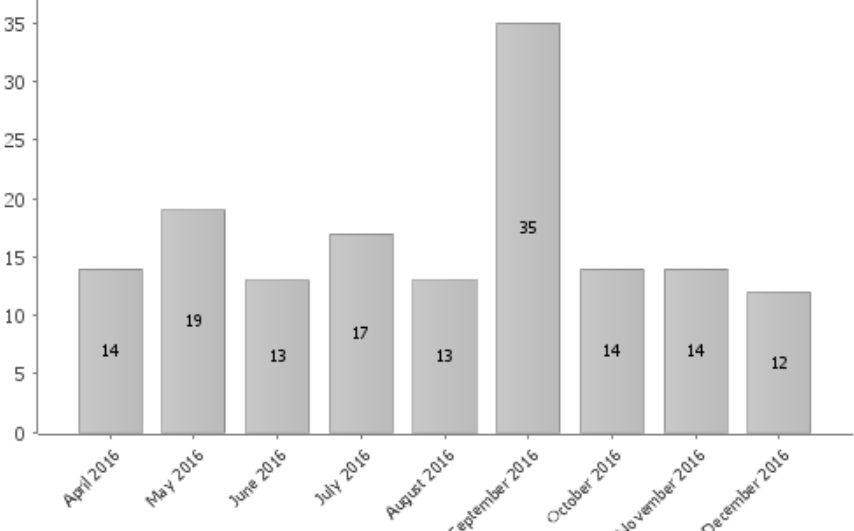


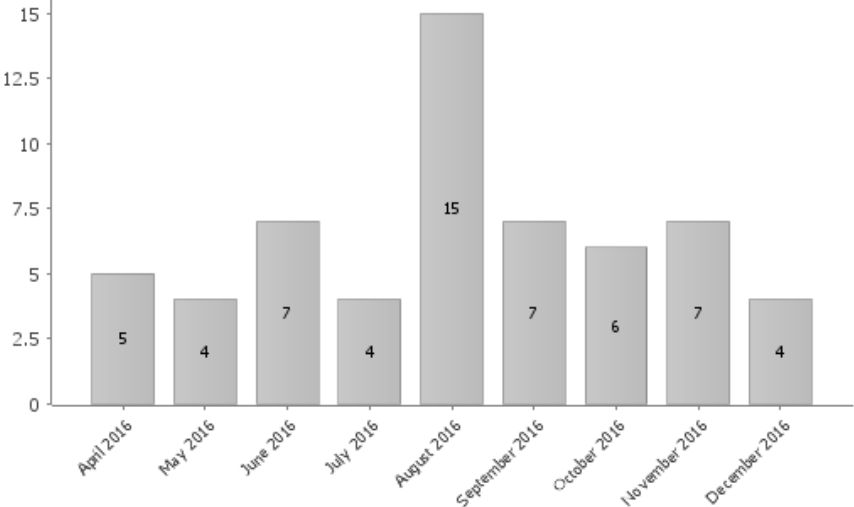
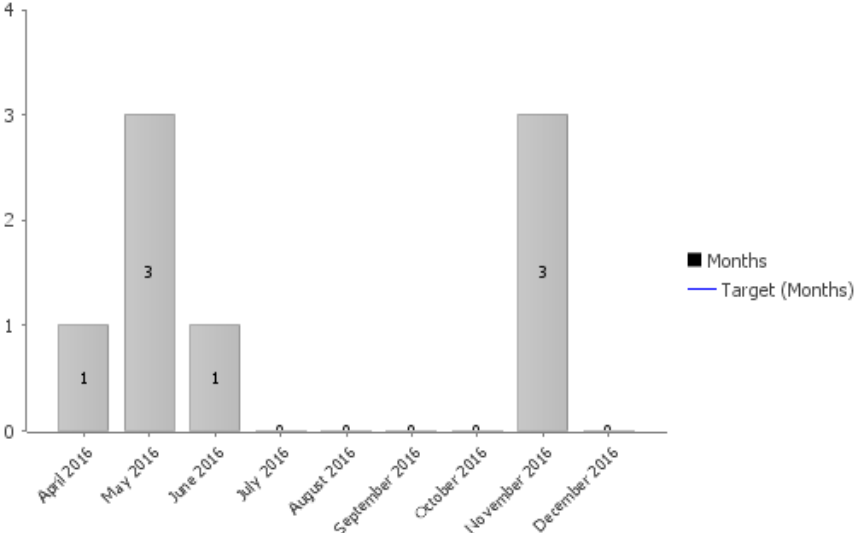
Performance Indicator	Performance	Notes																				
<p>Revenues - Council tax reduction collection rate</p>	<table border="1"> <caption>Council tax reduction collection rate</caption> <thead> <tr> <th>Month</th> <th>Collection Rate</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>12.28%</td></tr> <tr><td>May 2016</td><td>19.5%</td></tr> <tr><td>June 2016</td><td>27.1%</td></tr> <tr><td>July 2016</td><td>34.27%</td></tr> <tr><td>August 2016</td><td>42.65%</td></tr> <tr><td>September 2016</td><td>50.46%</td></tr> <tr><td>October 2016</td><td>58.25%</td></tr> <tr><td>November 2016</td><td>65.69%</td></tr> <tr><td>December 2016</td><td>72.94%</td></tr> </tbody> </table>	Month	Collection Rate	April 2016	12.28%	May 2016	19.5%	June 2016	27.1%	July 2016	34.27%	August 2016	42.65%	September 2016	50.46%	October 2016	58.25%	November 2016	65.69%	December 2016	72.94%	
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<p>Commercial Unit (EKH) - Average no of days taken to re-let council dwellings exc major works</p>	<table border="1"> <caption>Average no of days taken to re-let council dwellings</caption> <thead> <tr> <th>Quarter</th> <th>Average Days</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>15.2</td></tr> <tr><td>Q2 2016/17</td><td>20.88</td></tr> <tr><td>Q3 2016/17</td><td>22.76</td></tr> </tbody> </table>	Quarter	Average Days	Q1 2016/17	15.2	Q2 2016/17	20.88	Q3 2016/17	22.76	<p>Target is 19 days</p> <p>EKH are experiencing difficulties in re-letting one particular property, which as a result is increasing the average number of days taken to re-let.</p>												
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Q1 2016/17	15.2																					
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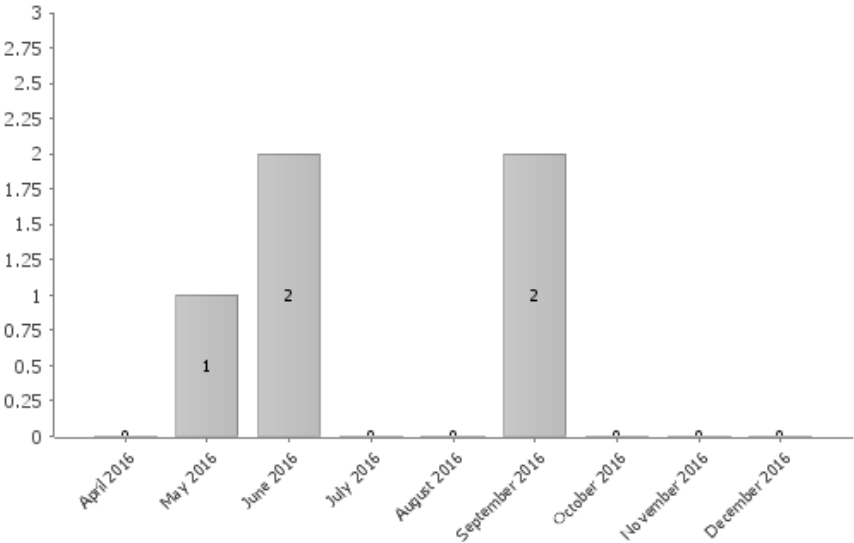
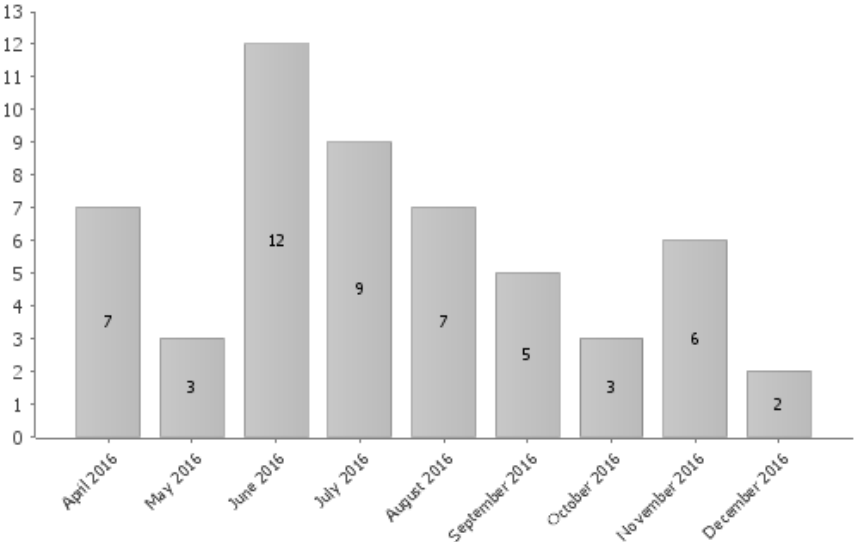
Performance Indicator	Performance	Notes								
Commercial Unit (EKH) - % of emergency repairs completed on time	<p>A bar chart with a vertical axis from 0% to 100% in 10% increments. The horizontal axis has three categories: Q1 2016/17, Q2 2016/17, and Q3 2016/17. The bars are grey and their values are labeled inside: 98.57%, 99.38%, and 100% respectively.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>98.57%</td> </tr> <tr> <td>Q2 2016/17</td> <td>99.38%</td> </tr> <tr> <td>Q3 2016/17</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Performance (%)	Q1 2016/17	98.57%	Q2 2016/17	99.38%	Q3 2016/17	100%	Target is 98%
Quarter	Performance (%)									
Q1 2016/17	98.57%									
Q2 2016/17	99.38%									
Q3 2016/17	100%									
Commercial Unit (EKH) - % of routine repairs completed on time	<p>A bar chart with a vertical axis from 0% to 100% in 10% increments. The horizontal axis has three categories: Q1 2016/17, Q2 2016/17, and Q3 2016/17. The bars are grey and their values are labeled inside: 98.55%, 99.72%, and 99.84% respectively.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>98.55%</td> </tr> <tr> <td>Q2 2016/17</td> <td>99.72%</td> </tr> <tr> <td>Q3 2016/17</td> <td>99.84%</td> </tr> </tbody> </table>	Quarter	Performance (%)	Q1 2016/17	98.55%	Q2 2016/17	99.72%	Q3 2016/17	99.84%	Target is 90%
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Performance Indicator	Performance	Notes																																						
Commercial Unit - % of invoices paid within the agreed timescales	<table border="1"> <caption>Commercial Unit - % of invoices paid within the agreed timescales</caption> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>96.97%</td> </tr> <tr> <td>Q2 2016/17</td> <td>95.3%</td> </tr> <tr> <td>Q3 2016/17</td> <td>96.27%</td> </tr> </tbody> </table>	Quarter	Performance (%)	Q1 2016/17	96.97%	Q2 2016/17	95.3%	Q3 2016/17	96.27%	<table border="1"> <thead> <tr> <th>Department</th> <th>On Time</th> </tr> </thead> <tbody> <tr><td>Charities</td><td>100%</td></tr> <tr><td>Communications</td><td>100%</td></tr> <tr><td>Communities</td><td>98.95%</td></tr> <tr><td>Commercial &amp; Technical Services</td><td>94.06%</td></tr> <tr><td>Democratic Services &amp; Law</td><td>94.44%</td></tr> <tr><td>Director – Strategic Operations</td><td>100%</td></tr> <tr><td>Director – Strategic Development</td><td>100%</td></tr> <tr><td>Economic Development</td><td>100%</td></tr> <tr><td>East Kent Housing</td><td>98.92%</td></tr> <tr><td>Finance</td><td>95.58%</td></tr> <tr><td>Human Resources</td><td>100%</td></tr> <tr><td>Leadership Support</td><td>100%</td></tr> <tr><td>Planning</td><td>97.22%</td></tr> <tr><td>Strategic Development Projects</td><td>94.59%</td></tr> </tbody> </table>	Department	On Time	Charities	100%	Communications	100%	Communities	98.95%	Commercial & Technical Services	94.06%	Democratic Services & Law	94.44%	Director – Strategic Operations	100%	Director – Strategic Development	100%	Economic Development	100%	East Kent Housing	98.92%	Finance	95.58%	Human Resources	100%	Leadership Support	100%	Planning	97.22%	Strategic Development Projects	94.59%
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Environmental Health (Pollution Control) - Number of enforcement notices served	<table border="1"> <caption>Environmental Health (Pollution Control) - Number of enforcement notices served</caption> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>1</td><td>6</td></tr> <tr><td>May 2016</td><td>12</td><td>6</td></tr> <tr><td>June 2016</td><td>3</td><td>6</td></tr> <tr><td>July 2016</td><td>6</td><td>6</td></tr> <tr><td>August 2016</td><td>2</td><td>6</td></tr> <tr><td>September 2016</td><td>4</td><td>6</td></tr> <tr><td>October 2016</td><td>14</td><td>6</td></tr> <tr><td>November 2016</td><td>57</td><td>6</td></tr> <tr><td>December 2016</td><td>6</td><td>6</td></tr> </tbody> </table>	Month	Months	Target (Months)	April 2016	1	6	May 2016	12	6	June 2016	3	6	July 2016	6	6	August 2016	2	6	September 2016	4	6	October 2016	14	6	November 2016	57	6	December 2016	6	6	<p>The significant increase in the number of notices served in November was due to the Trade Waste Project undertaken in Hythe High Street. 161 businesses were checked for trade waste agreements. 42 businesses did not comply with the request to produce the trade waste agreement and were served notices.</p>								
Month	Months	Target (Months)																																						
April 2016	1	6																																						
May 2016	12	6																																						
June 2016	3	6																																						
July 2016	6	6																																						
August 2016	2	6																																						
September 2016	4	6																																						
October 2016	14	6																																						
November 2016	57	6																																						
December 2016	6	6																																						

Performance Indicator	Performance	Notes																				
Environmental Health (Pollution Control) - Compliant part A & part B environmental permits	 <p>A bar chart with a vertical axis from 0 to 25 in increments of 2.5. The horizontal axis lists months from April 2016 to December 2016. Each bar represents the number of compliant businesses, with the value '27' printed inside each bar.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>27</td></tr> <tr><td>May 2016</td><td>27</td></tr> <tr><td>June 2016</td><td>27</td></tr> <tr><td>July 2016</td><td>27</td></tr> <tr><td>August 2016</td><td>27</td></tr> <tr><td>September 2016</td><td>27</td></tr> <tr><td>October 2016</td><td>27</td></tr> <tr><td>November 2016</td><td>27</td></tr> <tr><td>December 2016</td><td>27</td></tr> </tbody> </table>	Month	Count	April 2016	27	May 2016	27	June 2016	27	July 2016	27	August 2016	27	September 2016	27	October 2016	27	November 2016	27	December 2016	27	There are 27 businesses that are regulated in the Shepway area for pollution.
Month	Count																					
April 2016	27																					
May 2016	27																					
June 2016	27																					
July 2016	27																					
August 2016	27																					
September 2016	27																					
October 2016	27																					
November 2016	27																					
December 2016	27																					
Environmental Health (Pollution Control) - Compliant air quality monitoring sites	 <p>A bar chart with a vertical axis from 0 to 14 in increments of 1. The horizontal axis lists months from April 2016 to December 2016. Bars for April-August show 12 sites, while bars for September-December show 13 sites.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>12</td></tr> <tr><td>May 2016</td><td>12</td></tr> <tr><td>June 2016</td><td>12</td></tr> <tr><td>July 2016</td><td>12</td></tr> <tr><td>August 2016</td><td>12</td></tr> <tr><td>September 2016</td><td>13</td></tr> <tr><td>October 2016</td><td>13</td></tr> <tr><td>November 2016</td><td>13</td></tr> <tr><td>December 2016</td><td>13</td></tr> </tbody> </table>	Month	Count	April 2016	12	May 2016	12	June 2016	12	July 2016	12	August 2016	12	September 2016	13	October 2016	13	November 2016	13	December 2016	13	There are 13 sites in the district.
Month	Count																					
April 2016	12																					
May 2016	12																					
June 2016	12																					
July 2016	12																					
August 2016	12																					
September 2016	13																					
October 2016	13																					
November 2016	13																					
December 2016	13																					

Performance Indicator	Performance	Notes																				
Environmental Health (Pollution Control) - Number of contaminated land enquiries successfully dealt with	 <table border="1" data-bbox="510 252 1361 783"> <thead> <tr> <th>Month</th> <th>Number of enquiries</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>2</td></tr> <tr><td>May 2016</td><td>9</td></tr> <tr><td>June 2016</td><td>4</td></tr> <tr><td>July 2016</td><td>3</td></tr> <tr><td>August 2016</td><td>1</td></tr> <tr><td>September 2016</td><td>6</td></tr> <tr><td>October 2016</td><td>7</td></tr> <tr><td>November 2016</td><td>3</td></tr> <tr><td>December 2016</td><td>1</td></tr> </tbody> </table>	Month	Number of enquiries	April 2016	2	May 2016	9	June 2016	4	July 2016	3	August 2016	1	September 2016	6	October 2016	7	November 2016	3	December 2016	1	
Month	Number of enquiries																					
April 2016	2																					
May 2016	9																					
June 2016	4																					
July 2016	3																					
August 2016	1																					
September 2016	6																					
October 2016	7																					
November 2016	3																					
December 2016	1																					
Environmental Health (Pollution Control) - Stray dogs found	 <table border="1" data-bbox="510 805 1361 1337"> <thead> <tr> <th>Month</th> <th>Number of stray dogs found</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>14</td></tr> <tr><td>May 2016</td><td>19</td></tr> <tr><td>June 2016</td><td>13</td></tr> <tr><td>July 2016</td><td>17</td></tr> <tr><td>August 2016</td><td>13</td></tr> <tr><td>September 2016</td><td>35</td></tr> <tr><td>October 2016</td><td>14</td></tr> <tr><td>November 2016</td><td>14</td></tr> <tr><td>December 2016</td><td>12</td></tr> </tbody> </table>	Month	Number of stray dogs found	April 2016	14	May 2016	19	June 2016	13	July 2016	17	August 2016	13	September 2016	35	October 2016	14	November 2016	14	December 2016	12	From Q1 2017/18, this information will be collated to demonstrate stray dogs found and successfully returned under one chart to allow comparison.
Month	Number of stray dogs found																					
April 2016	14																					
May 2016	19																					
June 2016	13																					
July 2016	17																					
August 2016	13																					
September 2016	35																					
October 2016	14																					
November 2016	14																					
December 2016	12																					

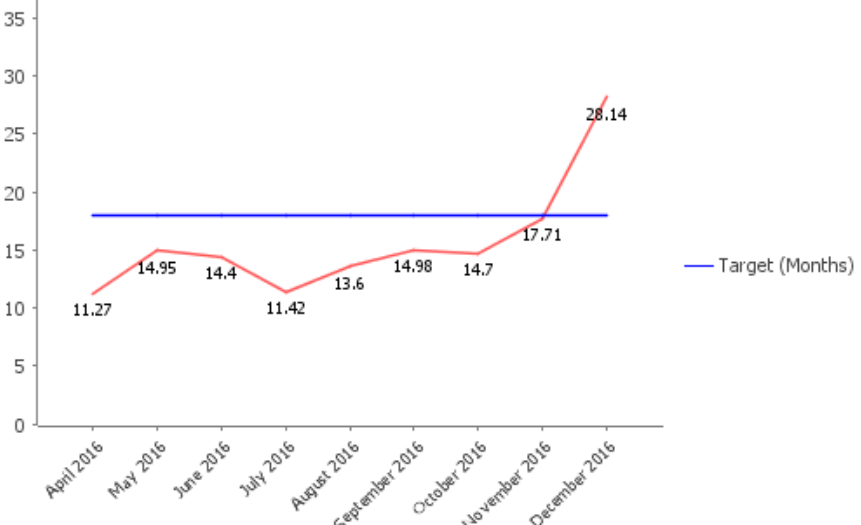
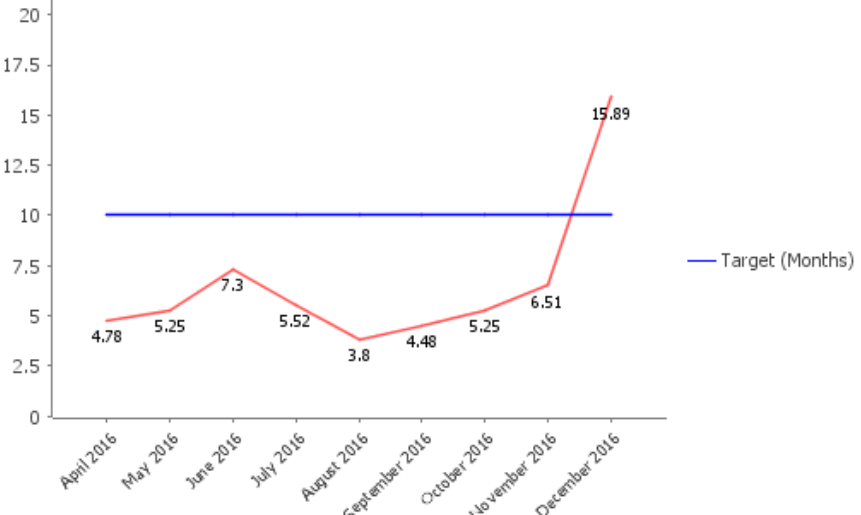
Performance Indicator	Performance	Notes																				
Environmental Health (Pollution Control) - Stray dogs successfully returned to owner	 <table border="1" data-bbox="510 263 1361 772"> <thead> <tr> <th>Month</th> <th>Number of Stray Dogs Returned</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>5</td></tr> <tr><td>May 2016</td><td>4</td></tr> <tr><td>June 2016</td><td>7</td></tr> <tr><td>July 2016</td><td>4</td></tr> <tr><td>August 2016</td><td>15</td></tr> <tr><td>September 2016</td><td>7</td></tr> <tr><td>October 2016</td><td>6</td></tr> <tr><td>November 2016</td><td>7</td></tr> <tr><td>December 2016</td><td>4</td></tr> </tbody> </table>	Month	Number of Stray Dogs Returned	April 2016	5	May 2016	4	June 2016	7	July 2016	4	August 2016	15	September 2016	7	October 2016	6	November 2016	7	December 2016	4	Following the approval of the Stray Dog Policy, all stray dogs returned to their owners will now be micro-chipped before being released, to ensure more stray dogs can be identified and returned to their owners.
Month	Number of Stray Dogs Returned																					
April 2016	5																					
May 2016	4																					
June 2016	7																					
July 2016	4																					
August 2016	15																					
September 2016	7																					
October 2016	6																					
November 2016	7																					
December 2016	4																					
Environmental Health (Enforcement) - successful prosecutions	 <table border="1" data-bbox="510 785 1361 1319"> <thead> <tr> <th>Month</th> <th>Number of Successful Prosecutions</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>1</td></tr> <tr><td>May 2016</td><td>3</td></tr> <tr><td>June 2016</td><td>1</td></tr> <tr><td>July 2016</td><td>0</td></tr> <tr><td>August 2016</td><td>0</td></tr> <tr><td>September 2016</td><td>0</td></tr> <tr><td>October 2016</td><td>0</td></tr> <tr><td>November 2016</td><td>3</td></tr> <tr><td>December 2016</td><td>0</td></tr> </tbody> </table> <p>Legend: ■ Months, — Target (Months)</p>	Month	Number of Successful Prosecutions	April 2016	1	May 2016	3	June 2016	1	July 2016	0	August 2016	0	September 2016	0	October 2016	0	November 2016	3	December 2016	0	The team's target is 5 successful prosecutions per annum.  Following work in Quarter 2, working alongside our Legal team to prepare potential prosecution cases, Quarter 3 delivered three successful prosecutions, two were for fly-tipping and one was where an offender failed to comply with a CPN.
Month	Number of Successful Prosecutions																					
April 2016	1																					
May 2016	3																					
June 2016	1																					
July 2016	0																					
August 2016	0																					
September 2016	0																					
October 2016	0																					
November 2016	3																					
December 2016	0																					

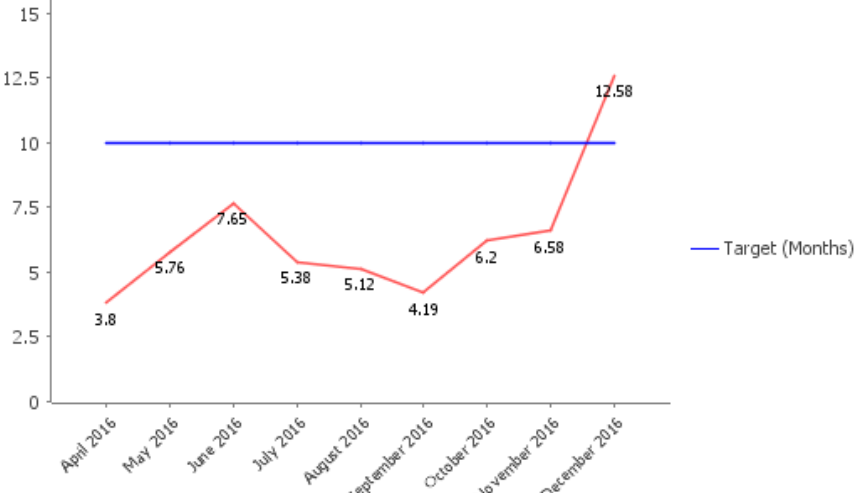
Performance Indicator	Performance	Notes																				
Environmental Health (Enforcement) - formal cautions issued	 <table border="1" data-bbox="510 245 1361 790"> <thead> <tr> <th>Month</th> <th>Number of Cautions</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>0</td></tr> <tr><td>May 2016</td><td>1</td></tr> <tr><td>June 2016</td><td>2</td></tr> <tr><td>July 2016</td><td>0</td></tr> <tr><td>August 2016</td><td>0</td></tr> <tr><td>September 2016</td><td>2</td></tr> <tr><td>October 2016</td><td>0</td></tr> <tr><td>November 2016</td><td>0</td></tr> <tr><td>December 2016</td><td>0</td></tr> </tbody> </table>	Month	Number of Cautions	April 2016	0	May 2016	1	June 2016	2	July 2016	0	August 2016	0	September 2016	2	October 2016	0	November 2016	0	December 2016	0	<p>None were issued this quarter.</p> <p>Cautions are generally low as the team generally move towards prosecution and not formal warnings.</p>
Month	Number of Cautions																					
April 2016	0																					
May 2016	1																					
June 2016	2																					
July 2016	0																					
August 2016	0																					
September 2016	2																					
October 2016	0																					
November 2016	0																					
December 2016	0																					
Environmental Health (Enforcement) – fixed penalty notices issued	 <table border="1" data-bbox="510 799 1361 1342"> <thead> <tr> <th>Month</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>7</td></tr> <tr><td>May 2016</td><td>3</td></tr> <tr><td>June 2016</td><td>12</td></tr> <tr><td>July 2016</td><td>9</td></tr> <tr><td>August 2016</td><td>7</td></tr> <tr><td>September 2016</td><td>5</td></tr> <tr><td>October 2016</td><td>3</td></tr> <tr><td>November 2016</td><td>6</td></tr> <tr><td>December 2016</td><td>2</td></tr> </tbody> </table>	Month	Number of FPNs	April 2016	7	May 2016	3	June 2016	12	July 2016	9	August 2016	7	September 2016	5	October 2016	3	November 2016	6	December 2016	2	<p>11 fixed penalty notices were issued in quarter 3, 7 for litter and 4 were for dogs being off leads in designated areas.</p> <p>Concentrating our patrols on hot spots areas where customer reporting is at its highest has resulted in 66 FPNs being issued to date this year, compared to 29 issued in 2015/16. This is a real success story for the team.</p>
Month	Number of FPNs																					
April 2016	7																					
May 2016	3																					
June 2016	12																					
July 2016	9																					
August 2016	7																					
September 2016	5																					
October 2016	3																					
November 2016	6																					
December 2016	2																					

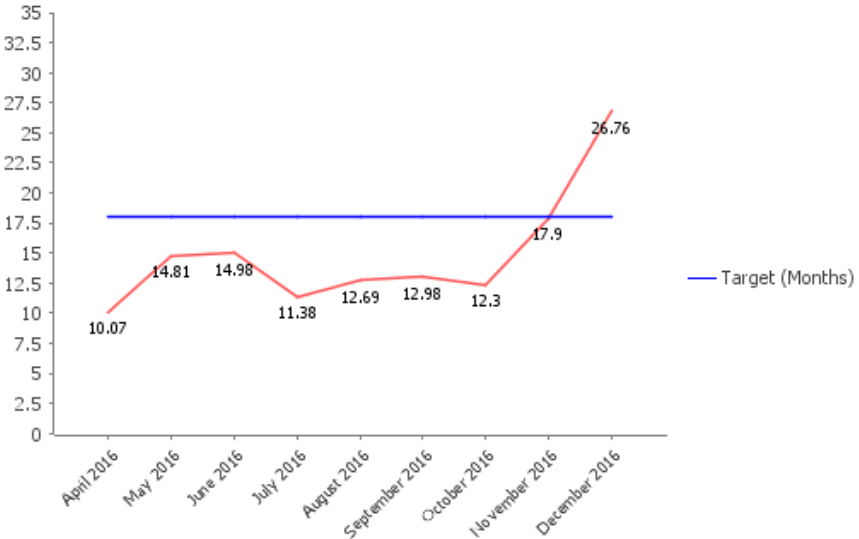
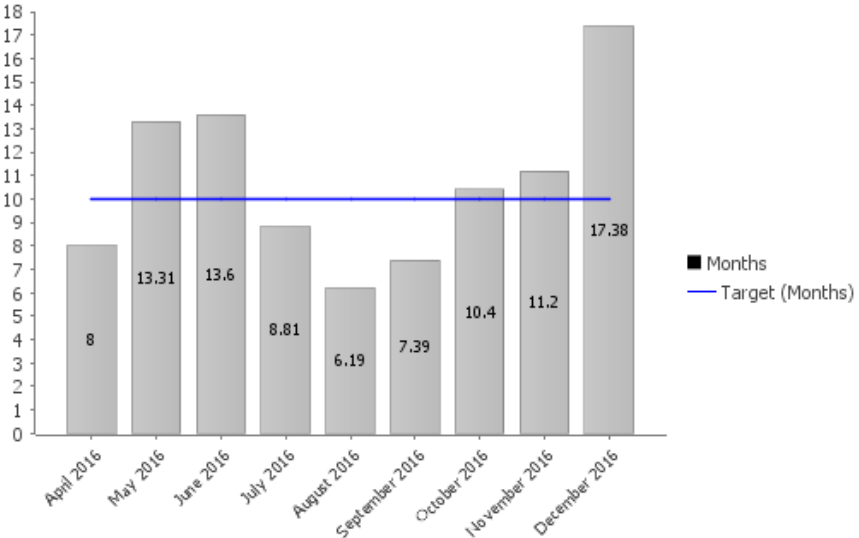
Performance Indicator	Performance	Notes																				
Environmental Health (Enforcement) - number of hours spent on environmental crime patrol	<table border="1"> <caption>Environmental Health (Enforcement) - number of hours spent on environmental crime patrol</caption> <thead> <tr> <th>Month</th> <th>Hours</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>255</td></tr> <tr><td>May 2016</td><td>239</td></tr> <tr><td>June 2016</td><td>354</td></tr> <tr><td>July 2016</td><td>296</td></tr> <tr><td>August 2016</td><td>137</td></tr> <tr><td>September 2016</td><td>34.5</td></tr> <tr><td>October 2016</td><td>102</td></tr> <tr><td>November 2016</td><td>108</td></tr> <tr><td>December 2016</td><td>118</td></tr> </tbody> </table>	Month	Hours	April 2016	255	May 2016	239	June 2016	354	July 2016	296	August 2016	137	September 2016	34.5	October 2016	102	November 2016	108	December 2016	118	<p>Despite patrol hours dipping due to resource issues, the team has managed to retain its focus on a proactive approach towards enforcement. Patrol hours for Q2 and Q3 have concentrated on hot spot areas reported by customers, resulting in a record 42 Enforcement Notices being issued as part of a targeted exercise of commercial properties in Hythe following an increase in the unauthorised depositing of controlled waste. Subsequent FPNs have been issued to those businesses failing to comply, which will bring increased enforcement figures in Q4.</p> <p>The team continues to work smarter and more effectively to ensure patrol hours are proactively targeting key areas of the district, to ensure opportunities for Enforcement Notices and FPNs being issued is maximised.</p>
Month	Hours																					
April 2016	255																					
May 2016	239																					
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September 2016	34.5																					
October 2016	102																					
November 2016	108																					
December 2016	118																					
Complaints & FOI - Standard FOI requests will be satisfactorily replied to within statutory timeframe of 20 working days	<table border="1"> <caption>Complaints &amp; FOI - Standard FOI requests will be satisfactorily replied to within statutory timeframe of 20 working days</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>96.6%</td></tr> <tr><td>May 2016</td><td>81.5%</td></tr> <tr><td>June 2016</td><td>29.6%</td></tr> <tr><td>July 2016</td><td>50%</td></tr> <tr><td>August 2016</td><td>98.4%</td></tr> <tr><td>September 2016</td><td>98.27%</td></tr> <tr><td>October 2016</td><td>98.78%</td></tr> <tr><td>November 2016</td><td>99.03%</td></tr> <tr><td>December 2016</td><td>98.06%</td></tr> </tbody> </table>	Month	Percentage	April 2016	96.6%	May 2016	81.5%	June 2016	29.6%	July 2016	50%	August 2016	98.4%	September 2016	98.27%	October 2016	98.78%	November 2016	99.03%	December 2016	98.06%	<p><b>Quarter 1</b>                      April – 58 received                      May - 65 received                      June – 54 received</p> <p><b>Quarter 2</b>                      July – 64 received                      August – 63 received                      September – 58 received</p> <p><b>Quarter 3</b>                      October – 82 received                      November – 103 received                      December – 103 received</p>
Month	Percentage																					
April 2016	96.6%																					
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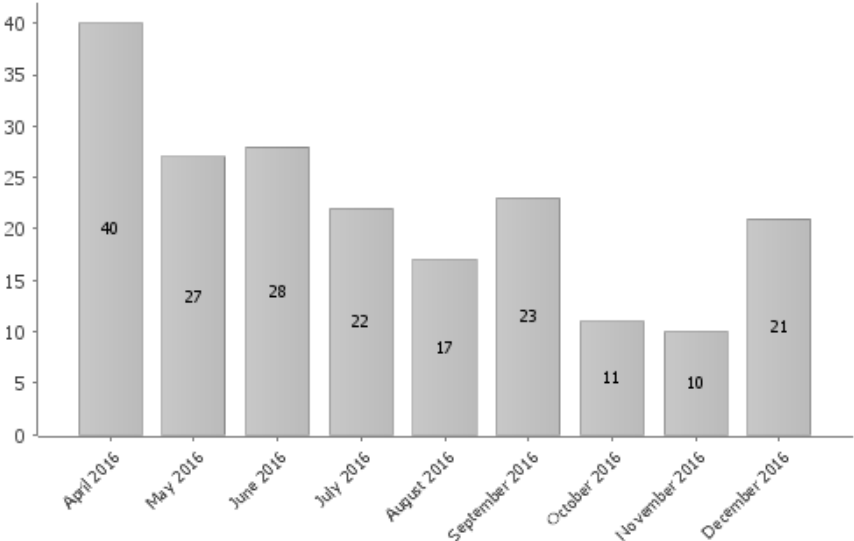
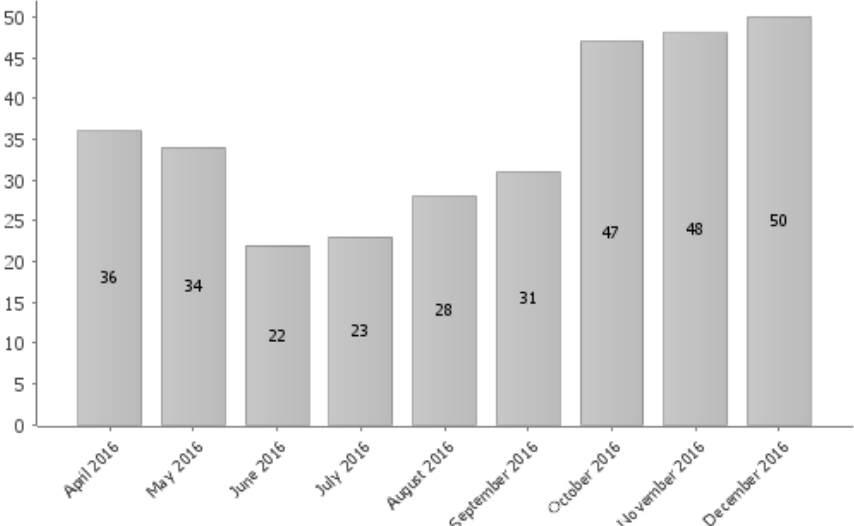
Performance Indicator	Performance	Notes																				
<p>Complaints &amp; FOI - All subject access requests will be satisfactorily replied to within the statutory timeframe of 40 days</p>	<table border="1"> <caption>Performance Data for 40-day Statutory Timeframe</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>66.7%</td></tr> <tr><td>May 2016</td><td>0%</td></tr> <tr><td>June 2016</td><td>100%</td></tr> <tr><td>July 2016</td><td>100%</td></tr> <tr><td>August 2016</td><td>100%</td></tr> <tr><td>September 2016</td><td>50%</td></tr> <tr><td>October 2016</td><td>100%</td></tr> <tr><td>November 2016</td><td>100%</td></tr> <tr><td>December 2016</td><td>100%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	66.7%	May 2016	0%	June 2016	100%	July 2016	100%	August 2016	100%	September 2016	50%	October 2016	100%	November 2016	100%	December 2016	100%	<p>October – 2 requests were received</p> <p>November – 2 requests were received</p> <p>December - 2 requests were received</p>
Month	Performance (%)																					
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August 2016	100%																					
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October 2016	100%																					
November 2016	100%																					
December 2016	100%																					
<p>Complaints &amp; FOI - All complaints will be acknowledged within 5 days</p>	<table border="1"> <caption>Performance Data for 5-day Acknowledgment</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>100%</td></tr> <tr><td>May 2016</td><td>100%</td></tr> <tr><td>June 2016</td><td>100%</td></tr> <tr><td>July 2016</td><td>100%</td></tr> <tr><td>August 2016</td><td>100%</td></tr> <tr><td>September 2016</td><td>100%</td></tr> <tr><td>October 2016</td><td>100%</td></tr> <tr><td>November 2016</td><td>100%</td></tr> <tr><td>December 2016</td><td>100%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	100%	May 2016	100%	June 2016	100%	July 2016	100%	August 2016	100%	September 2016	100%	October 2016	100%	November 2016	100%	December 2016	100%	
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Performance Indicator	Performance	Notes																														
<p>Benefits - Average number of days taken to process new claims for Housing Benefit</p>	 <table border="1"> <caption>Performance Data for Housing Benefit (Days)</caption> <thead> <tr> <th>Month</th> <th>Actual (Days)</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>11.27</td><td>18</td></tr> <tr><td>May 2016</td><td>14.95</td><td>18</td></tr> <tr><td>June 2016</td><td>14.4</td><td>18</td></tr> <tr><td>July 2016</td><td>11.42</td><td>18</td></tr> <tr><td>August 2016</td><td>13.6</td><td>18</td></tr> <tr><td>September 2016</td><td>14.98</td><td>18</td></tr> <tr><td>October 2016</td><td>14.7</td><td>18</td></tr> <tr><td>November 2016</td><td>17.71</td><td>18</td></tr> <tr><td>December 2016</td><td>28.14</td><td>18</td></tr> </tbody> </table>	Month	Actual (Days)	Target (Months)	April 2016	11.27	18	May 2016	14.95	18	June 2016	14.4	18	July 2016	11.42	18	August 2016	13.6	18	September 2016	14.98	18	October 2016	14.7	18	November 2016	17.71	18	December 2016	28.14	18	<p>Monthly target is to process within 18 days.</p> <p>Over recent months the benefits service has implemented a number of significant transformation initiatives. This has resulted in more effective use of technology and staff resources as well as the introduction of more flexible customer service functionality. Inevitably there have been some short-term impacts on day to day operational processing performance while these major changes have been implemented.</p>
Month	Actual (Days)	Target (Months)																														
April 2016	11.27	18																														
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<p>Benefits - Average number of days to process new claims for Housing Benefit from the date the complete evidence is received.</p>	 <table border="1"> <caption>Performance Data for Housing Benefit (Days from Evidence)</caption> <thead> <tr> <th>Month</th> <th>Actual (Days)</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>4.78</td><td>10</td></tr> <tr><td>May 2016</td><td>5.25</td><td>10</td></tr> <tr><td>June 2016</td><td>7.3</td><td>10</td></tr> <tr><td>July 2016</td><td>5.52</td><td>10</td></tr> <tr><td>August 2016</td><td>3.8</td><td>10</td></tr> <tr><td>September 2016</td><td>4.48</td><td>10</td></tr> <tr><td>October 2016</td><td>5.25</td><td>10</td></tr> <tr><td>November 2016</td><td>6.51</td><td>10</td></tr> <tr><td>December 2016</td><td>15.89</td><td>10</td></tr> </tbody> </table>	Month	Actual (Days)	Target (Months)	April 2016	4.78	10	May 2016	5.25	10	June 2016	7.3	10	July 2016	5.52	10	August 2016	3.8	10	September 2016	4.48	10	October 2016	5.25	10	November 2016	6.51	10	December 2016	15.89	10	<p>Monthly target is to process within 10 days.</p>
Month	Actual (Days)	Target (Months)																														
April 2016	4.78	10																														
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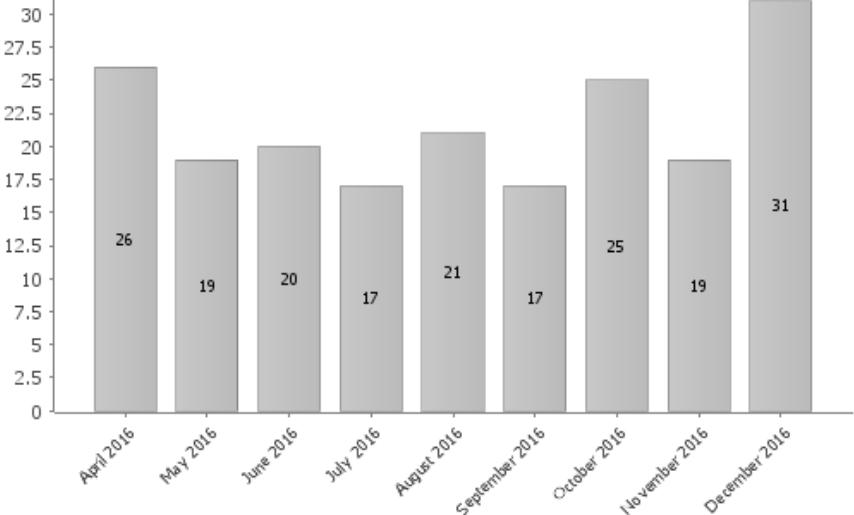
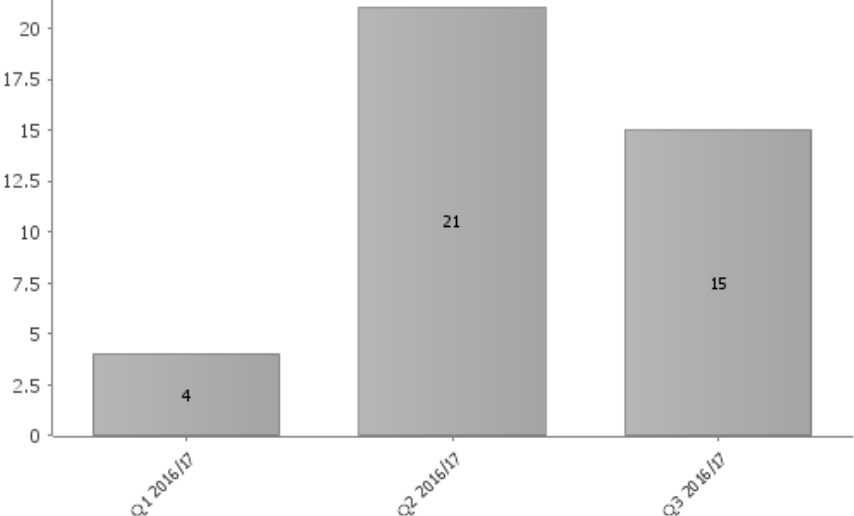
Performance Indicator	Performance	Notes																				
Benefits - Average number of days taken to process change of circumstances for Housing Benefit	 <table border="1"> <caption>Performance Data for Housing Benefit (Days)</caption> <thead> <tr> <th>Month</th> <th>Average Number of Days</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>3.8</td></tr> <tr><td>May 2016</td><td>5.76</td></tr> <tr><td>June 2016</td><td>7.65</td></tr> <tr><td>July 2016</td><td>5.38</td></tr> <tr><td>August 2016</td><td>5.12</td></tr> <tr><td>September 2016</td><td>4.19</td></tr> <tr><td>October 2016</td><td>6.2</td></tr> <tr><td>November 2016</td><td>6.58</td></tr> <tr><td>December 2016</td><td>12.58</td></tr> </tbody> </table>	Month	Average Number of Days	April 2016	3.8	May 2016	5.76	June 2016	7.65	July 2016	5.38	August 2016	5.12	September 2016	4.19	October 2016	6.2	November 2016	6.58	December 2016	12.58	Monthly target is to process within 10 days.
Month	Average Number of Days																					
April 2016	3.8																					
May 2016	5.76																					
June 2016	7.65																					
July 2016	5.38																					
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September 2016	4.19																					
October 2016	6.2																					
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Benefits - Average number of days to process change of circumstances for Housing Benefit from the date complete evidence is received.	 <table border="1"> <caption>Performance Data for Housing Benefit (Days from Evidence Received)</caption> <thead> <tr> <th>Month</th> <th>Average Number of Days</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>3.12</td></tr> <tr><td>May 2016</td><td>4.75</td></tr> <tr><td>June 2016</td><td>6.81</td></tr> <tr><td>July 2016</td><td>4.87</td></tr> <tr><td>August 2016</td><td>4.05</td></tr> <tr><td>September 2016</td><td>3.74</td></tr> <tr><td>October 2016</td><td>5.17</td></tr> <tr><td>November 2016</td><td>4.55</td></tr> <tr><td>December 2016</td><td>10.76</td></tr> </tbody> </table>	Month	Average Number of Days	April 2016	3.12	May 2016	4.75	June 2016	6.81	July 2016	4.87	August 2016	4.05	September 2016	3.74	October 2016	5.17	November 2016	4.55	December 2016	10.76	Monthly target is to process within 7 days.
Month	Average Number of Days																					
April 2016	3.12																					
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Performance Indicator	Performance	Notes																														
<p>Benefits - Average number of days taken to process new claims for Council Tax Reduction</p>	 <table border="1"> <caption>Performance Data for New Claims</caption> <thead> <tr> <th>Month</th> <th>Performance (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>10.07</td><td>17.9</td></tr> <tr><td>May 2016</td><td>14.81</td><td>17.9</td></tr> <tr><td>June 2016</td><td>14.98</td><td>17.9</td></tr> <tr><td>July 2016</td><td>11.38</td><td>17.9</td></tr> <tr><td>August 2016</td><td>12.69</td><td>17.9</td></tr> <tr><td>September 2016</td><td>12.98</td><td>17.9</td></tr> <tr><td>October 2016</td><td>12.3</td><td>17.9</td></tr> <tr><td>November 2016</td><td>17.9</td><td>17.9</td></tr> <tr><td>December 2016</td><td>26.76</td><td>17.9</td></tr> </tbody> </table>	Month	Performance (Days)	Target (Days)	April 2016	10.07	17.9	May 2016	14.81	17.9	June 2016	14.98	17.9	July 2016	11.38	17.9	August 2016	12.69	17.9	September 2016	12.98	17.9	October 2016	12.3	17.9	November 2016	17.9	17.9	December 2016	26.76	17.9	<p>Monthly target is to process within 18 days.</p>
Month	Performance (Days)	Target (Days)																														
April 2016	10.07	17.9																														
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<p>Benefits - Average number of days taken to process change of circumstances for Council Tax Reduction</p>	 <table border="1"> <caption>Performance Data for Change of Circumstances</caption> <thead> <tr> <th>Month</th> <th>Performance (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>8</td><td>10</td></tr> <tr><td>May 2016</td><td>13.31</td><td>10</td></tr> <tr><td>June 2016</td><td>13.6</td><td>10</td></tr> <tr><td>July 2016</td><td>8.81</td><td>10</td></tr> <tr><td>August 2016</td><td>6.19</td><td>10</td></tr> <tr><td>September 2016</td><td>7.39</td><td>10</td></tr> <tr><td>October 2016</td><td>10.4</td><td>10</td></tr> <tr><td>November 2016</td><td>11.2</td><td>10</td></tr> <tr><td>December 2016</td><td>17.38</td><td>10</td></tr> </tbody> </table>	Month	Performance (Days)	Target (Days)	April 2016	8	10	May 2016	13.31	10	June 2016	13.6	10	July 2016	8.81	10	August 2016	6.19	10	September 2016	7.39	10	October 2016	10.4	10	November 2016	11.2	10	December 2016	17.38	10	<p>Monthly target is to process within 10 days.</p>
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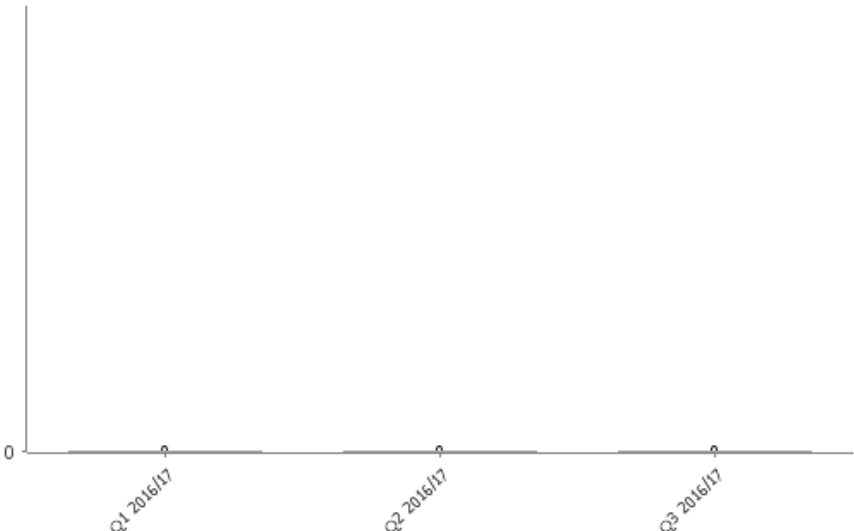
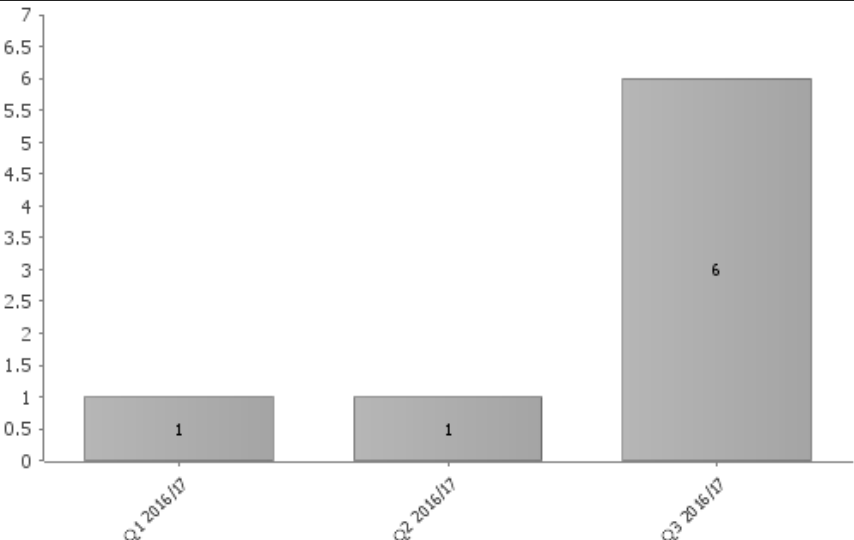
Performance Indicator	Performance	Notes																				
Benefits - HB Processing accuracy	<table border="1"> <caption>HB Processing Accuracy Data</caption> <thead> <tr> <th>Month</th> <th>Accuracy (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>92.67%</td></tr> <tr><td>May 2016</td><td>95.27%</td></tr> <tr><td>June 2016</td><td>92.5%</td></tr> <tr><td>July 2016</td><td>94.54%</td></tr> <tr><td>August 2016</td><td>99.11%</td></tr> <tr><td>September 2016</td><td>97.42%</td></tr> <tr><td>October 2016</td><td>92.86%</td></tr> <tr><td>November 2016</td><td>92.75%</td></tr> <tr><td>December 2016</td><td>92.81%</td></tr> </tbody> </table>	Month	Accuracy (%)	April 2016	92.67%	May 2016	95.27%	June 2016	92.5%	July 2016	94.54%	August 2016	99.11%	September 2016	97.42%	October 2016	92.86%	November 2016	92.75%	December 2016	92.81%	
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November 2016	92.75%																					
December 2016	92.81%																					
Benefits - To process applications for Discretionary Housing Payment within an average of 2 working days	<table border="1"> <caption>Discretionary Housing Payment Processing Data</caption> <thead> <tr> <th>Month</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>100%</td></tr> <tr><td>May 2016</td><td>100%</td></tr> <tr><td>June 2016</td><td>100%</td></tr> <tr><td>July 2016</td><td>100%</td></tr> <tr><td>August 2016</td><td>96%</td></tr> <tr><td>September 2016</td><td>100%</td></tr> <tr><td>October 2016</td><td>97.56%</td></tr> <tr><td>November 2016</td><td>100%</td></tr> <tr><td>December 2016</td><td>100%</td></tr> </tbody> </table>	Month	Percentage (%)	April 2016	100%	May 2016	100%	June 2016	100%	July 2016	100%	August 2016	96%	September 2016	100%	October 2016	97.56%	November 2016	100%	December 2016	100%	
Month	Percentage (%)																					
April 2016	100%																					
May 2016	100%																					
June 2016	100%																					
July 2016	100%																					
August 2016	96%																					
September 2016	100%																					
October 2016	97.56%																					
November 2016	100%																					
December 2016	100%																					

Performance Indicator	Performance	Notes																				
Housing Options - Number of homeless decisions made	 <table border="1"> <caption>Number of Homeless Decisions Made (2016)</caption> <thead> <tr> <th>Month</th> <th>Number of Decisions</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>40</td></tr> <tr><td>May 2016</td><td>27</td></tr> <tr><td>June 2016</td><td>28</td></tr> <tr><td>July 2016</td><td>22</td></tr> <tr><td>August 2016</td><td>17</td></tr> <tr><td>September 2016</td><td>23</td></tr> <tr><td>October 2016</td><td>11</td></tr> <tr><td>November 2016</td><td>10</td></tr> <tr><td>December 2016</td><td>21</td></tr> </tbody> </table>	Month	Number of Decisions	April 2016	40	May 2016	27	June 2016	28	July 2016	22	August 2016	17	September 2016	23	October 2016	11	November 2016	10	December 2016	21	<p>In Quarter 3, the Housing Options Team received a total of 169 homeless approaches. From this 42 homeless decisions were made.</p> <p>Although there was a dip in performance in October and November due to losing a full-time experienced officer. Decisions started to increase from December once this resource implication had been rectified.</p>
Month	Number of Decisions																					
April 2016	40																					
May 2016	27																					
June 2016	28																					
July 2016	22																					
August 2016	17																					
September 2016	23																					
October 2016	11																					
November 2016	10																					
December 2016	21																					
Housing Options - Average number of people in temporary accommodation	 <table border="1"> <caption>Average Number of People in Temporary Accommodation (2016)</caption> <thead> <tr> <th>Month</th> <th>Average Number of People</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>36</td></tr> <tr><td>May 2016</td><td>34</td></tr> <tr><td>June 2016</td><td>22</td></tr> <tr><td>July 2016</td><td>23</td></tr> <tr><td>August 2016</td><td>28</td></tr> <tr><td>September 2016</td><td>31</td></tr> <tr><td>October 2016</td><td>47</td></tr> <tr><td>November 2016</td><td>48</td></tr> <tr><td>December 2016</td><td>50</td></tr> </tbody> </table>	Month	Average Number of People	April 2016	36	May 2016	34	June 2016	22	July 2016	23	August 2016	28	September 2016	31	October 2016	47	November 2016	48	December 2016	50	<p>In Quarter 3, the team was understaffed by 2 full-time equivalents due to long-term staff sickness. As officers were covering for a variety of Housing Options roles, the team lacked resilience, resulting in increased placements into temporary accommodation.</p>
Month	Average Number of People																					
April 2016	36																					
May 2016	34																					
June 2016	22																					
July 2016	23																					
August 2016	28																					
September 2016	31																					
October 2016	47																					
November 2016	48																					
December 2016	50																					

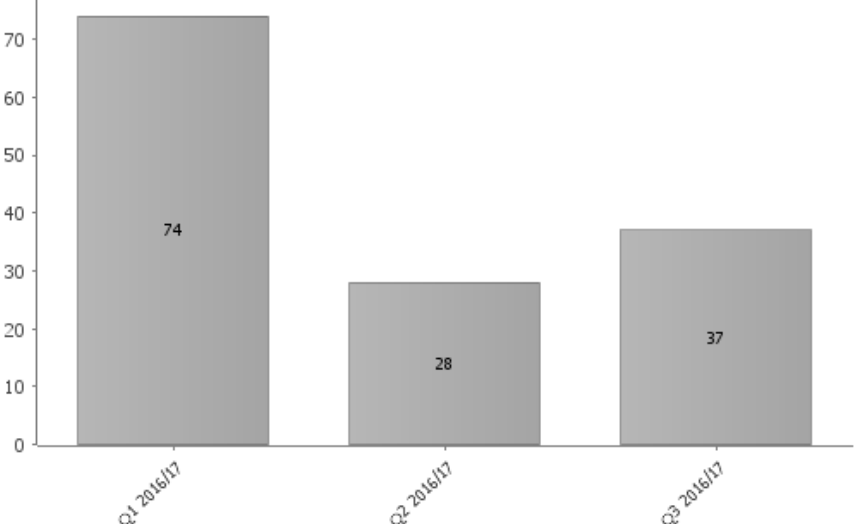
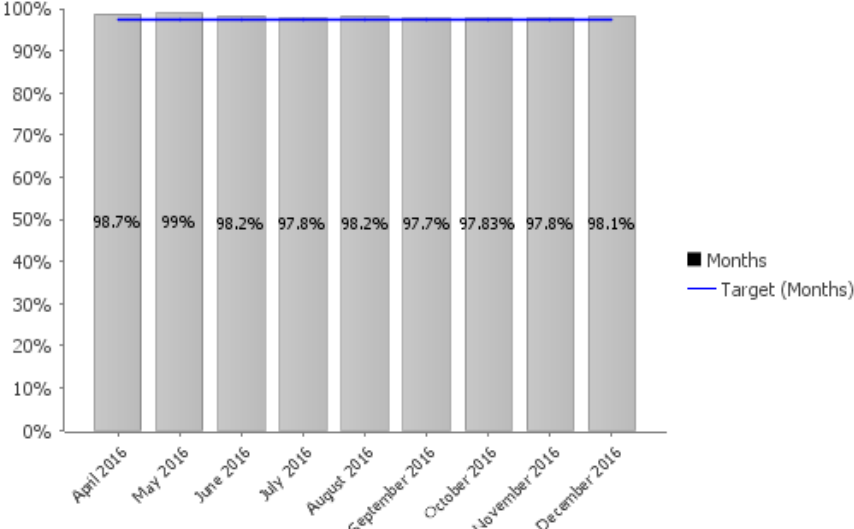
Performance Indicator	Performance	Notes																				
Housing Options - Percentage of homeless cases prevented	<table border="1"> <caption>Percentage of homeless cases prevented</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>50%</td></tr> <tr><td>May 2016</td><td>45%</td></tr> <tr><td>June 2016</td><td>50%</td></tr> <tr><td>July 2016</td><td>40%</td></tr> <tr><td>August 2016</td><td>49%</td></tr> <tr><td>September 2016</td><td>40%</td></tr> <tr><td>October 2016</td><td>46%</td></tr> <tr><td>November 2016</td><td>41%</td></tr> <tr><td>December 2016</td><td>31%</td></tr> </tbody> </table>	Month	Percentage	April 2016	50%	May 2016	45%	June 2016	50%	July 2016	40%	August 2016	49%	September 2016	40%	October 2016	46%	November 2016	41%	December 2016	31%	<p>The Preventions Officers have had to cover the Housing Duty role due to the long-term sickness of the Housing Options Officer and Housing Accommodation Officer. This increased demand has significantly impacted the prevention work and their case management.</p> <p>An ongoing concern is the lack of available and suitable private rented accommodation in order to prevent households from becoming homeless. This is being addressed through our Social Lettings Agency, for which a new Property Manager has been appointed who has experience with lettings agencies and landlord liaison.</p>
Month	Percentage																					
April 2016	50%																					
May 2016	45%																					
June 2016	50%																					
July 2016	40%																					
August 2016	49%																					
September 2016	40%																					
October 2016	46%																					
November 2016	41%																					
December 2016	31%																					
Housing Options - Number of applications on the housing list	<table border="1"> <caption>Number of applications on the housing list</caption> <thead> <tr> <th>Month</th> <th>Number of Applications</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>1,342</td></tr> <tr><td>May 2016</td><td>1,419</td></tr> <tr><td>June 2016</td><td>1,520</td></tr> <tr><td>July 2016</td><td>1,517</td></tr> <tr><td>August 2016</td><td>1,496</td></tr> <tr><td>September 2016</td><td>1,605</td></tr> <tr><td>October 2016</td><td>1,498</td></tr> <tr><td>November 2016</td><td>1,470</td></tr> <tr><td>December 2016</td><td>1,487</td></tr> </tbody> </table>	Month	Number of Applications	April 2016	1,342	May 2016	1,419	June 2016	1,520	July 2016	1,517	August 2016	1,496	September 2016	1,605	October 2016	1,498	November 2016	1,470	December 2016	1,487	
Month	Number of Applications																					
April 2016	1,342																					
May 2016	1,419																					
June 2016	1,520																					
July 2016	1,517																					
August 2016	1,496																					
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December 2016	1,487																					

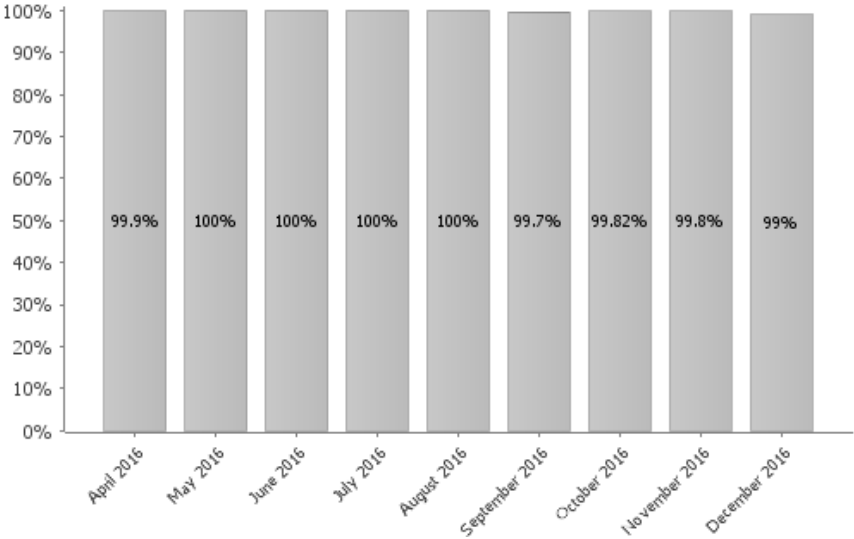
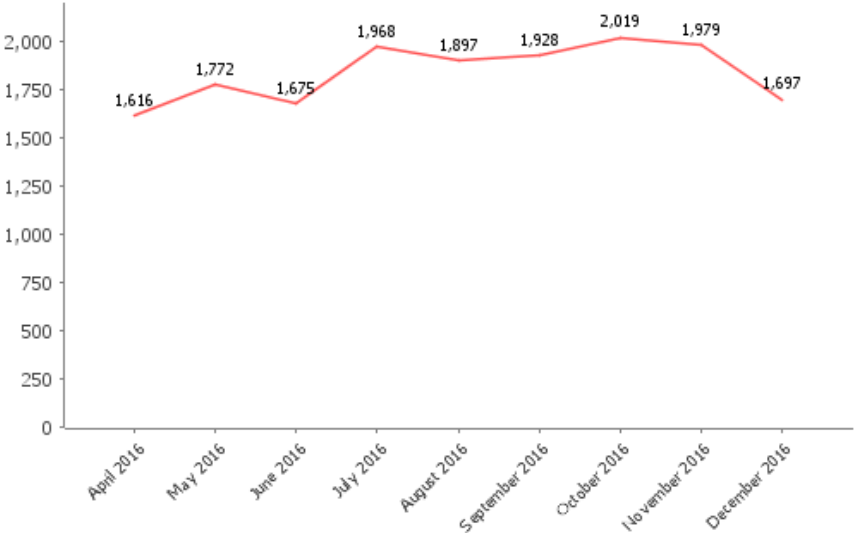
Performance Indicator	Performance	Notes																				
Housing Options - Average processing time for applicants on the housing list (days)	 <table border="1"> <caption>Average processing time for housing options (days)</caption> <thead> <tr> <th>Month</th> <th>Average Processing Time (days)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>26</td></tr> <tr><td>May 2016</td><td>19</td></tr> <tr><td>June 2016</td><td>20</td></tr> <tr><td>July 2016</td><td>17</td></tr> <tr><td>August 2016</td><td>21</td></tr> <tr><td>September 2016</td><td>17</td></tr> <tr><td>October 2016</td><td>25</td></tr> <tr><td>November 2016</td><td>19</td></tr> <tr><td>December 2016</td><td>31</td></tr> </tbody> </table>	Month	Average Processing Time (days)	April 2016	26	May 2016	19	June 2016	20	July 2016	17	August 2016	21	September 2016	17	October 2016	25	November 2016	19	December 2016	31	<p>These figures are calculated from when the application is initially received until it goes live on the system.</p> <p>The figures below detail the average time from when all of the documents have been received to the application being live on the system:</p> <p>October – 2 days                      November – 5 days                      December – 1 day</p>
Month	Average Processing Time (days)																					
April 2016	26																					
May 2016	19																					
June 2016	20																					
July 2016	17																					
August 2016	21																					
September 2016	17																					
October 2016	25																					
November 2016	19																					
December 2016	31																					
Housing Strategy - Long term empty homes brought back into use	 <table border="1"> <caption>Long term empty homes brought back into use</caption> <thead> <tr> <th>Quarter</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>4</td></tr> <tr><td>Q2 2016/17</td><td>21</td></tr> <tr><td>Q3 2016/17</td><td>15</td></tr> </tbody> </table>	Quarter	Number of Homes	Q1 2016/17	4	Q2 2016/17	21	Q3 2016/17	15	<p>The annual target is 70 properties.</p> <p>55 properties are currently on site in the district. 39 of these are due to be complete by 31st March 2017.</p>												
Quarter	Number of Homes																					
Q1 2016/17	4																					
Q2 2016/17	21																					
Q3 2016/17	15																					



Performance Indicator	Performance	Notes
Housing Strategy - Council new builds to start on site	 <p>A line chart with a vertical axis labeled '0' at the bottom and a horizontal axis with three categories: 'Q1 2016/17', 'Q2 2016/17', and 'Q3 2016/17'. The data points for all three quarters are at the zero level, indicating no new builds started on site.</p>	<p>The annual target is 35 properties.</p> <p>Military Road (35 properties) commenced on site in January 2017 and Roman Way (6 properties) is due to commence by 31 March 2017.</p>
Housing Strategy - HRA property acquisitions completed	 <p>A bar chart with a vertical axis ranging from 0 to 7 in increments of 0.5. The horizontal axis has three categories: 'Q1 2016/17', 'Q2 2016/17', and 'Q3 2016/17'. The bars show 1 acquisition in Q1, 1 acquisition in Q2, and 6 acquisitions in Q3. The number '6' is printed inside the Q3 bar.</p>	<p>The annual target is 10 properties.</p> <p>A further 6 HRA property acquisitions are in the pipeline and due to complete by 31 March 2017</p>

Performance Indicator	Performance	Notes								
<p>Housing Strategy - Additional affordable homes delivered in the district by the council and its partner agencies</p>	<table border="1"> <caption>Performance Data for Additional Affordable Homes</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>3</td> </tr> <tr> <td>Q2 2016/17</td> <td>16</td> </tr> <tr> <td>Q3 2016/17</td> <td>6</td> </tr> </tbody> </table>	Quarter	Count	Q1 2016/17	3	Q2 2016/17	16	Q3 2016/17	6	<p>The annual target is 80 properties.</p> <p>A further 81 affordable units are currently on site in the district. 40 of these units were due to complete by 31/3/17. Our Housing Association Partners have advised that the properties are now due to complete in early 2017/18. A further scheme due to complete which would have delivered 16 affordable rented homes has also been put on hold until 2017/18. We are also awaiting details of home buy activity in the district. This will be reported at the end of quarter 4.</p>
Quarter	Count									
Q1 2016/17	3									
Q2 2016/17	16									
Q3 2016/17	6									
<p>Housing Strategy - Homes provided in the district for low cost home ownership</p>	<table border="1"> <caption>Performance Data for Low Cost Home Ownership</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>2</td> </tr> <tr> <td>Q2 2016/17</td> <td>4</td> </tr> <tr> <td>Q3 2016/17</td> <td>2</td> </tr> </tbody> </table>	Quarter	Count	Q1 2016/17	2	Q2 2016/17	4	Q3 2016/17	2	<p>The annual target is 32 properties.</p> <p>Approximately 30% of the affordable homes currently on site will be delivered for low cost home ownership.</p>
Quarter	Count									
Q1 2016/17	2									
Q2 2016/17	4									
Q3 2016/17	2									

Performance Indicator	Performance	Notes																				
Housing Strategy - Private sector homes improved as a result of intervention by the council and its partner agencies	 <table border="1"> <caption>Number of private sector homes improved</caption> <thead> <tr> <th>Quarter</th> <th>Number of Homes Improved</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>74</td> </tr> <tr> <td>Q2 2016/17</td> <td>28</td> </tr> <tr> <td>Q3 2016/17</td> <td>37</td> </tr> </tbody> </table>	Quarter	Number of Homes Improved	Q1 2016/17	74	Q2 2016/17	28	Q3 2016/17	37	<p>The annual target is 120 properties, year to date 139 properties have been improved.</p> <p>These works include measures to improve the energy efficiency within private sector homes, improvements carried out by landlords to remove hazards within a property, following intervention by the council as well as adaptations to make properties more suitable for people with a long-term disability.</p>												
Quarter	Number of Homes Improved																					
Q1 2016/17	74																					
Q2 2016/17	28																					
Q3 2016/17	37																					
Lifeline - Number of calls answered within 60 seconds	 <table border="1"> <caption>Percentage of calls answered within 60 seconds</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April 2016</td> <td>98.7%</td> </tr> <tr> <td>May 2016</td> <td>99%</td> </tr> <tr> <td>June 2016</td> <td>98.2%</td> </tr> <tr> <td>July 2016</td> <td>97.8%</td> </tr> <tr> <td>August 2016</td> <td>98.2%</td> </tr> <tr> <td>September 2016</td> <td>97.7%</td> </tr> <tr> <td>October 2016</td> <td>97.83%</td> </tr> <tr> <td>November 2016</td> <td>97.8%</td> </tr> <tr> <td>December 2016</td> <td>98.1%</td> </tr> </tbody> </table>	Month	Percentage	April 2016	98.7%	May 2016	99%	June 2016	98.2%	July 2016	97.8%	August 2016	98.2%	September 2016	97.7%	October 2016	97.83%	November 2016	97.8%	December 2016	98.1%	<p>Number of calls:-</p> <ul style="list-style-type: none"> <li>April – 5,427</li> <li>May – 5,749</li> <li>June – 6,014</li> <li>July – 5,939</li> <li>August – 5,814</li> <li>September – 6,006</li> <li>October – 5,884</li> <li>November – 5,792</li> <li>December – 5,557</li> </ul>
Month	Percentage																					
April 2016	98.7%																					
May 2016	99%																					
June 2016	98.2%																					
July 2016	97.8%																					
August 2016	98.2%																					
September 2016	97.7%																					
October 2016	97.83%																					
November 2016	97.8%																					
December 2016	98.1%																					

Performance Indicator	Performance	Notes																				
Lifeline - Number of calls answered within 180 seconds	 <table border="1"> <caption>Lifeline - Number of calls answered within 180 seconds</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>99.9%</td></tr> <tr><td>May 2016</td><td>100%</td></tr> <tr><td>June 2016</td><td>100%</td></tr> <tr><td>July 2016</td><td>100%</td></tr> <tr><td>August 2016</td><td>100%</td></tr> <tr><td>September 2016</td><td>99.7%</td></tr> <tr><td>October 2016</td><td>99.82%</td></tr> <tr><td>November 2016</td><td>99.8%</td></tr> <tr><td>December 2016</td><td>99%</td></tr> </tbody> </table>	Month	Performance (%)	April 2016	99.9%	May 2016	100%	June 2016	100%	July 2016	100%	August 2016	100%	September 2016	99.7%	October 2016	99.82%	November 2016	99.8%	December 2016	99%	Number of calls: April – 5,506 May – 5,814 June – 6,105 July – 6,063 August – 5,932 September – 6,155 October – 6,014 November – 5,931 December - 5,668
Month	Performance (%)																					
April 2016	99.9%																					
May 2016	100%																					
June 2016	100%																					
July 2016	100%																					
August 2016	100%																					
September 2016	99.7%																					
October 2016	99.82%																					
November 2016	99.8%																					
December 2016	99%																					
Parking - Number of Penalty Charge Notice's issued	 <table border="1"> <caption>Parking - Number of Penalty Charge Notice's issued</caption> <thead> <tr> <th>Month</th> <th>Number of Notices</th> </tr> </thead> <tbody> <tr><td>April 2016</td><td>1,616</td></tr> <tr><td>May 2016</td><td>1,772</td></tr> <tr><td>June 2016</td><td>1,675</td></tr> <tr><td>July 2016</td><td>1,968</td></tr> <tr><td>August 2016</td><td>1,897</td></tr> <tr><td>September 2016</td><td>1,928</td></tr> <tr><td>October 2016</td><td>2,019</td></tr> <tr><td>November 2016</td><td>1,979</td></tr> <tr><td>December 2016</td><td>1,697</td></tr> </tbody> </table>	Month	Number of Notices	April 2016	1,616	May 2016	1,772	June 2016	1,675	July 2016	1,968	August 2016	1,897	September 2016	1,928	October 2016	2,019	November 2016	1,979	December 2016	1,697	The number of notices issued is monitored by the Transportation Manager.
Month	Number of Notices																					
April 2016	1,616																					
May 2016	1,772																					
June 2016	1,675																					
July 2016	1,968																					
August 2016	1,897																					
September 2016	1,928																					
October 2016	2,019																					
November 2016	1,979																					
December 2016	1,697																					

Performance Indicator	Performance	Notes								
Parking - British vehicle PCN recovery rate	<table border="1"> <caption>British vehicle PCN recovery rate</caption> <thead> <tr> <th>Quarter</th> <th>Recovery Rate</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>52.85%</td> </tr> <tr> <td>Q2 2016/17</td> <td>65.4%</td> </tr> <tr> <td>Q3 2016/17</td> <td>64%</td> </tr> </tbody> </table>	Quarter	Recovery Rate	Q1 2016/17	52.85%	Q2 2016/17	65.4%	Q3 2016/17	64%	Annual target is 70%  A backlog of challenges/appeals due to staffing issues has impacted the recovery rate. When an appeal/challenge is received the fine is automatically put on hold, until a decision is made the fine is not payable. This ultimately affects the collection rate for penalty charge notices.
Quarter	Recovery Rate									
Q1 2016/17	52.85%									
Q2 2016/17	65.4%									
Q3 2016/17	64%									
Parking - Foreign vehicle PCN recovery rate	<table border="1"> <caption>Foreign vehicle PCN recovery rate</caption> <thead> <tr> <th>Quarter</th> <th>Recovery Rate</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>-</td> </tr> <tr> <td>Q2 2016/17</td> <td>39.2%</td> </tr> <tr> <td>Q3 2016/17</td> <td>38.4%</td> </tr> </tbody> </table>	Quarter	Recovery Rate	Q1 2016/17	-	Q2 2016/17	39.2%	Q3 2016/17	38.4%	Recovery procedures are in place; however it is difficult to recover monies from foreign drivers.
Quarter	Recovery Rate									
Q1 2016/17	-									
Q2 2016/17	39.2%									
Q3 2016/17	38.4%									

Performance Indicator	Performance	Notes								
Planning - % of major planning applications to be determined within statutory period	<table border="1"> <caption>Performance Data for Major Planning Applications</caption> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>69.23%</td> </tr> <tr> <td>Q2 2016/17</td> <td>90.91%</td> </tr> <tr> <td>Q3 2016/17</td> <td>71.43%</td> </tr> </tbody> </table>	Quarter	Performance (%)	Q1 2016/17	69.23%	Q2 2016/17	90.91%	Q3 2016/17	71.43%	Target is 50%  October – 100% November – 100% December – 0%  December performance's was low due to a number of old applications being dealt with and some planning extension agreements had not been obtained. The Head of Planning has undertaken a restructure of the team to ensure that the management arrangements are more resilient and to ensure this does not occur again.
Quarter	Performance (%)									
Q1 2016/17	69.23%									
Q2 2016/17	90.91%									
Q3 2016/17	71.43%									
Planning - % of non major planning applications to be determined within statutory period	<table border="1"> <caption>Performance Data for Non Major Planning Applications</caption> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>86.27%</td> </tr> <tr> <td>Q2 2016/17</td> <td>61.4%</td> </tr> <tr> <td>Q3 2016/17</td> <td>66.67%</td> </tr> </tbody> </table>	Quarter	Performance (%)	Q1 2016/17	86.27%	Q2 2016/17	61.4%	Q3 2016/17	66.67%	Target is 70%  October – 91.67% November – 76.92% December – 35.71%  December performance's was low due to a number of old applications being dealt with and some planning extension agreements had not been obtained. The Head of Planning has undertaken a restructure of the team to ensure that the management arrangements are more resilient and to ensure this does not occur again.
Quarter	Performance (%)									
Q1 2016/17	86.27%									
Q2 2016/17	61.4%									
Q3 2016/17	66.67%									

Performance Indicator	Performance	Notes								
Waste Contract - Percentage of household waste recycled	<table border="1"> <caption>Percentage of household waste recycled</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>43.81%</td> </tr> <tr> <td>Q2 2016/17</td> <td>43%</td> </tr> <tr> <td>Q3 2016/17</td> <td>42.44%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2016/17	43.81%	Q2 2016/17	43%	Q3 2016/17	42.44%	Target is 47%  October – 41.10% November – 42.15% December – 44.07%
Quarter	Percentage									
Q1 2016/17	43.81%									
Q2 2016/17	43%									
Q3 2016/17	42.44%									
Waste Contract - Number of missed collections per 100,000	<table border="1"> <caption>Number of missed collections per 100,000</caption> <thead> <tr> <th>Quarter</th> <th>Number of missed collections</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>5.24</td> </tr> <tr> <td>Q2 2016/17</td> <td>6.95</td> </tr> <tr> <td>Q3 2016/17</td> <td>3.94</td> </tr> </tbody> </table>	Quarter	Number of missed collections	Q1 2016/17	5.24	Q2 2016/17	6.95	Q3 2016/17	3.94	Target is less than 50
Quarter	Number of missed collections									
Q1 2016/17	5.24									
Q2 2016/17	6.95									
Q3 2016/17	3.94									

Performance Indicator	Performance	Notes								
Waste Contract - Percentage of streets surveyed clear of litter within the district	<p>A bar chart with a vertical axis from 0% to 100% in 10% increments. The horizontal axis has three categories: Q1 2016/17, Q2 2016/17, and Q3 2016/17. The bars are grey and their values are labeled inside: 96%, 99%, and 99.33% respectively.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>96%</td> </tr> <tr> <td>Q2 2016/17</td> <td>99%</td> </tr> <tr> <td>Q3 2016/17</td> <td>99.33%</td> </tr> </tbody> </table>	Quarter	Performance (%)	Q1 2016/17	96%	Q2 2016/17	99%	Q3 2016/17	99.33%	Target is 95%
Quarter	Performance (%)									
Q1 2016/17	96%									
Q2 2016/17	99%									
Q3 2016/17	99.33%									
Waste Contract - Percentage of streets surveyed clear of detritus within the district	<p>A bar chart with a vertical axis from 0% to 90% in 10% increments. The horizontal axis has three categories: Q1 2016/17, Q2 2016/17, and Q3 2016/17. The bars are grey and their values are labeled inside: 89%, 97%, and 97.53% respectively.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>89%</td> </tr> <tr> <td>Q2 2016/17</td> <td>97%</td> </tr> <tr> <td>Q3 2016/17</td> <td>97.53%</td> </tr> </tbody> </table>	Quarter	Performance (%)	Q1 2016/17	89%	Q2 2016/17	97%	Q3 2016/17	97.53%	Target is 90%
Quarter	Performance (%)									
Q1 2016/17	89%									
Q2 2016/17	97%									
Q3 2016/17	97.53%									



Performance Indicator	Performance	Notes								
Waste Contract - No of days to remove fly tipped waste on public land once reported	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>0.3</td> </tr> <tr> <td>Q2 2016/17</td> <td>0.1</td> </tr> <tr> <td>Q3 2016/17</td> <td>0.6</td> </tr> </tbody> </table>	Quarter	Performance	Q1 2016/17	0.3	Q2 2016/17	0.1	Q3 2016/17	0.6	Target is 3 days  There were 218 instances of fly tipped waste during quarter 3.
Quarter	Performance									
Q1 2016/17	0.3									
Q2 2016/17	0.1									
Q3 2016/17	0.6									
Waste Contract - Percentage of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>75%</td> </tr> <tr> <td>Q2 2016/17</td> <td>64%</td> </tr> <tr> <td>Q3 2016/17</td> <td>74.6%</td> </tr> </tbody> </table>	Quarter	Performance	Q1 2016/17	75%	Q2 2016/17	64%	Q3 2016/17	74.6%	Target is 100%  Veolia have verified that this figure is correct.
Quarter	Performance									
Q1 2016/17	75%									
Q2 2016/17	64%									
Q3 2016/17	74.6%									

Performance Indicator	Performance	Notes								
Waste Contract - Average number of days to respond to requests for unwanted bulky waste collections	<table border="1"> <caption>Performance Data: Average number of days to respond to requests for unwanted bulky waste collections</caption> <thead> <tr> <th>Quarter</th> <th>Average Number of Days</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>4.703</td> </tr> <tr> <td>Q2 2016/17</td> <td>5.6</td> </tr> <tr> <td>Q3 2016/17</td> <td>6.41</td> </tr> </tbody> </table>	Quarter	Average Number of Days	Q1 2016/17	4.703	Q2 2016/17	5.6	Q3 2016/17	6.41	Target is 5 days  There were 450 bulky collections in Quarter 3.  Bulky waste collection dates are selected by the resident when payment is made and not due to the contractor not collecting the item in time.
Quarter	Average Number of Days									
Q1 2016/17	4.703									
Q2 2016/17	5.6									
Q3 2016/17	6.41									
Waste Contract - Average number of hours to remove offensive graffiti in public places	<table border="1"> <caption>Performance Data: Average number of hours to remove offensive graffiti in public places</caption> <thead> <tr> <th>Quarter</th> <th>Average Number of Hours</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>5.327</td> </tr> <tr> <td>Q2 2016/17</td> <td>1.5</td> </tr> <tr> <td>Q3 2016/17</td> <td>0</td> </tr> </tbody> </table>	Quarter	Average Number of Hours	Q1 2016/17	5.327	Q2 2016/17	1.5	Q3 2016/17	0	Target is 4 hours  There were no instances reported this quarter.
Quarter	Average Number of Hours									
Q1 2016/17	5.327									
Q2 2016/17	1.5									
Q3 2016/17	0									

	TIME PERIOD
<b>BENEFITS</b>	
Average number of days taken to process new claims for Housing Benefit	Monthly
Average number of days to process new claims for Housing Benefit from the date complete evidence is received.	Monthly
Average number of days taken to process change of circumstances for Housing Benefit	Monthly
Average number of days to process change of circumstances for Housing Benefit from the date complete evidence is received.	Monthly
Average number of days taken to process new claims for Council Tax Reduction	Monthly
Average number of days taken to process change of circumstances for Council Tax Reduction	Monthly
To serve customers in under 20 minutes of waiting	Monthly
To resolve the customer's query at the first point of contact in Middle Office (Benefits)	Monthly
HB processing accuracy (team average)	Monthly
To process applications for Discretionary Housing Payment within an average of 2 working days	Monthly
<b>BUILDING CONTROL</b>	
Number of building control applications received	Monthly
Number of days taken to check full plans applications from receiving a valid application	Monthly
Respond to Dangerous Structure notifications within 2 hours	Monthly
<b>BUSINESS SUPPORT (LAURA)</b>	
<b>Planning and Building Control</b>	
Input planning & building control applications within 24 hours of receipt	Monthly
Log pre-app requests within 24 hours of receipt and any written requests for pre application advice acknowledged within 3 working days	Monthly
Ensure all call-backs are answered the same day	Monthly
Acknowledge neighbour comments within 24 hours	Monthly
Issue decisions the same day	Monthly
Answer all general enquiries within 20 working days and acknowledge within 3 working days	Monthly
Action amendments within 24 hours	Monthly
Acknowledge a complaint about an alleged breach of planning control within 2 working days	Monthly
<b>Local Land Charges</b>	
Log all LLC searches within 24 hours	Monthly
Respond to all LLC searches within 10 working days	Monthly
Respond to all LLC queries within 20 working days	Monthly
<b>Burials</b>	
Respond to a request for a burial service within an average of 5 working days	Monthly
<b>Private Sector Housing</b>	
Monitor PSH mailbox, raising work orders and send acknowledgment with 2 working days	Monthly
Carry out passport checks for DFG within 5 working days and once result received log on M3 within 2 working days	Monthly
<b>Revenues and Benefits</b>	
Revenues and Benefits mailbox to be indexed/completed within 2 working days	Monthly
Indexing for incoming post to be completed within 2 working days	Monthly
<b>Housing</b>	
Housing mailbox to be completed within 2 working days	Monthly
Applications/change of circumstance to be completed within 10 working days	Monthly
Request for documentation to be sent within 10 working days	Monthly
Removals cleared within 30 days after deadline	Monthly
<b>Parking</b>	
Respond to all FPN challenges within 20 working days	Monthly
Issue permit within 5 working days of receipt of application	Monthly
Parking mailbox to be indexed within 2 working days	Monthly
Complete between 10 – 15 letters daily	Monthly
<b>Licensing</b>	
Process TENS applications within 24 hours	Monthly
Process new applications and renewals within 30 working days	Monthly
Licensing mailbox to be indexed within 2 working days	Monthly
<b>Environmental Health</b>	
Environmental Health mailbox to be indexed within 2 working days	Monthly
<b>BUSINESS SUPPORT (STEVE)</b>	
Revenue system correctly set up and billed correctly.	Annual
System availability	Monthly
New projects delivered	Monthly
Respond to system failures	Monthly

<b>COMMERCIAL AND LICENSING</b>	
<b>Inspections - Food Hygiene</b>	
% of premises rated 3 or above	Quarterly
% of premises due for inspection, which are completed	Monthly
<b>Health and Safety - Corporate</b>	
No of corporate accidents reported to Environment Health	Monthly
No of corporate accidents reported to the HSE for further investigation	Monthly
No of corporate near misses reported to Environmental Health	Monthly
No of corporate incidents reported to Environmental Health	Quarterly
<b>Health and Safety</b>	
No of RIDDOR reports/complaints received	Monthly
No of RIDDOR reports/complaints investigated by the Council (quarterly)	Quarterly
<b>Licensing</b>	
No of Licensed Premises inspected (subject to training)	Monthly
No of Hackney Cabs and Private Hire Vehicles viewed	Monthly
No of Hackney Cab and Private Hire Vehicle meters checked	Monthly
No of caravan sites inspected	Monthly
No of TENS issued	Monthly
No of complaints investigated	Monthly
No of Street Traders checked for compliance	Monthly
Number of days to respond to license applications	Monthly
Number of weeks to determine license applications	Monthly
<b>COMMERCIAL UNIT</b>	
<b>ICT Contract</b>	
Total no of incidents logged during the period.	Monthly
Number of incidents resolved during the period	Monthly
Number of incidents unresolved during the period.	Monthly
% of critical application availability	Monthly
Average % of customers satisfied with service received.	Monthly
<b>East Kent Housing</b>	
Average time taken to re-let council dwellings exc major works	Quarterly
Rent arrears as % of projected annual rental income	Quarterly
% of emergency repairs completed on time	Quarterly
% of routine repairs completed on time	Quarterly
<b>Creditors</b>	
% of invoices paid within the agreed timescales	Quarterly
<b>Leas Cliff Hall</b>	
Ticket sales achieved	Annual
<b>Hythe Pool</b>	
Annual income	Annual
<b>COMMUNITY SAFETY</b>	
Ward based community safety and environmental action days (1 per ward) targeting clean, green and safe issues relevant to the Ward.	Quarterly
Number of persons at-risk engaged in diversionary activities	Quarterly
Number of community litter picks	Quarterly
Number of community trigger applications	Quarterly
CPN Notices served	Quarterly
PSPO Breaches	Quarterly
<b>Engagement</b>	
Number of businesses signed up to Health Business Awards	Quarterly
Number of schools engaged in engagement/learning events	Quarterly
<b>COMPLAINTS AND FOI</b>	
All standard FOI requests will be satisfactorily replied to within the statutory timeframe of 20 working days after receipt	Monthly
All subject access requests will be satisfactorily replied to within the statutory timeframe of 40 days	Monthly
All complaints will be acknowledged within 5 days as required in the policy	Monthly
Complainants will receive the appropriate stage response within 20 days as required in the policy	Monthly
<b>COMMUNICATIONS</b>	
Number of press releases each month	Monthly
Number of people reached through Social Media (Facebook and Twitter)	Monthly
Number of people engaged through Social Media e.g. Liked,retweeted,shared	Monthly
Number of new followers and likes on Social Media	Monthly
Website Analytics – count sessions, unique visitors, page views, bounce rate and use of mobile	Monthly
<b>CORPORATE DEBT</b>	
Business Rates collection target is met	Monthly
Council Tax collection target is met	Monthly
Business Rates and Council Tax arrears reduction	Annual
Reduction in Housing Benefit Overpayment arrears	Annual
Reduction in Sundry Debts arrears	Annual
Reduction in number of cheques received within Council	Annual
Average number of working days we will aim to respond to enquiries.	ongoing

<b>CUSTOMER SERVICES</b>	
Customers seen within 20 minutes at a Customer Service Desk	Monthly
Calls served (versus volumes of calls received)	Monthly
Reduce abandoned calls	Annual
Reduce dissuaded calls	Annual
Average wait time for calls (except at peak times)	Monthly
<b>ECONOMIC DEVELOPMENT</b>	
Apply for external funding.	Annual
Investment in SDC area scheme	Annual
Delivery of business accommodation scheme.	Annual
Delivery of the engagement programme to key employers	Annual
DBR grant is obtained.	Annual
Creative and digital companies are successfully attracted to locate in Shepway	Annual
Apprenticeship grants are awarded	Annual
Skills related events are provided	Annual
<b>ELECTORAL SERVICES</b>	
Achieve a 90% return rate on household enquiry forms returned during the annual canvass	Annual
We will aim to process all applications for registration and absent votes (outside of the annual canvas in the autumn)	Monthly
<b>ENVIRONMENTAL HEALTH</b>	
<b>Pollution Control</b>	
Number of enforcement notices served (i.e. EPA section 79 - Abatement Notices, CPN, PDPA, COPA)	Monthly
Compliant part A & part B environmental permits	Monthly
Compliant air quality monitoring sites	Monthly
Number contaminated land enquires successfully dealt with	Monthly
<b>Dog Control</b>	
Stray dogs found	Monthly
Stray dogs successfully returned to owner	Monthly
<b>Enforcement</b>	
Successful prosecutions	Monthly
Formal cautions issued	Monthly
Fixed Penalty Notices issued	Monthly
Enviro Crime Patrol hours (dog fouling & littering)	Monthly
<b>GROUNDS MAINTENANCE</b>	
Maintain a 4+ rating on trip advisor for the Coastal Park	Annual
5 % increase on volunteer hours	Annual
Opportunitas - value of works invoiced	Quarterly
Opportunitas - net income retained	Annual
Opportunitas - number of quotations given	Quarterly
Opportunitas - number of quotations accepted	Quarterly
Opportunitas - number of clients served	Quarterly
<b>HOUSING OPTIONS</b>	
Number of homeless decisions made	Quarterly
Number of decisions made within 33 days	Quarterly
Average number of days to complete homeless decisions	Quarterly
Average number of people in temporary accommodation	Quarterly
% of homeless cases prevented	Quarterly
Number of single homeless referred to Porchlight	Quarterly
Number of cases supported into accommodation	Quarterly
Number of protocol referrals	Quarterly
Number of applications on the housing list	Quarterly
Average processing time for applicants on the housing list	Quarterly
Number of properties advertised	Quarterly
Number of households housed	Quarterly
Average number of working days to provide a Housing Options interview for anyone who is threatened with homelessness within 2 months	Quarterly

<b>HOUSING STRATEGY</b>	
Long-term empty homes brought back into use	Quarterly
Council new builds to start on site	Quarterly
HRA property acquisitions completed	Quarterly
Additional affordable homes delivered in the district by the council and its partner agencies	Quarterly
Affordable homes provided in the district for low cost home ownership	Quarterly
Private sector homes improved as a result of intervention by the council and its partner agencies	Quarterly
Number of days to respond to a complaint	Monthly
<b>HR</b>	
Succession planning / talent management reviews with Heads of Service	Annual
ILM Level 3 qualification for team leaders	1 <sup>st</sup> cohort
Development sessions for middle managers & team leaders on Leadership and Management	Annual
Compliance with mandatory / statutory training (eg safeguarding, prevention or radicalism & terrorism)	Annual
Soft skills development sessions for all staff	Annual
Staff correctly categorised ahead of the next auto enrolment review in January 2017	Annual
Annual staff survey Net Promoter score increases	Annual
Number of days absence per employee	Monthly
Staff paid on time and correctly	Monthly
Relevant staff completing DBS checks	Annual
<b>LIFELINE</b>	
Number of calls answered within 60 seconds	Monthly
Number of calls answered within 180 seconds	Monthly
Urgent lifeline referrals installed within 2 days	Monthly
Non-urgent lifeline referrals installed within 5 days	Monthly
Urgent lifeline repairs carried out within 24 hours	Monthly
Non-urgent lifeline repairs carried out within 5 days	Monthly
<b>PARKING</b>	
Gross income per off-street parking space	Annual
Gross income per on-street parking space	Annual
Car park usage expressed as a percentage of capacity	Quarterly
Number of PCNs issued	Monthly
PCN recovery rate	Quarterly
<b>PLANNING</b>	
% of major planning applications to be determined within statutory period	Quarterly
% of non-major planning applications to be determined within statutory period	Quarterly
% of other planning applications to be determined within statutory period	Quarterly
National threshold for quality of decisions on applications for major development to be met or exceeded	Quarterly
Proposed national threshold for quality of decisions on applications for non major development to be met or exceeded	
Breaches of planning control complaints acknowledged within 2 working days of receipt	Quarterly
Complainant notified of how council intends to deal with breach of planning control complaint within 20 working days of receipt	Quarterly
Written request for pre application advice acknowledged within 3 working days	Quarterly
Written request for pre application advice not requiring a meeting to be sent a full written response within 20 working days or within 10 working days of meeting if one is requested	Quarterly
<b>REVENUES</b>	
Council tax collection	Monthly
Council tax reduction collection rate	Monthly
To resolve the customer's query at the first point of contact in Middle Office (Revenues)	Monthly
<b>STRATEGIC PROJECTS</b>	
<b>Strategic Development</b>	
Total number of dwellings for which planning permission is secured.	Annual
Feasibility studies completed for newly identified residential schemes and/or commercial schemes	Annual
<b>HRA</b>	
Number of homes delivered	Annual
<b>TROUBLED FAMILIES</b>	
Maintain a caseload of 10 families per family champion	Annual
Ensure effective and timely engagement with allocated families	Annual
Ensure robust turnaround is maintained (closure of families/signposting to other services), achieve as close to 80% turnaround as possible.	Annual
<b>WASTE</b>	
Percentage of household waste recycled	Quarterly
Number of missed collections per 100,000	Quarterly
Percentage of streets surveyed clear of litter within the district	Quarterly
Percentage of streets surveyed clear of detritus within the district	Quarterly
Number of days to remove fly tipped waste on public land once reported	Quarterly
Percentage of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	Quarterly
Average number of days to respond to requests for unwanted bulky waste collections	Quarterly
Average number of hours to remove offensive graffiti in public places.	Quarterly



This report will be made public on 7 April 2017

Report Number **C/16/116**

**To: Cabinet**  
**Date: 19 April 2017**  
**Status: Key Decision**  
**Chief Executive: Alistair Stewart**  
**Cabinet Member: Councillor David Monk – Leader of the Council**

**SUBJECT: EQUALITY & DIVERSITY POLICY AND ANNUAL REPORT 2016**

**SUMMARY:** This report presents the draft Equality and Diversity Policy for 2016-2020 for consideration by Cabinet. The existing Policy covered the period 2012-2016 and therefore a refresh was required. The duties with regard to equality and diversity have not changed and therefore the proposed changes to the Policy are minor. The aim of the Equality and Diversity Policy remains the same; to ensure everyone has the right to be treated fairly at work or when using the council's services.

In addition, as part of the duties the council is required to prepare and publish an Annual Equality Report that provides information about the work we are doing in relation to equality and diversity.

#### **REASON FOR RECOMMENDATIONS:**

The council is committed to ensuring that everyone has the right to be treated fairly at work or when using council services. In addition, the council needs to ensure that it meets its requirements under the Public Sector Equality Duty. The recommendations made in this report are aimed at achieving these measures.

#### **RECOMMENDATIONS:**

Cabinet is asked to consider and approve the following recommendations:

- 1. To receive and note report C/16/116.**
- 2. To consider and approve the draft Equality & Diversity Policy for 2016 – 2020 outlined in Appendix 1.**
- 3. To consider and approve the draft Annual Equality Report for 2016 outlined in Appendix 2.**

## 1. BACKGROUND

- 1.1 The Equality Act received royal assent on 6 April 2010 which include general duties for all public organisations and other specific duties to listed public organisations (including local authorities) that were brought into effect through the Public Sector Equality Duty (PSED) in April 2011.
- 1.2 The Public Sector Equality Duty is made up of a general equality duty which is supported by specific duties. The 'public sector equality duty' is the formal title of the legislation, the 'general equality duty' is the overarching requirement or substance of the duty, and the 'specific duties' are intended to help performance on the general equality duty<sup>1</sup>.
- 1.3 The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
  - Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
  - Foster good relations between people who share a relevant protected characteristic and those who do not share it.
- 1.4 The Equality Act explains that having **due regard** for advancing equality involves:
- Removing or minimising disadvantages suffered by people due to their protected characteristics.
  - Taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
  - Encouraging people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

Public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies.

- 1.5 The Equality Act 2010 outlines the following protected characteristics that must be considered when referring to equality and diversity:
- Age
  - Disability
  - Gender reassignment
  - Marriage and civil partnership ( this is only in regard to the first general equality duty of eliminating discrimination).
  - Pregnancy and maternity
  - Race (including colour, nationality and ethnic or national origins)
  - Religion or belief (including atheist beliefs and no religion or belief)

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<sup>1</sup> <https://www.equalityhumanrights.com>



- Sex
- Sexual orientation (gay, lesbian, bisexual and heterosexual)

1.6 The Public Sector Equality Duty requires us to demonstrate 'due regard' to equalities through the:

- Production of an Equality Policy every 4 years outlining how we will meet our statutory duties in regard to equality and diversity.
- Assessment of the impact on the protected characteristics in relation to how the council acts as an employer, how it develops, evaluates and reviews policy, how the council designs, delivers and evaluates services and how the council commissions and procures from others. Although no longer specifically required by the legislation, the council will continue to use Equality Impact Assessments as a process to demonstrate how the council consciously considers the aims of the Equality duty in the development of our services, functions and policies.
- Analysis of equality information to help inform decision making including the publication of Equality Impact Assessments.

## **2. THE EQUALITY & DIVERSITY POLICY 2016-2020**

2.1 The Act requires local authorities to review their Equality & Diversity Policy every 4 years. The current Policy ran from 2012 to 2016.

2.2 The Policy itself remains largely unchanged due to no changes in legislation since 2010. The changes are mainly process based such as:

- How equalities is overseen within the council. The Diversity group has been disbanded and this role is now the responsible of Operational Management Team (which includes all Heads of Service and Direct Reports to CMT).
- Progress updates will be published annually as part of the Annual Equality Report (previously this was 6 monthly and part of the performance management process).
- Updating the hyperlinks to other relevant council policies including complaints and Whistleblowing.
- Updating the contact details to Leadership Support Team.
- The support action plan (outlined in Appendix 1 of the Policy) has been updated.

## **3. THE ANNUAL EQUALITY REPORT 2016**

3.1 The Annual Equality Report has been updated to reflect the following changes:

- To provide a range of demographic and socio-economic information to better understand the needs of our local communities and customers.
- To demonstrate how the council is a fair employer that promotes equality of opportunity amongst both officers and members.

- To illustrate the progress that has been made by the council over the past year to promote equality and diversity.

#### **4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS**

##### **4.1 Legal Officer's Comments (AK)**

The report sets out the council's duties, the legal implications are therefore set out in the report.

##### **4.2 Finance Officer's Comments (PM)**

There are no direct financial implications associated with the report.

##### **4.3 Diversities and Equalities Implications (ST)**

The adoption of the draft Equality and Diversity Policy 2016–20 is essential to enable the council to meet its statutory requirements and uphold its continued commitment to support and promote Equality and Diversity.

#### **5. CONTACT OFFICER AND BACKGROUND DOCUMENT**

- 5.1 Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Suzy Tigwell, Leadership Support Manager  
Tel: 01303 853232,  
Email: [suzy.tigwell@shepway.gov.uk](mailto:suzy.tigwell@shepway.gov.uk)

#### **6. APPENDICES**

Appendix 1: Draft Equality & Diversity Policy 2016–2020  
Appendix 2: Draft Annual Equality Report 2016

**Shepway District Council**

**Equality and  
Diversity Policy  
2016 - 2020**

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## 1. Aims

In line with the Equality Act 2010<sup>1</sup>, this policy aims to ensure **everyone has the right to be treated fairly at work or when using our services**. The law protects people from discrimination on the basis of nine **protected characteristics**, which are:

- Age
- Disability<sup>2</sup>
- Sex (gender)
- Gender reassignment<sup>3</sup>
- Marriage or civil partnership<sup>4</sup>
- Pregnancy or maternity
- Race (ethnicity)
- Religion or belief
- Sexual orientation

The Equality Act 2010 introduced a single Public Sector Equality Duty (PSED) on public bodies and this duty came into effect in April 2011. Its three main aims are to ensure that in carrying out their functions, public bodies **have due regard to the need to:**

- **Eliminate unlawful discrimination, harassment and victimisation** and other conduct prohibited by the Act.
- **Advance equality of opportunity** between people who share a protected characteristic and those who do not.
- **Foster good relations** between people who share a protected characteristic and those who do not.

To have **due regard** means consciously thinking about the Equality Duty's three aims. For example:

- Decision makers must be aware of the duty to have “due regard” when taking decisions which may have implications for people with particular protected characteristics.
- Councils should consider equality before and while developing policy and taking decisions, not afterwards and they need to keep it under continual review

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<sup>1</sup> The Equality Act 2010 replaces a number of Acts and Regulations covering Race, Gender, Disability, Age, Sexual Orientation, and Religion and Belief.

<sup>2</sup> This includes people with mental health problems, learning disabilities and long-term or serious illnesses such as heart disease, cancer or HIV/AIDS.

<sup>3</sup> A person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.

<sup>4</sup> This protected characteristic only applies to employees.

- The equality duty must be integral to the council's activities and has to be carried out seriously, rigorously and with an open mind – it is not just a question of ticking boxes.

In view of the statutory requirements placed on the council this policy formalises the council's commitment to supporting and promoting Equality and Diversity and ensures that to that end the council will strive to:

- **Remove or minimise disadvantages suffered by people because of their protected characteristics;**
- **Take steps to meet the needs of people from protected groups where these are different from the needs of others;**
- **Encourage people from protected groups to participate in public life or in other activities where they are under-represented**

## 2. Responsibilities

Under the Equality Act 2010, all employers and service providers<sup>5</sup> must treat their employees and service users fairly. For Shepway District Council:

- The council's **Cabinet** has overall responsibility for this Policy and ensuring adequate resources are provided for its implementation. Senior officers and Members will scrutinise progress against the principles set out in this Policy by consistently monitoring the Equality Objectives outlined in the supporting Action Plan (Appendix 1).
- The council's **Overview & Scrutiny Committee** is responsible for monitoring and scrutinising this policy and the supporting Action Plan in terms of the impact it has on the Council's relationship with its communities and in terms of the equality and diversity issues covered by the Policy, where they affect local communities.
- The council's **Corporate Management Team** is responsible for overseeing implementation of the Policy and monitoring progress in delivering the supporting Action Plan.
- **Managers** are responsible for ensuring that all aspects of their services comply with the Policy and all staff are informed of their responsibility towards the promotion of equalities. Heads of Service must complete Equality Impact Assessments (EIAs) when reviewing how council functions are delivered or when they develop new or review existing council policies or strategies.
- **Operational Management Team (OMT)**<sup>6</sup> is responsible for advising on diversity and equalities issues across the council and ensuring these are reflected in strategy and policy development, and service improvements.

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<sup>5</sup> You are a service provider regardless of if the goods, facilities or services you provide are free or paid for.

<sup>6</sup> OMT consists of Heads of Service and CMT Direct Reports

OMT is also responsible for co-ordinating and publishing the EIAs and monitoring progress against the Equality Action Plan.

- **All staff** must ensure fairness towards colleagues, service users and other members of the community in carrying out their duties. All staff should help to promote the Policy in the workplace in all aspects of service delivery and to work towards the elimination of discrimination. All staff have a duty to report instances of discrimination to their manager at the earliest opportunity so that appropriate action can be taken to remedy the situation.
- The council requires those who **provide services on its behalf** or organisations, which are funded by the council to ensure their service provision and employment practices are consistent with this Policy.

All elected Members and employees must adhere to this Policy. The consequences of non-compliance may include disciplinary action and/or legal action (see Section 6: Breaching this Policy).

### 3. Communication

Effective information, consultation and involvement are essential to the Policy's success, and the Council will:

- Inform, consult and involve the relevant people including elected Members, employees and stakeholders about decisions which affect them so that they have the opportunity to influence policies and practises;
- Ensure that people from different backgrounds and protected characteristics are able to fully participate in consultation and involvement activities;
- Give people a voice by promoting involvement in decision-making and review such structures so that any proposed changes are considered and adopted where appropriate.
- Ensure all staff and Members are aware of their duties under the Equality Act 2010 outlined in this Policy.

#### **Our promise on equality monitoring**

Whenever we seeking personal information needed for equality monitoring we will:- :

1. Only ask for the information we need;
2. Explain why we need the information and how it will be used;
3. Take care to ensure that individuals cannot be identified from the information collected, especially where the results of monitoring are made public or shared; and

4. Act legally in relation to confidentiality, data protection and freedom of information.

## 4. Implementation

In line with the Equality Act 2010, the council will prepare and publish in an Action Plan Equality Objectives which we believe we should achieve to help meet section 149 of the Equality Act 2010. The Action Plan will identify the equality objective, the part of the Equality Act it will help meet, the actions that are required to achieve it, who is responsible and when the actions should be completed.

To ensure this Policy's effectiveness we will:

- **Publish equality information** on an annual basis to demonstrate compliance with the duty imposed by section 149(1) of the Equality Act 2010;
- Set specific and measurable **equality objectives**, monitor their progress and review them at least every four years;
- Consider the equal opportunities implications of any changes to policies, functions, strategies or projects and undertake **Equality Impact Assessments** before implementation;
- **Identify barriers** that prevent fair access to our services and take measures to address them; and
- **Monitor the composition** of our workforce and the take-up of our services and take positive action to redress inequalities.

Progress updates will be prepared and published once a year as part of the Annual Equalities Report.

## 5. Reporting Procedures

- **Grievance Procedures** - While this Policy aims to ensure fair and equitable treatment of all staff in all aspects of employment including recruitment and selection, terms and conditions of work, training and development, performance, retirement or redundancy, individual employees who feel they have been unfairly treated should seek information and confidential advice from Human Resources. For more information: <http://intranet.shepway.gov.uk/files/hr-policies/Grievance%20Policy.doc>
- **Whistle Blowing Policy** - Where a member of staff has concerns over a policy, procedure, a practice or the culture within a service or work area, and where they feel unable to raise concerns with a senior member of staff, the Whistle Blowing Policy should be referred to. For more information: <http://intranet.shepway.gov.uk/files/fraud-and-corruption/Whistleblowing%20policy.pdf>



- **Complaints of Discrimination** – The council’s Complaints Procedure has been reviewed to enable service users to raise any concerns of discrimination, harassment or victimisation. For more information: <http://www.shepway.gov.uk/your-council/council-information/make-a-complaint-or-compliment>

## 6. Breaching this Policy

The council will take seriously any instances of non-adherence to this Policy by its staff, Members, contractors and partners. Any instances of non-adherence will be investigated and, where appropriate, disciplinary action will be considered. With regard to any breach of the Policy by partners, the council will take appropriate action in relation to the nature of the incident.

## 7. Monitoring and Reviewing

Operational Management Team (OMT) which comprises of all direct reports to Corporate Management Team will ensure the Policy and supporting action plan are monitored and reviewed effectively by:

- Reviewing the Policy and supporting action plan every four years and undertaking a light touch review each year to ensure it is consistent with current legislation and codes of practice;
- Developing and monitoring progress on the Equality Objectives set out in the supporting Action Plan;
- Ensuring the Equality Objectives are specific and measurable to enable the council to monitor progress;
- Ensuring consultation and engagement reviews take into account the views of elected members, staff, community and voluntary groups, and trade unions;
- Carrying out progress reviews and reports of Equality Impact Assessments.

## 8. Dissemination

- The Policy and supporting Action Plan will be public documents and made available on the council’s website;
- On request, the Policy will be made available in a range of formats and languages;
- Senior Managers will be asked to brief their teams on the Policy;
- The Policy will be available to all staff via the intranet;
- Managers of staff without computer access will be given copies of the Policy and Action Plan and instructed to make them available to their staff;

- Applicants for council posts will be made aware of the Policy and it will form part of the induction programme for new employees.

## **9. Further information**

If you have any enquiries about this policy please contact:

Leadership Support Team

Shepway District Council

Castle Hill Avenue

Folkestone

Kent CT20 2QY

Tel: 01303 853436

Email: [leadership.support@shepway.gov.uk](mailto:leadership.support@shepway.gov.uk)

## 10. Appendices

### Appendix 1: Equalities Action Plan

	<b>Action</b>	<b>Lead officer</b>	<b>Deadline date</b>
1.	Ensuring EIAs are completed where they are required (i.e. where the council introduces a new policy or service, or where there is a significant revision to an existing policy or service) and that they are carried out in the correct manner (e.g. with appropriate consultation with affected parties).	Leadership Support Assistant	Ongoing
2.	Continually improving the council's management information relating to equality matters including complaints and customer satisfaction.	Ayse Niazi	Ongoing
3.	Involving services users and local communities (including people with protected characteristics) in the design of council services.  All managers undertaking stage 2 EIA exercise will consult appropriately and publish the results.	Heads of Service and service Managers  All managers	Ongoing  As required
4.	Routinely publishing the result of consultation exercises on the council website and disaggregating the results (where possible) for different equality groups.	All Managers	As required
5.	Continue with the 'Understanding our communities' programme including sessions like: <ul style="list-style-type: none"> <li>• Living with dementia and how we can support customers with dementia, 100 staff and Councillors are trained as Dementia Friends.</li> <li>• Deafness awareness sessions to enable staff to more effectively support those with hearing impairments.</li> <li>• Inputs from the mental health charity Mind; and Rainbow centre regarding the Roma community.</li> </ul>	Learning and Development Officer	Ongoing
6	Equality and diversity training is part of our induction and for all staff to undertake a mandatory refresh e-learning module every 3 years.	Learning and Development Officer	Ongoing

## Appendix 2: Forms of Discrimination (Equality Act 2010)

The legal definitions vary, but broadly speaking discrimination can occur either directly or indirectly:

**Direct Discrimination** occurs when a person is treated less favourably than others would be treated in the same circumstances on the grounds of having a protected characteristic, as referred to on page 2 (Aims of this Policy) of this document.

**Indirect Discrimination** occurs when applying a provision, criterion or practice which puts someone from a protected characteristic at a particular disadvantage.

Indirect discrimination may only be justified in exceptional circumstances if it can be shown that the action was reasonable in managing the business or organisation, i.e. that it is 'a proportionate means of achieving a legitimate aim.' A legitimate aim might be any lawful decision made in running the business or organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful. Being proportionate in this context means being fair and reasonable, including showing that 'less discriminatory' alternatives to any decision made have been considered.

**Discrimination by Association** is direct discrimination against someone because they associate with another person who possesses a protected characteristic. For example, disability discrimination against someone who is a carer of a disabled person.

**Discrimination Linked to a Perceived Characteristic** is direct discrimination against an individual because of a belief that they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic, for example, discrimination against someone because they are thought to be gay but are not.

**Harassment** is defined as being *"unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual"*.

Harassment applies to all protected characteristics, except for pregnancy and maternity and marriage and civil partnership.

Employees are able to complain of behaviour that they find offensive, even if it is not directed at them and the complainant need not possess the relevant characteristic themselves. Employees are also protected from harassment because of perception and association and from harassment by third parties.

**Victimisation** takes place where one person treats another less favourably because he or she has asserted their legal rights in line with the Equality Act 2010 or helped someone else to do so. This includes making a complaint, taking legal action, providing evidence related to proceedings or alleging that discrimination has taken place. There is no legal requirement to compare

treatment of a complainant with that of a person who has not made or supported a complaint.

An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

**Genuine occupational requirements** – Under current legislation, any job may be restricted to a particular characteristic if the characteristic is a genuine occupational requirement (GOR) for the job, or for the context within which it is carried out. However, the circumstances in which this applies are very limited.

## Appendix 3: Defining Equality and Diversity

By equality and diversity, we mean:

**‘Equality’** is about ‘creating a fairer society, where everyone can participate and has the opportunity to fulfil their potential’<sup>7</sup>. For us as a council it means:

- providing everyone with equal and fair access to council services, no matter where they live and whatever their background;
- ensuring equality of opportunity so that everyone has the same chance to fulfil their potential and removing the barriers that stop people from getting on in life; and
- helping to tackle the root causes of inequality – the things like poor housing or low educational attainment that can mean some people have poorer life chances than others.

It does not mean political correctness or trying to treat everyone the same. It is about treating people as individuals and ensuring that we try to do the right thing to help people based on their own particular circumstances and needs.

But we know that some groups of people may need more help than others. For example, we know that children who grow up in poverty are less likely to gain qualifications or to go on to higher education. So we know that in some circumstances we have to help people to ensure they have the same opportunities in life to succeed.

**‘Diversity’** literally means difference. When it is used as a contrast or addition to equality, it is about recognising individual as well as group differences, treating people as individuals, and placing positive value on diversity in the community and in the workforce. For us as a council, it is about providing services which respect, value and cater for the differences in the way people would like/need to have them delivered.

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<sup>7</sup> Department of Health, 2008.

# Shepway District Council

## Equality and Diversity Report

2016

## Foreword

Thank you for taking the time to read the council's Equality and Diversity report for 2016. The report has been produced in accordance with the two statutory requirements outlined in the Equality Act 2010: the General Equality Duty and the Public Sector Equality Duty (PSED).

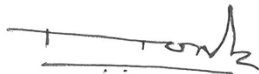
The purpose of this document is to:

- Provide a range of demographic and socio-economic information about Shepway. The council will use this to better understand the needs of our local communities, residents and customers. This information will allow us and others to make more informed decisions about how we spend public money.
- Demonstrate how the council is a fair employer that promotes equality of opportunity amongst its workforce (both officers and members).
- Illustrate the progress that has been made by the council over the past year to promote equality and diversity and to remove barriers to inclusion for our customers, local communities and employees.

We have endeavoured to use the latest information available to us on each of the protected characteristics defined by the Equality Act 2010<sup>1</sup>.

We hope that you find this document useful and informative. If you would like any further information, please contact us at [leadership.support@shepway.gov.uk](mailto:leadership.support@shepway.gov.uk)

Yours sincerely,



Cllr David Monk  
Leader of the Council



Alistair Stewart  
Chief Executive

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<sup>1</sup> Age, disability, gender reassignment, marriage and civil partnership (for employees only), pregnancy and maternity, race, religion or belief, gender and sexual orientation



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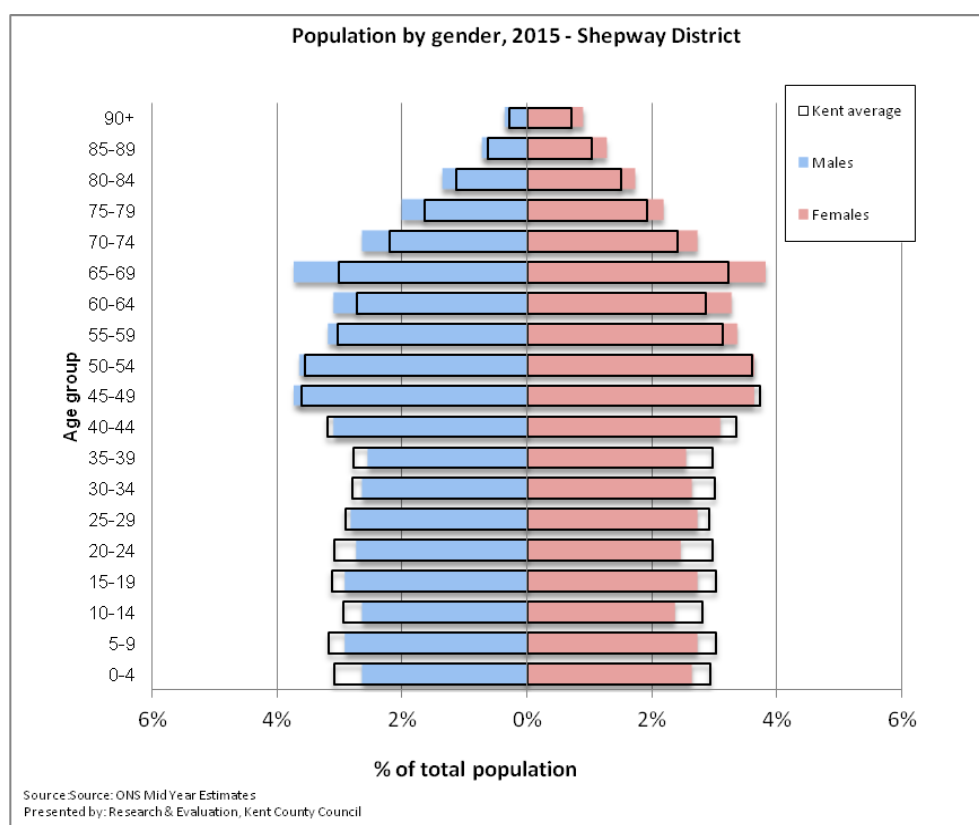
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## Section 1: Executive Summary

As part of the public sector equality duty under the Equality Act 2010, the council is required to publish equality information to demonstrate the information we use on a regular basis to ensure our decision making is fair, transparent and in line with the needs of the district.

### Population age profile 2015

Based on the 2015 mid-year population estimates, Shepway has a larger proportion of the population aged over 55 than Kent.



- Shorncliffe Barracks is a base for the Royal Gurkha Rifles and therefore Shepway is home to a significant Nepalese community. In 2011, there were 2,341 Nepalese residents (the highest in Kent).
- Shepway has a claimant count of 2.1% of the resident population, which is notably higher than the South East rate of 1.1% and National average of 1.8%; however, the latest claimant count figure for Shepway has declined in comparison to January 2013 figure of 4.3%.

December 2016	Shepway (Numbers)	Shepway %	South East %	Great Britain
All People	1,355	2.1	1.1	1.8
Males	875	2.7	1.3	2.3
Females	480	1.5	0.8	1.3

Source: ONS Claimant count by sex and age  
Note: % is the number of claimants as a proportion of resident population of area aged 16-64 and gender

Source: <http://www.nomisweb.co.uk/reports/lmp/la/1946157318/printable.aspx>

All statistics are from the 2011 Census, unless otherwise stated. For further information, please visit: <http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent>

## Section 2: Understanding Our Communities

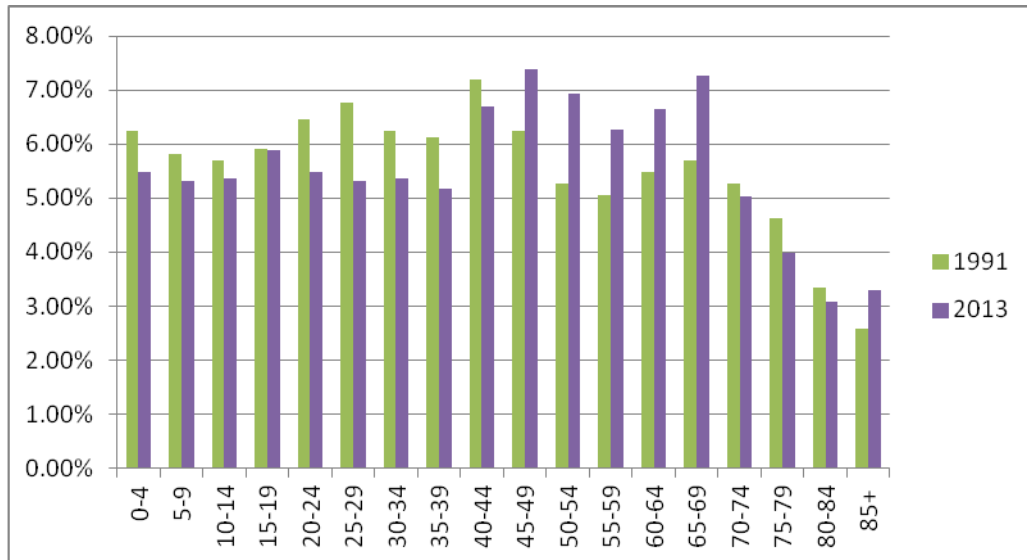
### Age and Gender

- In Shepway, 51% of the population is female and 49% is male.
- People aged 45-49 make up the highest proportion of the population with 7.4 % of all people.
- 23% of the population of Shepway is aged 65 and over.
- Population under 19:

Age group	No.	% of total pop
0-3 Early Years children	4,700	4.1%
4-10 Primary age children	8,100	7.8%
11-18 Secondary age children	10,000	8.7%

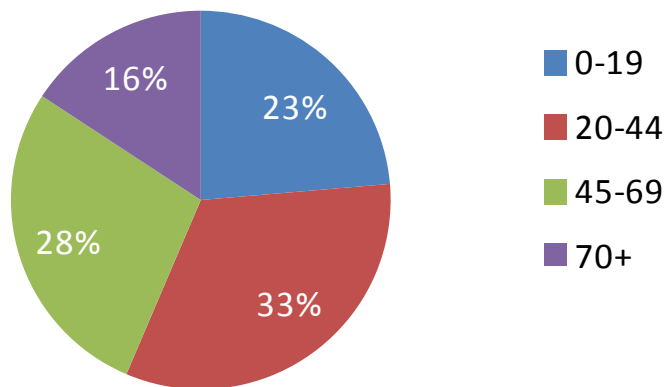
### Population Changes

- In 1991, the Shepway population was 93,000 and in 2015 it had grown to 110,000. However the growth has varied between different age brackets. Key changes are shown in this graph. Most age quintiles under 45 have shrunk as a proportion of the total population; whereas most quintiles over 45 have increased. To illustrate this further, in 1991, 44% of the Shepway population was over 45 and in 2015 that figure was 51%.



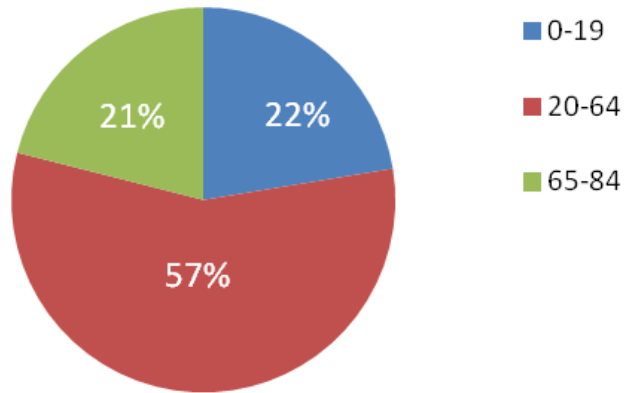
Shepway has an ageing population, which means that the population is growing fastest for people aged 45-65. Whereas the proportion of Shepway residents aged 20-44 has shrunk over the last 20 years. The proportion of Shepway residents aged under 19, or over 70 has remained broadly consistent over the last twenty years.

## 1991



**Above: Breakdown of Shepway's Population by age group in 1991. The largest proportion of people falling into 20-44 age group.**

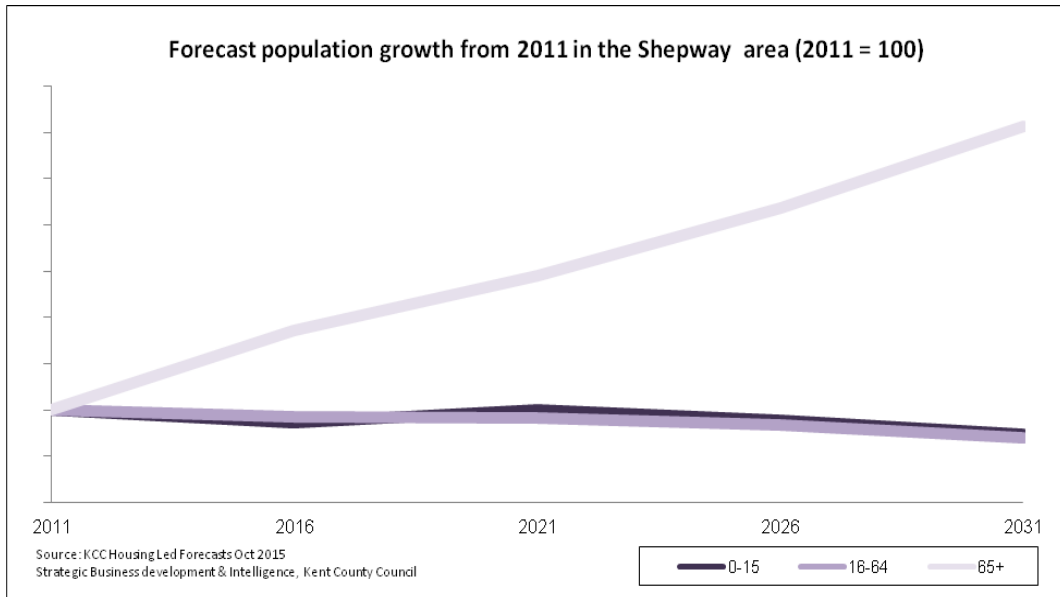
## 2016 - Projected Population Estimate (KPHO)



**Above: Breakdown of Shepway's Population by age group in 2016.**  
(Source: KPHO – Shepway Overview Chapter)

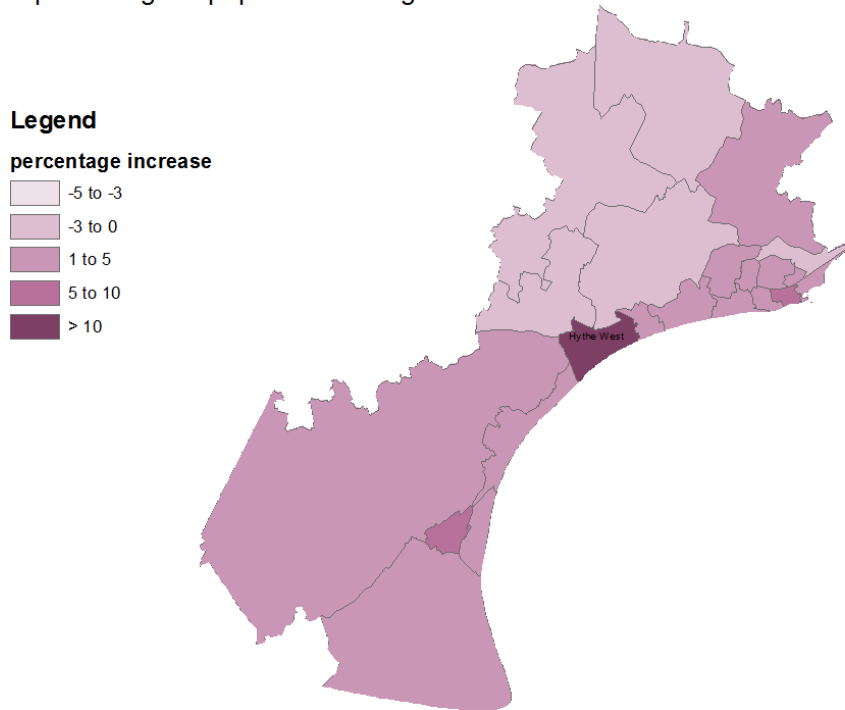
Current forecasts estimate the population of Shepway will increase 117,200 by 2031 and approximately 125,300 by 2037.

<i>KCC Housing Led Forecasts - October 2015</i>				
<i>Strategic Business Development &amp; Intelligence, Kent County Council</i>				
	<b>Total</b>	<b>0-15</b>	<b>16-64</b>	<b>65+</b>
<b>2011</b>	108,200	19,200	66,300	22,700
<b>2016</b>	110,700	18,700	65,400	26,600
<b>2021</b>	113,700	19,200	65,200	29,300
<b>2026</b>	115,500	18,800	64,200	32,600
<b>2031</b>	117,200	18,200	62,300	36,600



**Above: Forecasted Population Growth for the Shepway District.**

The percentage of population change from 2013 to 2020



Source: KCC  
Produced by: KPHO, 08/15

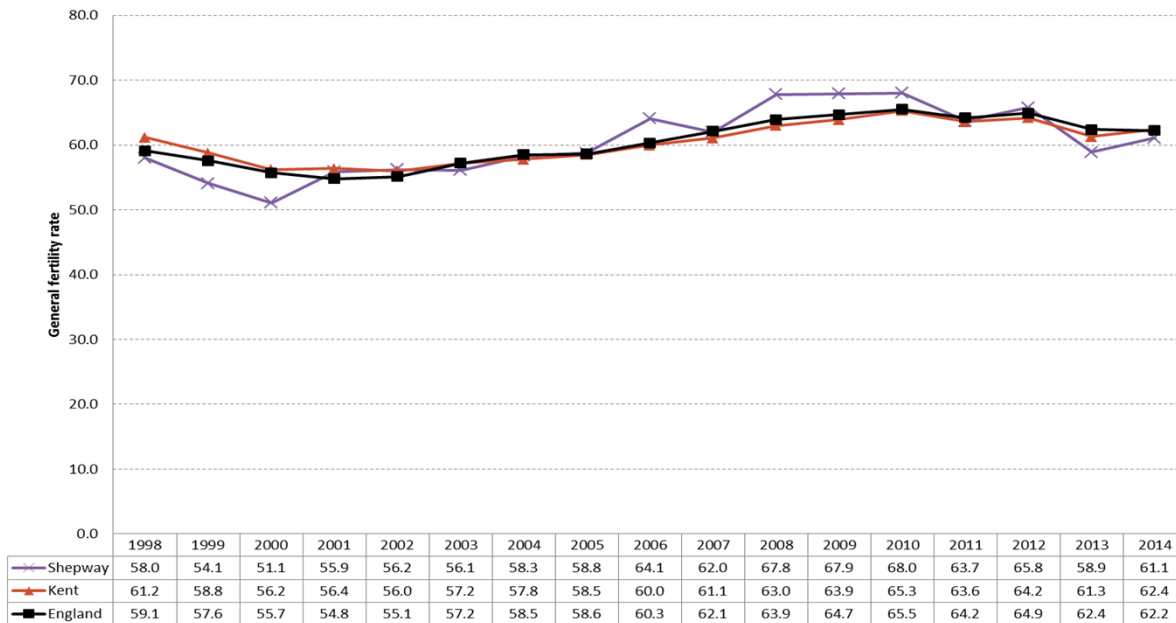
**Hythe West ward has the highest population change, with an expected increase of over 10% from 2013 to 2020.**

## Life Expectancy

- At 83.4 years, life expectancy from birth in females is 3.7 years higher than males in Shepway (at 79.7 years) in line with the UK figures however, below that of Kent and the South East.

## General Fertility Rate:

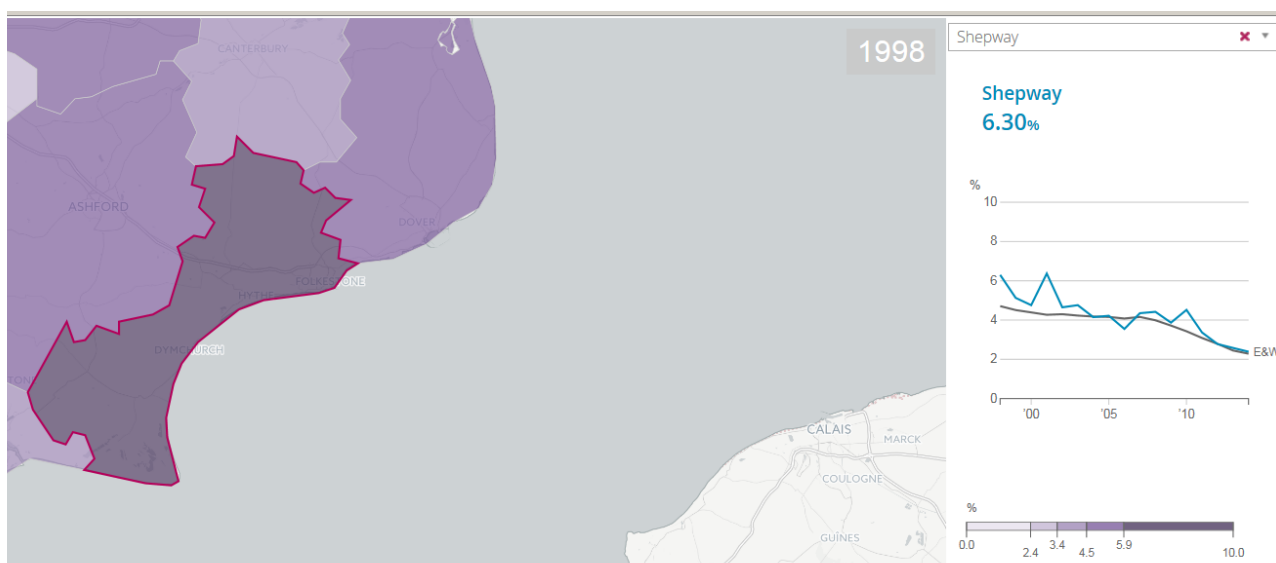
The general fertility rate (the number of live births per 1,000 female population aged 15-44 years), 1999 to 2014



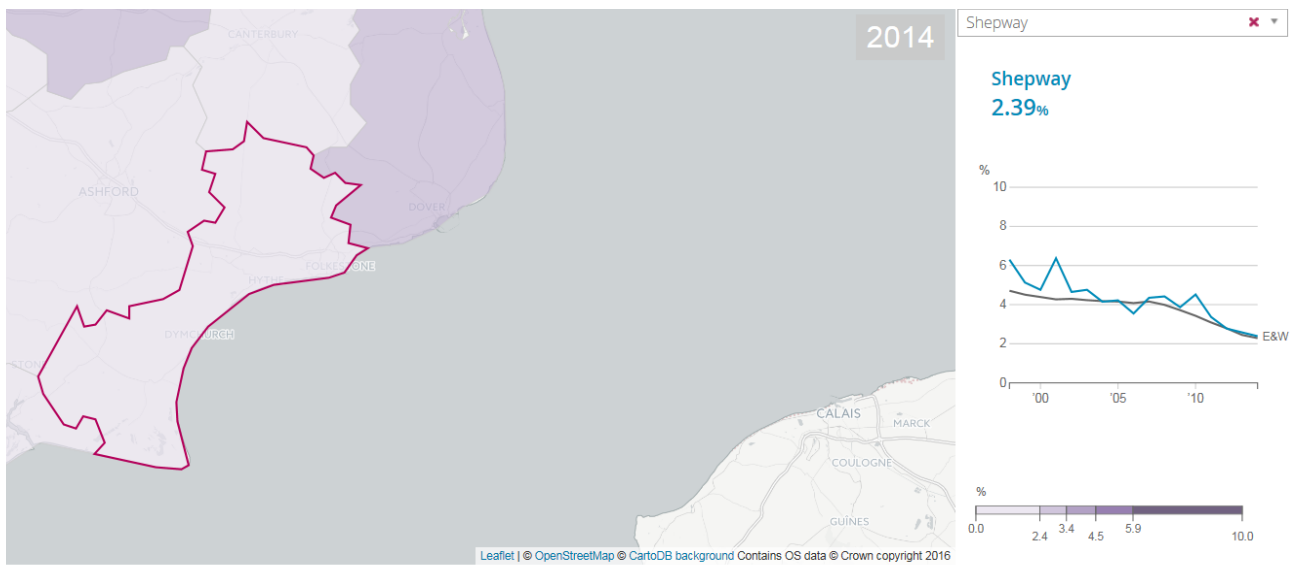
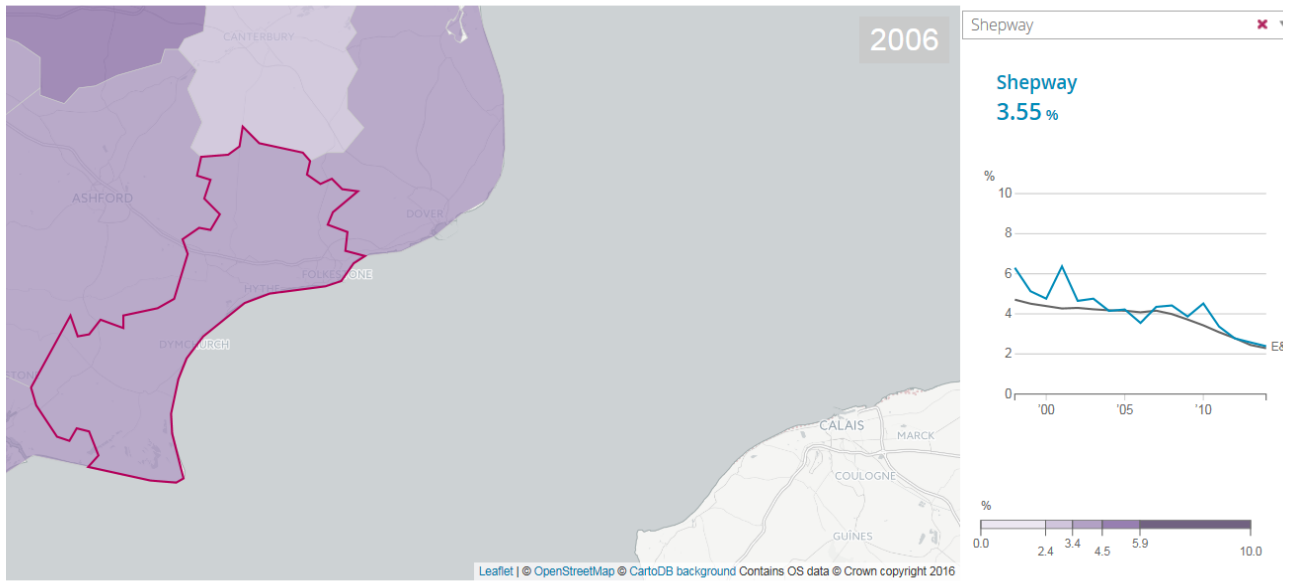
Source: HSCIC, prepared by KPHO (LLY), 03/16

The General Fertility Rate (GFR) is the number of live births per 1,000 females of childbearing age (between 15 and 44). The GFR for Shepway has risen steadily in recent years to a high of 68.0 in 2010, before beginning to decrease. This is reflective of the trends of both Kent and England.<sup>2</sup>

## % of Teenage (under 18) pregnancies in Shepway



<sup>2</sup> Health and Social Care Maps: Shepway Overview Chapter





## Ethnicity

- In Shepway, black or minority ethnic (BME) residents account for 5.3% of the population; this is below the national average of 14%.
- From the 2011 Census, the Nepalese population was calculated at 2,341, which was made up from:

White: Nepalese (includes Gurkha)	51
Mixed/multiple ethnic group: Nepalese (includes Gurkha)	16
Asian/Asian British: Nepalese (includes Gurkha)	2,179
Other ethnic group: Nepalese (includes Gurkha)	95

- Small numbers of many ethnicities also live in Shepway, including: Irish, Polish, Chinese, Bangladeshi, Gypsy, Filipino, North American, Italian, Australian, New Zealander, Pakistani, Turkish, Sri Lankan and Arab.
- The Rainbow Centre in Folkestone supports the following migrant individuals and families within Shepway:

Out of 161 active clients:

86% are from Eastern Europe  
 4% are from Western Europe  
 10% are from outside Europe

- The Centre supports a large proportion of Eastern European nationals within the district:
  - 59 Czech Nationals – 42%
  - 54 Slovak Nationals – 39%
  - 12 Polish Nationals – 9%
- 14 Other Eastern European Nationals (Inc: Romania, Lithuania, Hungary and Bulgaria) - 10%
- The Council's housing statistics from January 2015 – September 2016, show that the number of Eastern Europeans' applicants housed within the district stands at total of four. The total applicant figure consists of two Slovakian, one Czech and one Polish national.
- The number of Eastern European applicants currently waiting on the housing list in the district (as of September 2016) stands at thirty five. The total applicant figure consists of nine Polish, nine Czech, six Lithuanian, four Slovakian and three Hungarian nationals as well as one Latvian and one Bulgarian national.

## Household Language:

- 95% of all people aged 16 and over in a household have English as a main language.
- 1.9% of people aged 16 and over lives in households where a minimum of one person speaks English as a main language.
- 2.8% of people in Shepway live in households where no one speaks English as a main language.

## Religion or Belief

- In the Census 2011, 62.3% stated their religion as Christianity.
- 1.4% indicated they were Hindu.
- 26.5% of Shepway residents have no religion.

## Economic profile of the district 2016

**Economic activity (April 2015 – March 2016):** Shepway has a higher proportion of men engaged in economic activity than women. Between 2015 and 2016, there was an increase in the number of economically active men within Shepway (+3.7%) but a decrease in women (1.1%)

	Shepway	SE	GB	Shepway	SE	GB
	Males			Females		
Economically active	91.2%	85.6%	83.2%	75.3%	75.7%	72.5%
In employment	89.3%	82.1%	78.7%	68%	72.4%	68.8%
Employees	70.6%	66.3%	64.6%	58.1%	64.3%	61.8%
Self employed	17.2%	15.5%	13.7%	Sample size too small	7.9%	6.6%

<https://www.nomisweb.co.uk/reports/lmp/la/1946157318/report.aspx>

## Unemployment and Working Age Benefits

- As of November 2015, Shepway had an unemployment rate of 4.9%. Of these, 2.0% of people aged 16-64 within the district are claiming Job Seekers Allowance, which is above the national figure of 1.5%.

The following table shows the main benefit claimants for Shepway in February 2016. All figures are higher than the national figures and for the South East, particularly the Employment Support Allowance (ESA) and Incapacity Benefits:

### Working-age client group - main benefit claimants (February 2016)

	Shepway (Numbers)	Shepway (%)	South East (%)	Great Britain (%)
Total Claimants	9,440	14.5	8.8	11.8
<b>By Statistical Group</b>				
Job Seekers	1,290	2.0	0.9	1.5
ESA And Incapacity Benefits	4,610	7.1	4.5	6.2
Lone Parents	810	1.2	0.8	1.1
Carers	1,440	2.2	1.2	1.6
Others On Income Related Benefits	200	0.3	0.2	0.2
Disabled	950	1.5	1.0	1.0
Bereaved	150	0.2	0.2	0.2
Main Out-Of-Work Benefits†	6,900	10.6	6.4	9.0

Source: DWP benefit claimants - working age client group

† Main out-of-work benefits includes the groups: job seekers, ESA and incapacity benefits, lone parents and others on income related benefits. See the **Definitions and Explanations** below for details

Notes: % is a proportion of resident population of area aged 16-64  
Figures in this table do not yet include claimants of Universal Credit

### Earning and Income (2015)

- Resident based Gross weekly earnings were £543.80, below the South East figure of £574.90, however above the National figure of £529.60.
- Male full time workers gross weekly earnings were £605.60, below the South East figure of £626.50, but higher than National figure of £570.40
- Female full time workers gross weekly earnings were £388.30, below the South East figure of £499.50 and National figure of £471.60.
- The difference in full time gross weekly between male and female workers in Shepway is £217.30, significantly higher than the South East figure of £127.00 and the National figure of £98.80.

Source: <http://www.nomisweb.co.uk/reports/lmp/la/1946157318/printable.aspx>

## Employment by occupation

Employment by occupation (Apr 2015-Mar 2016)				
	Shepway (Numbers)	Shepway (%)	South East (%)	Great Britain (%)
Soc 2010 Major Group 1-3	20,300	37.2	48.6	44.6
1 Managers, Directors And Senior Officials	7,200	13.2	11.9	10.4
2 Professional Occupations	8,700	15.9	21.4	19.9
3 Associate Professional & Technical	4,400	8.1	15.2	14.1
Soc 2010 Major Group 4-5	13,000	23.8	21.0	21.3
4 Administrative & Secretarial	7,700	14.1	11.0	10.6
5 Skilled Trades Occupations	5,300	9.7	9.9	10.5
Soc 2010 Major Group 6-7	9,200	16.8	16.2	16.9
6 Caring, Leisure And Other Service Occupations	=	=	8.9	9.2
7 Sales And Customer Service Occs	5,400	9.9	7.2	7.6
Soc 2010 Major Group 8-9	12,100	22.2	14.1	17.2
8 Process Plant & Machine Operatives	=	=	5.0	6.4
9 Elementary Occupations	8,000	14.6	9.1	10.8

Source: ONS annual population survey  
 # Sample size too small for reliable estimate  
 Notes: Numbers and % are for those of 16+  
 % is a proportion of all persons in employment

**Above: Employment by occupation data in Shepway shows three biggest occupational groups:**

- Soc Major group 1-3 (*Managers/directors/senior officials, professional occupations and Associate Professional and technical role*) 37.2%.
- Soc Major group 4-5 (*Administrative & Secretarial and Skilled Trade occupations*) 23.8%
- Soc Major group 8-9 (*Process Plant & Machine Operatives and Elementary Occupations*) 22.2%

## Child Poverty

- Shepway has higher levels of children in poverty than most areas in Kent (which is defined as children living in families in receipt of out of work benefits)

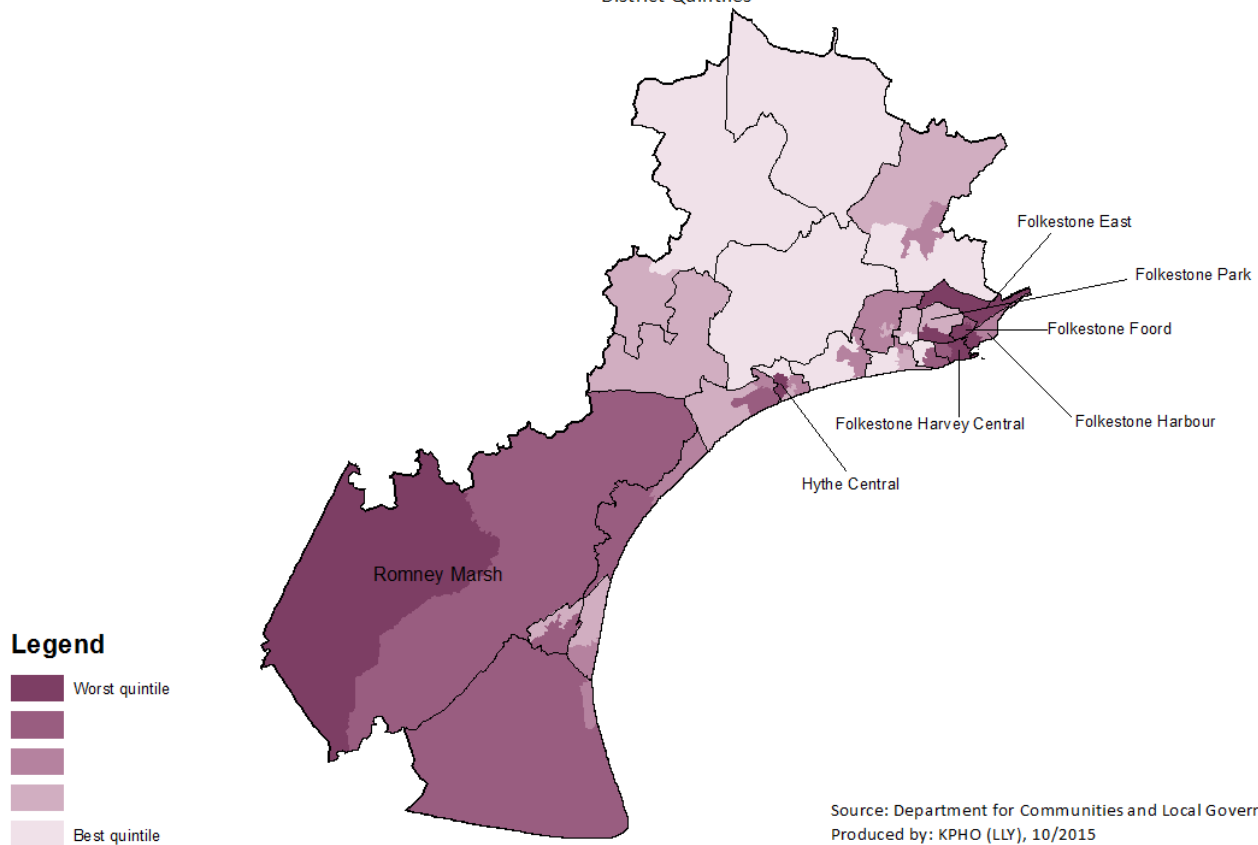
	Children in families in receipt of CTC (<60% Median income) or IS/JSA		% Of Children who are in Poverty	
	Under 16	All children	Under 16	All Children
Ashford	3,960	4,415	16.3%	15.5%
Canterbury	3,875	4,415	16.6%	15.9%

<b>Dartford</b>	<b>3,060</b>	<b>3,400</b>	<b>15.3%</b>	<b>14.7%</b>
<b>Dover</b>	<b>4,005</b>	<b>4,535</b>	<b>20.9%</b>	<b>20.0%</b>
<b>Gravesham</b>	<b>3,985</b>	<b>4,430</b>	<b>19.5%</b>	<b>18.5%</b>
<b>Maidstone</b>	<b>4,100</b>	<b>4,575</b>	<b>14.1%</b>	<b>13.5%</b>
<b>Sevenoaks</b>	<b>2,590</b>	<b>2,855</b>	<b>11.9%</b>	<b>11.2%</b>
<b>Shepway</b>	<b>4,010</b>	<b>4,585</b>	<b>21.5%</b>	<b>20.7%</b>
<b>Swale</b>	<b>6,155</b>	<b>6,880</b>	<b>22.7%</b>	<b>21.7%</b>
<b>Thanet</b>	<b>6,725</b>	<b>7,570</b>	<b>26.2%</b>	<b>25.1%</b>
<b>Tonbridge &amp; Malling</b>	<b>2,900</b>	<b>3,240</b>	<b>12.3%</b>	<b>11.7%</b>
<b>Tonbridge Wells</b>	<b>2,130</b>	<b>2,395</b>	<b>10.0%</b>	<b>9.6%</b>
<b>Kent</b>	<b>47,490</b>	<b>53,295</b>	<b>17.3%</b>	<b>16.5%</b>
<b>Medway</b>	<b>11,085</b>	<b>12,345</b>	<b>20.8%</b>	<b>19.7%</b>
<b>South East</b>	<b>219,485</b>	<b>245,960</b>	<b>13.7%</b>	<b>13.2%</b>
<b>England</b>	<b>1,854,005</b>	<b>2,097,005</b>	<b>18.6%</b>	<b>18.0%</b>

*Source: HMRC Presented By: Research & Evaluation, Kent County Council*

## Indices of multiple deprivation (IMD) 2015

District Quintiles



**Above: Map of Shepway showing indices of multiple deprivation (2015) based on combined data from Income, Employment, Education, Skills and Training, Health Deprivation and Disability, Crime, Barriers to Housing and Services and Living Environment Deprivation. (Darkest Purple shows worst deprivation)**

### Public health profile:

- Life expectancy is 5.6 years lower for men in the most deprived areas of Shepway than in the least deprived areas.
- Data on the district indicates that 42.2% of the population describe themselves as in 'very good health', below the England average of 47.2%. Those who described themselves as in 'bad health' 4.9% and 'very bad health' 1.5% in the district are below the England average figures of 4.2% and 1.2%.

### Child health:

- In 2016, Year 6 obesity levels were 19.1%, down 1.5% from the year before.. The rate of alcohol-specific hospital stays among those under 18 was 38.6 per 100,000. The national average for the same year (2014/15) was 36.6.

### Adult health:

- In 2015, 25.2% of adults were classified as obese, above the England average of 23%.
- The rate of alcohol related harm hospital stays was 607, worse than the average figure of 543 for England.
- The rate of self-harm hospital stays was 233 per 1000 population, worse than the average figure of 191 for England.
- The rate of smoking related deaths was 310 per 1000 population, worse than the average figure of 288 for England.
- Estimated levels of adult smoking stand at 15.7%, worse than the England average of 16.9%.
- The rate of physical activity stands at 58%, worse than the England average of 57%.
- Rates of sexually transmitted infections stand at 526, better than the England average of 815.
- Rate of violent crime stands at 17.7%, worse than the England average of 13.5%
- Rates of long term unemployment stands at 5.6 per 1000 population, worse than the England average of 4.6 per 1000 population.
- Rates of statutory homelessness stands at 0.4 per 1000 population below the England average of 0.9 per 1000 population.
- Life expectancy is 5.5.4 years lower for men, and 3.5 years lower for women in the most deprived areas of Shepway, than in the least deprived areas.
- Over the last 10 years, all cause mortality rates have fallen. Early death rates from cancer and from heart disease and stroke have also fallen.

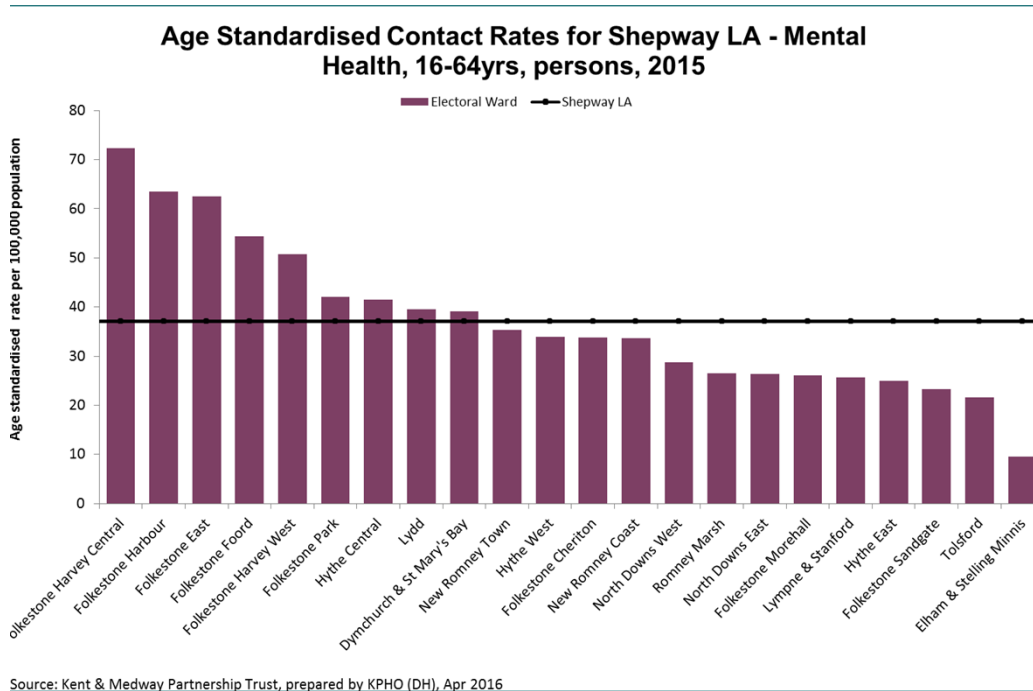
Comment [SDC1]: Is it 5.5 or 5.4?

Source: 2015 Shepway Health Profile, produced by Public Health England  
([www.apho.org.uk/resource/view.aspx?RID=142386](http://www.apho.org.uk/resource/view.aspx?RID=142386))

### Mental health:

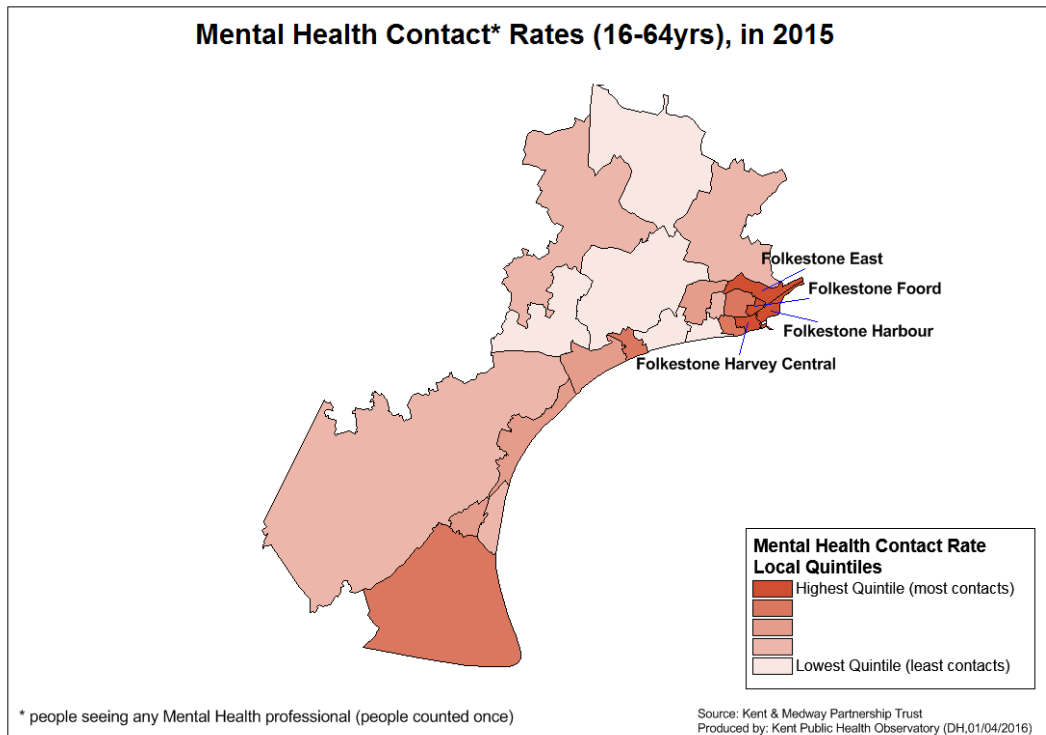
- Contact rates for 16-64 year olds accessing mental health services was highest in Folkestone Harvey Central.
- The top five wards in Shepway for 16-64 year olds accessing mental health services, above the district average was Folkestone Harvey Central, Folkestone Harbour, Folkestone East, Folkestone Foord, and Folkestone Harvey West.
- The lowest five wards in Shepway for 16-64 year olds accessing mental health services, below the district average was Elham & Stelling Minnis, Tolsford, Folkestone Sandgate, Hythe East, Lympe & Stanford.

- Contact rates for 65+ accessing mental health professionals was highest in Folkestone Harvey Central.
- The top five electoral wards in Shepway for 65+ accessing mental health professionals, above the district average were Folkestone Harvey Central, Folkestone Harvey West, Folkestone Park, Hythe East and New Romney Coast.
- The lowest electoral wards in Shepway for 65+ accessing mental health professionals, below the district average were Romney Marsh, New Romney Town, Elham & Stelling Minnis, Hythe West and Folkestone Cheriton.



Above: Graph showing age standardised contact rates for Shepway for 16-64 yrs by electoral ward.





**Above: Map showing mental health contact rates (16-64 yrs). The map shows Folkestone wards having the most contacts for mental health professionals.**

Acorn segments UK households, postcodes and neighbourhoods into six categories, eighteen groups and 62 types. By analysing significant social factors and population behaviour, it provides precise information and in-depth understanding of the different types of people. Acorn can also be used to understand consumers' lifestyle, behaviour and attitudes, together with the needs of neighbourhoods.

By providing a detailed understanding of the people who interact with the council, will use Acorn to analyse customers, target communication, focus on the specific needs of neighbourhoods, build relationships with local communities, and improve service delivery.

The data is used under license, so cannot be made publically available, but more information about the tool is available here: <http://www.acorn.caci.co.uk>

## More information:

Further information about local communities in Shepway is published on both the Shepway District Council and Kent County Council websites. This information is regularly updated and uses a wide range of external resources. For more information please visit:

Shepway District council equalities and diversity page: <http://www.shepway.gov.uk/your-council/policies-plans-and-documents/equality-and-diversity>

Shepway Ward profile page:  
<http://www.shepway.gov.uk/your-council/democracy/ward-profiles>

Kent County Council information on equality and diversity: <http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent/equality-and-diversity-data>

## Section 3: Understanding our customers

- Equality Impact Assessments (EIAs) provide a useful framework for services to examine what they are doing and to ensure that people are treated fairly through the services we deliver, the documents we produce, and the way we work as a council. EIAs promote a consistent approach to identifying and addressing equality issues across the authority.
- Although under the Act there is no longer a requirement to produce such documentation, the council believes it is good practice to have such an EIA framework to help services consider the potential implications of any changes they are considering and to ensure we are consistent in this approach.
- Since the publication of the last Equality and Diversity Report, the council has completed EIAs for the following:
  - Council Tax Reduction Scheme
  - Shepway Community Safety Partnership Plan
  - Corporate Customer Charter
  - In house Environmental Patrol Service
  - Unauthorised Encampments
  - Individual Electoral Registration
  - General Fund Revenue Budget 2016/17
  - Access to all properties and services especially in terms of compliance with DDA, particularly in operational assets.
  - Council Feedback and Complaints Policy
  - Digital Parking Permits
  - Troubled Families (Phase 2)
  - Commercial Opportunities
  - Play Strategy
  - Development of Radnor Park Lodge and it's environment
  - Shepway Green Gym
  - Lifeline and CCTV
- The council's Equality Impact Assessments (and the previously named equal treatment assessments) are published on the equality and diversity pages on the council's website and can be viewed by visiting:

<http://www.shepway.gov.uk/your-council/policies-plans-and-documents/equality-and-diversity>

### Understanding Our Customers Through Consultation:

- Consultation provides an important means of understanding the needs of service users and local residents. It also allows the council to assess what impact decisions will have on different groups.

The following public consultations have been undertaken over the past year:

○

- Folkestone Community Led Local Development programme during the strategy formulation stage in May/June/July 2016
- Draft Shepway Tourism Destination Management Plan – consultation
- Draft Shepway Economic Development Strategy
- Play Area Review and Strategy consultation Places and Policies Local Plan
- Community Infrastructure Levy
- Guildhall North Controlled Parking Zone extension to include Millfield
- Sandgate East Controlled Parking Zone
- Folkestone West Controlled Parking Zone to include Shorncliffe Crescent and surrounding roads.
- Folkestone Pedestrian Zone, No Loading and waiting restrictions
- New bus kerb build-out in Sandgate Road, Folkestone
- Installation of disabled persons parking bays across the district

## Improving our Customer's Experience

### Improving our Customer's Experience

We have sought to improve the experience of our customers in the following ways:

- In 2016, the council was successful in reapplying for the CSE accreditation and achieved compliance plus in seven areas.
- Embedding the Council's Core Values into all aspects of customer service. In 2016, we introduced a staff recognition scheme is based around the council's core values and staff are rewarding for exhibiting outstanding behaviour relating to them. Also, our corporate induction for new employees focuses on the core values explained and an exercise relating to them is undertaken by all staff.
- Rolling out 'Lowering Language Barriers' training to our Customer Contact staff, focussing on giving our officers strategies and tools for adapting the way they talk (and write) to people who speak English as an additional language, and working with other groups who may find it hard to grasp complicated information such as people with low literacy, the elderly, or people with learning difficulties.
- Providing equality and diversity e-learning training to all Council staff.
- Providing a translation service in 14 different languages on request.
- We currently have over 100 staff and Councillors' trained as Dementia Friends supported by a dementia champion within HR.

## Section 4: Understanding our workforce

### Workforce profile 2016

- In September 2016, there were 389 members of staff working for Shepway District Council, which is a full time equivalent of 323.07.
- 55% of the Council's workforce are female, 45% are male.
- Overall, 2.6% of the council's workforce has declared a disability.
- 80.5% of the Council's workforce have declared their ethnicity as white and 6.9% from minority ethnic groups.

- 25.7% (100 employees) of the Council's workforce are contracted to work 36 hours per week or under. Of this:
  - 57% of part time staff are on grades A-D
  - 36% of part time staff are on grades E-G
  - 4% of part-time staff are on grades H and above

The remaining 3% are on spot salaries.

- With a crude staff turnover of 20.5%, 65 people left the council's employment (the 'crude' turnover figure includes redundancies and outsourcing so cannot be used to express voluntary turnover).
- Shepway had no staff grievances raised relating to equality in 2015/16 :

	Total	Equality Related
2013/14	4	0
2014/15 (to date)	0	0
2015/16 (to date)	0	0

## Age and Gender

Out of the 389 members of staff working for Shepway District Council (as of September 2016):

- 55.% of staff are female and 45% are male
  - 86% of staff are aged between 25 and 59
- 3.6% of staff are aged between 60 and 64
- 1.28% of staff are aged 65 or over

### Age range per number of Employees:

Age	16-19	20-29	30-39	40-49	50-59	60-64	65+
Female	2	31	46	70	60	7	2
Male	6	28	36	44	47	7	3
Total	8	59	82	114	107	14	5

## Section 5: Our achievements and engagement activities in 2016

The council has undertaken several major projects, including:

- In partnership with Folkestone Rainbow Centre our Communities Service currently have in place a £30K a year grant with the [Folkestone Rainbow Centre](#) to provide outreach support services for migrant communities. In addition, under the umbrella of the Shepway Community Safety Partnership our Community Safety and Wellbeing Team has led on the running of a inter-nationality Community Hub to act as an integration, support and signposting service for new and emerging communities locally, working closely with Children and Family Services, Public Health, KFRS and Kent Police. Recently, following identified need from learning at the Hub, this has led to both translation of our One-stop-shop posters for victim of Domestic Abuse into Slovak and Czech; and the arranging of

multi-agency training into illegal money lending/laundering in migrant communities by the national Loan Shark team.

- Our Elections Team has carried out a review of electoral registration for different groups, including registration visits to care homes, independent living centres and assisted living centres, which has been successfully increased number of electors by 1405. The young voter registration campaign was also a success and resulted in a 103 elector increase. Campaigns targeting under-registered groups are continuing.
- Our Housing Strategy Team, as part of the consultation procedure of the draft Housing Allocation Policy, engaged with the Royal British Legion and Ministry of Defence to give extra priority for social housing to former members of the armed forces discharged within the last five years, and current members (including members of their household) who are imminently due to be discharged. This has been reflected in our new Allocations Policy. (Adrian Hammond)
- The council commenced a Shepway Apprenticeship Grant scheme in April 2012 and since then 320 local residents have been supported into apprenticeship through grants made to 176 businesses in Shepway. This has given local residents the opportunities to gain skills and a pathway into sustainable employment, as well as providing support to businesses to develop a skilled workforce.
- Romney Marsh Business Centre – Incubation Centre opened in May 2014 providing 12 'pods' and small office accommodation. The centre continues to run at full capacity with 7 start-up businesses located at the centre. A number of the entrepreneurs have moved from JSA and income support into self-employment with the support provided by the centre and the centre has appointed its own apprentice.
- Shepway Business Support and Advice Service, which commenced in April 2013, provides face to face support with an experienced business advisor who works across the district. This service provides support to the incubation centres, and in 2015/16 alone supported more than 100 individuals to support them in taking forward their business or business idea forward.
- Discretionary Rate Relief – Localism Act 2011. The district council has been one of very few councils in Kent to take up the opportunity to provide Discretionary Rate Relief, and in the most recent scheme some **£243,000 been granted** to support businesses in specific sectors that can demonstrate growth and job creation. To date this is estimated to have supported a net increase of 104 jobs amongst the businesses awarded relief.
- Folkestone Community Led Local Development: The high levels of deprivation in some of the central Folkestone wards has provided the council with the opportunity to seek European funding to tackle issues facing the residents in this area and to help them into work. The programme we are bidding for will target the most vulnerable people and we are seeking around £2.25 million of European funds for the programme.
- A further L&D Brochure was released in June 2016 outlining numerous courses employees can undertake ranging from 90 mins soft skills sessions including accredited qualifications. We had 5 people complete the Post Graduate Certificate in Leadership and Management in 2015/16. Since then we have also had 4 people complete the Post Graduate Certificate in Management at Canterbury Christ Church University.

- We had 18 people complete the Institute of Leadership Management Level 3 Award in Leadership and Management. 17 SDC employees, and 5 people from other councils, are working on the ILM Level 3 Award in Leadership and Management at the moment. We also have 6 people who have just started the ILM Level 5 Award in Leadership and Management.
- We run a Management Development Programme for our Middle Managers and Team Leaders on an ongoing basis which includes sessions on topics such as Coaching, Project Management, Neuroscience, Behaviour Change, Employee Engagement to enable them to understand how best to work well with people from a variety of backgrounds. We also provide extensive safeguarding training to ensure staff know how to support vulnerable people.
- The 'Understanding our communities' programme with sessions on living with dementia and how we can support customers with dementia, as well as deafness awareness sessions so that staff can more effectively support those with hearing impairments. Also on this programme since May 2015, we have had inputs from the Troubled Families programme and the mental health charity Mind have run a session for us (Sep 2015).
- In November 2015, a number of sessions were run with the Rainbow centre regarding the Roma community to raise the awareness of the group for our customer facing staff.
- Equality and diversity training is part of our induction and staff undertake a mandatory e-learning module on this topic every 3 years.
- Extremism prevention training was rolled out across the council earlier in the year. This gives staff an understanding of radicalisation and who can be drawn into it.
- We have a process of continuous improvement to redesign the council's website to make it more customer focused and user friendly. The project is reviewing functionality and the technology available so the councils customers will benefit from a high quality website. To do this we have consulted with a range of internal stakeholders for their views on how to improve management of the website.

East Kent Housing has undertaken the following consultations in 2015/16:

- Mobility Scooter Policy – we have consulted with some tenants on installing mobility scooter storage facilities at 2 schemes (one in Shepway and one in Canterbury) as a trial so this can be rolled out at other schemes after we have learnt from the limitations. We had a consultation event at Win Pine House in Hythe and tenants were asked various questions about colour of the sheds, the type of lock they wanted etc.
- We have also consulted tenants during 2015 on the future provision of laundry facilities in our sheltered schemes. We had 3 tenants from each district (Shepway, Dover and Canterbury).
- 

Across the council a wide range of efforts have been undertaken to gauge customer satisfaction in different services:

2016 Customer Service Satisfaction surveys: 116 people were contacted and asked for their view on the service they received. The results were:

	Very Satisfied	Satisfied	Dissatisfied
How would you rate the customer service you received?	113	2	1
Was the time you waited to be seen reasonable?	112	4	0
Did you understand everything that was said to you during your visit?	112	2	2
Did you find the staff friendly and polite?	114	2	0

## Section 6: Complaints

The council records all complaints which it receives from customers. These are categorised, analysed and reported so that improvements can be made to services. Since stage 1 complaints relating to equality issues have been received, of these:

- 3 Complaints were about Disabled Parking
- 1 was relating to an ex member of staff
- 5 related to the assisted waste
- 2 related to Grounds Maintenance
- 1 related to Revenues and Benefits
- 5 related to Housing Options

All were resolved at stage 1, by the relevant service investigating and writing to the complainant with a response.

Six complaints were required to be investigated by an independent manager (stage 2)

- 1 related housing in Shepway
- 1 related to requiring a disabled property to fit needs

Both complaints were thoroughly investigated and each complainant was formally written to with a detailed explanation of the findings. Where appropriate the council apologised and indicated how it would improve service delivery in the future. 1 of the equalities complaints were raised to the Local Government Ombudsman (stage 3).

Both of the Grounds Maintenance team complaints were investigated internally due to the seriousness of the Complaint however did go through the stage 1 complaints procedure and 1 was resolved and 1 went to the Folkestone Herald.

## Section 7: Equality Objectives

The council's Equality and Diversity Policy has an associated action plan which details the high priority pieces of work the council needed to deliver in relation to its duties. [The action plan can be found at: \[link to be included once approved\]](#)

### Actions we will undertake 2016/17:

Action	Lead officer	Deadline date
Ensuring EIAs are completed where they are required (i.e. where the council introduces a new policy or service, or where there is a significant revision to an existing policy or service) and that they are carried out in the correct manner (e.g. with appropriate consultation with affected parties)	Leadership Support Assistant	Ongoing
Continually improving the council's management information relating to equality matters including complaints and customer satisfaction	Ayse Niazi	Ongoing from March 2015
Involving services users and local communities (including people with protected characteristics) in the design of council services;  All managers undertaking stage 2 EIA exercise will consult appropriately and publish the results.	Heads of Service and service Managers  All managers	Ongoing  As required
Routinely publishing the result of consultation exercises on the council website and disaggregating the results (where possible) for different equality groups.	All Managers	As required
Continue with the 'Understanding our communities' programme including sessions on: Living with dementia and how we can support customers with dementia, 100 staff and Cllrs are trained as Dementia Friends. Deafness awareness sessions to enable staff to more effectively support those with hearing impairments. And inputs from the mental health charity Mind; and Rainbow centre regarding the Roma community.	Learning and Development Officer	Ongoing
Equality and diversity training is part of our induction and for all staff to undertake a mandatory refresh e-learning module every 3 year	Learning and Development Officer	Ongoing

**Section 8:  
Further Information**



If you have any questions on the information presented in this report, or would like this document in another language or format, please contact the Leadership Support Team on 01303 853436 or email [leadership.support@shepway.gov.uk](mailto:leadership.support@shepway.gov.uk).

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This report will be made public on 7 April 2017

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



Report Number **C/16/124**

**To:** Cabinet  
**Date:** 19 April 2017  
**Status:** Key Decision  
**Director:** Alistair Stewart, Chief Executive  
**Cabinet Member:** Cllr David Monk, Leader of the Council

**SUBJECT:** DRAFT CORPORATE PLAN 2017-2020

**SUMMARY:**

This report presents the draft Corporate Plan for consideration by Cabinet. The Corporate Plan set out the framework for delivering the Council's priorities over the next three year, outlining the strategic objectives, priorities and key outcomes to meet the vision for the council and district.

**REASONS FOR RECOMMENDATIONS:**

Cabinet is asked to agree the recommendations set out below because:-

- a) The priorities for the council and the district have been re-evaluated taking into consideration local and national changes and issues facing local government and Shepway's communities.

**RECOMMENDATIONS:**

1. To receive and note Report C/16/124
2. To approve the attached draft Corporate Plan for 2017-2020 and recommend to Council for approval.
3. To approve the attached draft delivery plan to the Corporate Plan and recommend to Council for approval.

## 1. BACKGROUND

- 1.1 The Corporate Plan is a strategic, management document, which summarises the areas identified that matter most to the council over the next three years (2017-2020). It seeks to identify the key objectives and priorities the council will work towards both for the district (externally focused) and the council as an organisation (internally focused).
- 1.2 The current corporate plan for the Council was prepared for the five year period between 2013 and 2018. A Cabinet awayday held in Autumn 2016 confirmed the need to review the existing corporate plan and update it to reflect the recent changes, challenges and opportunities facing local government and Shepway as a district.
- 1.3 The strategic objectives and the vision for the plan have been updated to reflect the new priorities and the presentation has been simplified to ensure it is a useful, practical document; however, the core work of the council remains unchanged.
- 1.4 The development of the corporate plan has been built on discussions with Cabinet members, Corporate Management Team and senior officers to ensure it reflects the council's current priorities and commitments.

## 2. HOW HAS IT CHANGED?

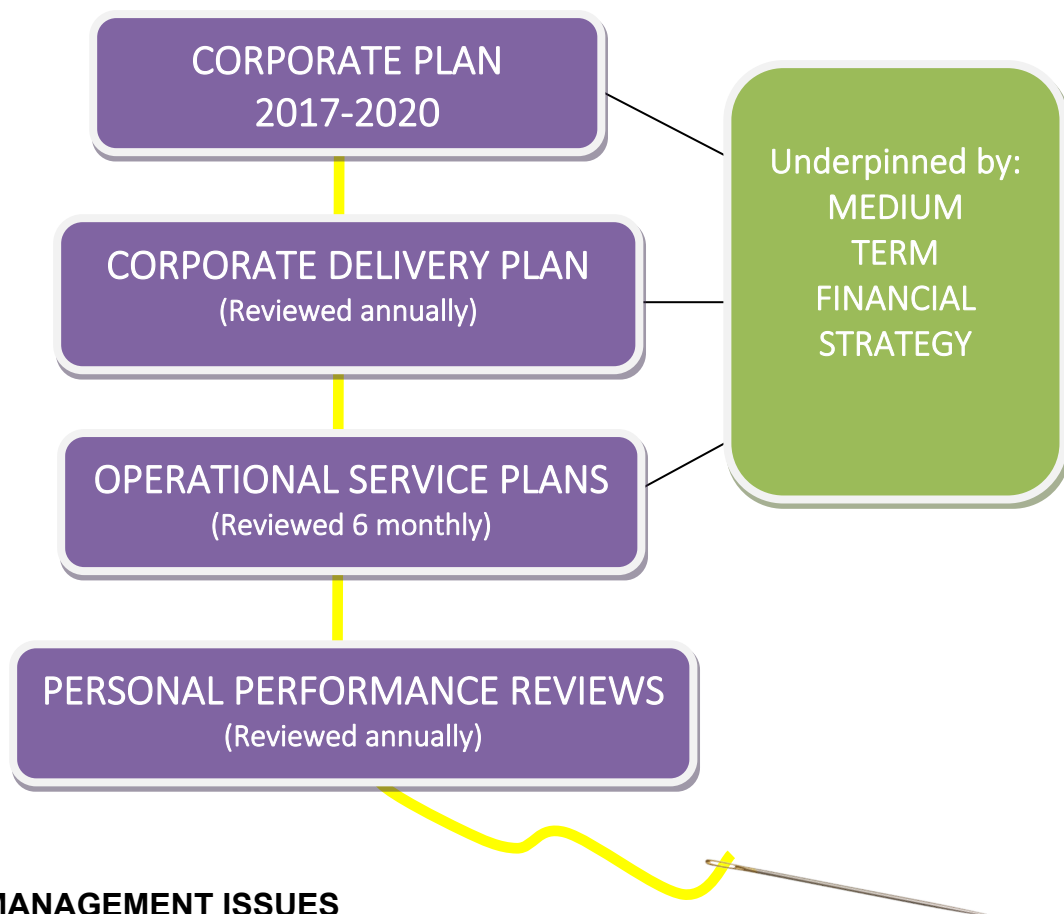
- 2.1 The core work undertaken by the council remains largely unchanged and the review of the corporate plan has led to a change in emphasis in some areas. For example:
  - 2.1.1 **More Homes** – the objective heading has remained the same; however there is a stronger emphasis on accelerating the delivery of the right homes through a number of means e.g. council owned.
  - 2.1.2 **More Jobs** – the heading has been simplified from the existing version (Boost the local economy and increase job opportunities) however, the priorities for the objective remain largely the same.
  - 2.1.3 **Appearance Matters** – the heading has also been simplified from the existing objective (Support an Attractive and Vibrant Place to Live) however, the emphasis on enforcement and waste has been strengthened. The reference to tourism has been removed as any activities relating to this area would fall under the 'more jobs' objective and links to providing a vibrant local economy.
  - 2.1.4 **Health Matters** – the council has statutory responsibilities for public health services as set out in the Health & Social Care Act 2012 that transferred from primary care trusts to local authorities from 1 April 2013. With CCGs now in existence, Shepway is working closely with Dover District Council and health partners within the East Kent Coastal area. This new objective reflects this priority and incorporates the activities undertaken to keep communities safe through the Community Safety Partnership.

- 2.1.5 **Achieving Stability** – this objective replaces the existing objective (Delivery value for money). With changes to the financial grants from central Government e.g. Revenues Support Grant, additional pressures facing the council e.g. renewing the waste contract, the resource implications relating to the implications outlined in the Homelessness Bill, the council needs to have a commitment to achieve stability for the council for generations to come. Value for money is still important, however, the council will be required (as with most councils across the country) to look at alternative income streams, efficiencies, collaborative working opportunities to sustain service delivery for the communities of Shepway.
- 2.1.6 **Delivering Excellence** – this is a largely new objective, however, does incorporate elements of the existing objective (Listening to Local People). The emphasis will be on delivering customer excellence (which by default will involve listening to local people) and equipping staff, members and customers as well as optimizing the digital delivery for services. At the Cabinet Away day, it was clear that listening and involving people is required in all that we do and underpins the corporate plan through the core value of **Customer First**.

### 3. DELIVERING THE PRIORITIES

- 3.1 The Corporate Plan is ambitious and reflects the priorities of Cabinet. The format has been simplified to provide it as a strategic document on one page. The Plan is therefore supported by a delivery plan that can (and should) be reviewed annually in line with budget monitoring and to provide the flexibility to react to changes to local government or the needs of the district and the council. The draft Delivery Plan is outlined in Appendix 2. Performance against the corporate delivery plan will be measured on at least every six months and reported to Overview & Scrutiny Committee and Cabinet as part of the council's Performance Management Framework.
- 3.2 In addition, there is a clear 'golden thread' from the Corporate plan and its delivery plan, supported by the MTFs and operational service plans (reviewed on a six monthly basis). It is essential this thread is not lost as it provides the basis for individual officer Personal Performance Reviews across the council (diagram outlined in 3.3):

### 3.3 Diagram 1: The Golden Thread



## 4. RISK MANAGEMENT ISSUES

4.1 A summary of the perceived risks follows:-

Perceived Risk	Seriousness	Likelihood	Preventative
That there are insufficient resources to finance the actions outlined in the draft Corporate Plan and delivery plan.	High	Medium	The delivery plan will need to be monitored in line with any changes to the medium term financial budget in light of the uncertainty around pressures such as the Homelessness Bill. It is essential the delivery plan is flexible to enable prioritization to be amended to reflect limited resources.

That the reputation of the council suffers due to the focus of the activities outlined in the Corporate Plan.	High	Low	Any strategic projects will undergo consultation and therefore this can be mitigated through comprehensive engagement.
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## 5. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

### 5.1 Legal Officer's Comments (AK)

There are no legal implications arising directly out of this report.

### 5.2 Finance Officer's Comments (PM)

There are no direct financial implications arising out of this report.

### 5.3 Diversities and Equalities Implications (ST)

There are no specific diversities and equalities implications arising from this report.

## 6. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

*Alistair Stewart, Chief Executive*

*Tel: 01303 853203, email: [Alistair.stewart@shepway.gov.uk](mailto:Alistair.stewart@shepway.gov.uk)*

*Suzy Tigwell, Leadership Support Manager*

*Tel: 01303 853232, email: [suzy.tigwell@shepway.gov.uk](mailto:suzy.tigwell@shepway.gov.uk)*

The following background documents have been relied upon in the preparation of this report:

Appendices:

*Appendix 1 – Draft Corporate Plan 2017-2020*

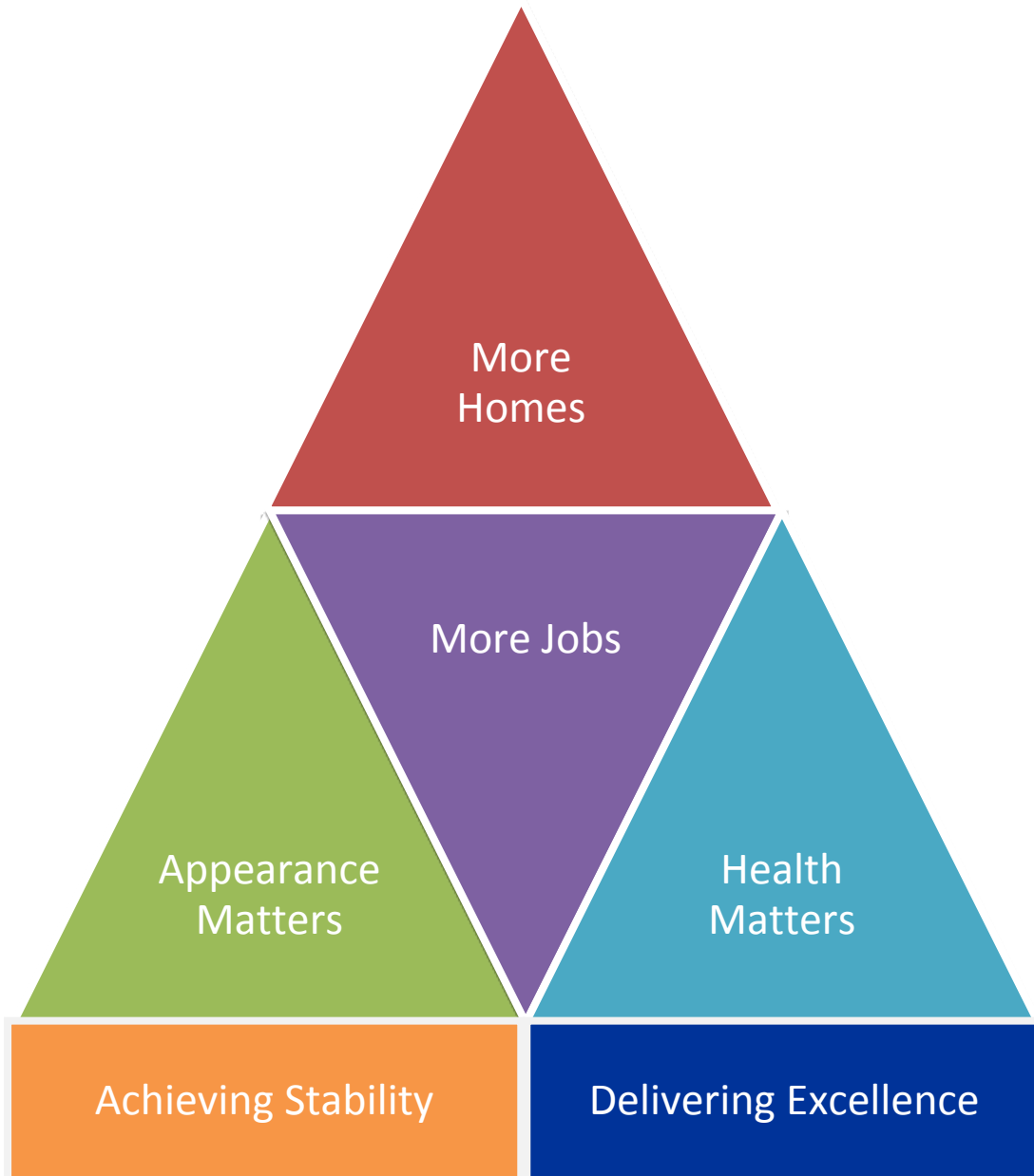
*Appendix 2 – Draft Corporate Delivery Plan 2017-2020*

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# Corporate Plan 2017 – 2020

*Investing for the Next Generation*



*Delivering More of what Matters*

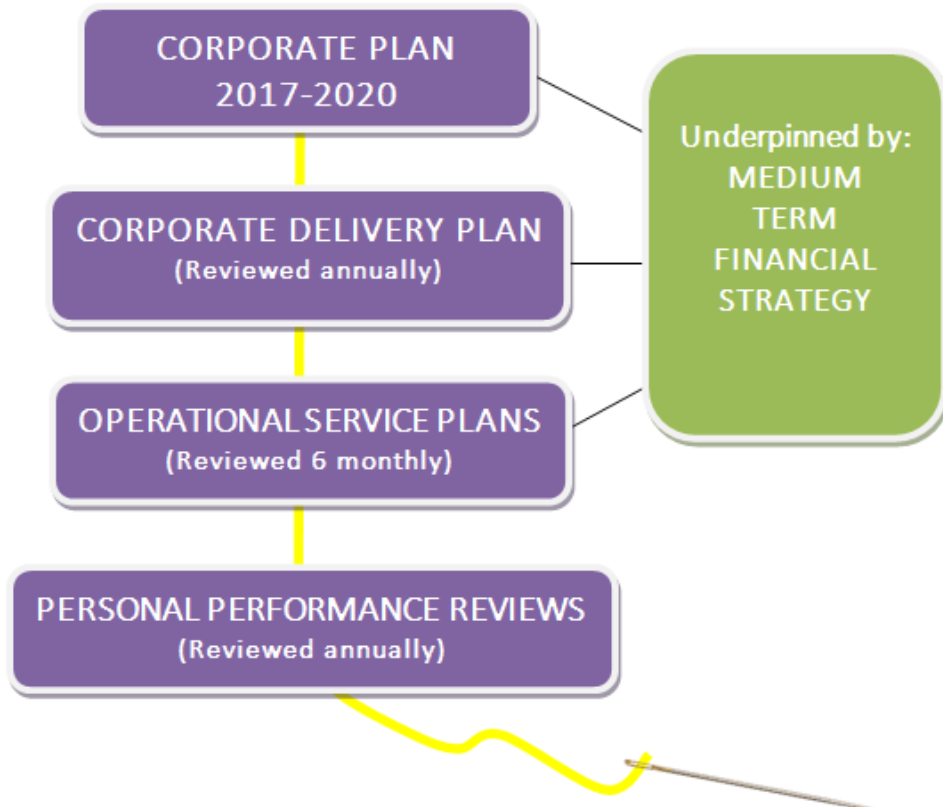
**Folkestone**

Hythe & Romney Marsh  
Shepway District Council

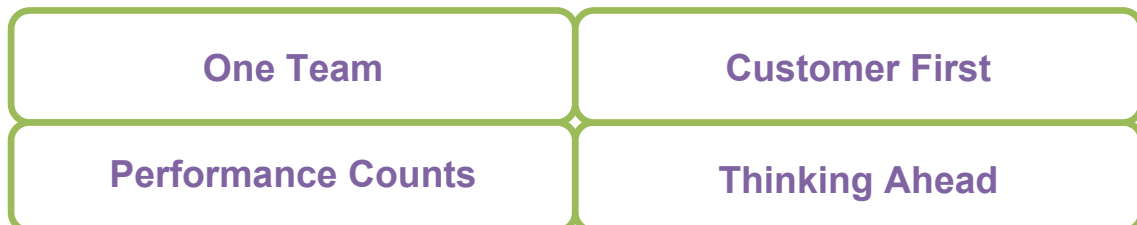


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## How It All Fits Together



## Supported by the Core Values



## Monitoring progress

The supporting Corporate Delivery Plan will be reviewed annually to ensure it reflects the council's priorities and react to local and central government changes.

Service plans are reviewed on a six monthly basis and based on service budgets.

Personal performance reviews are undertaken annually and assist employees to understand their contribution to the corporate plan.

## Contact us

For additional information on the corporate plan please contact:

Leadership Support Team by:

Email: [leadership.support@shepway.gov.uk](mailto:leadership.support@shepway.gov.uk); or

Telephone: 01303 853232

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# DRAFT

## Shepway District Council Corporate Plan 2017 – 2020

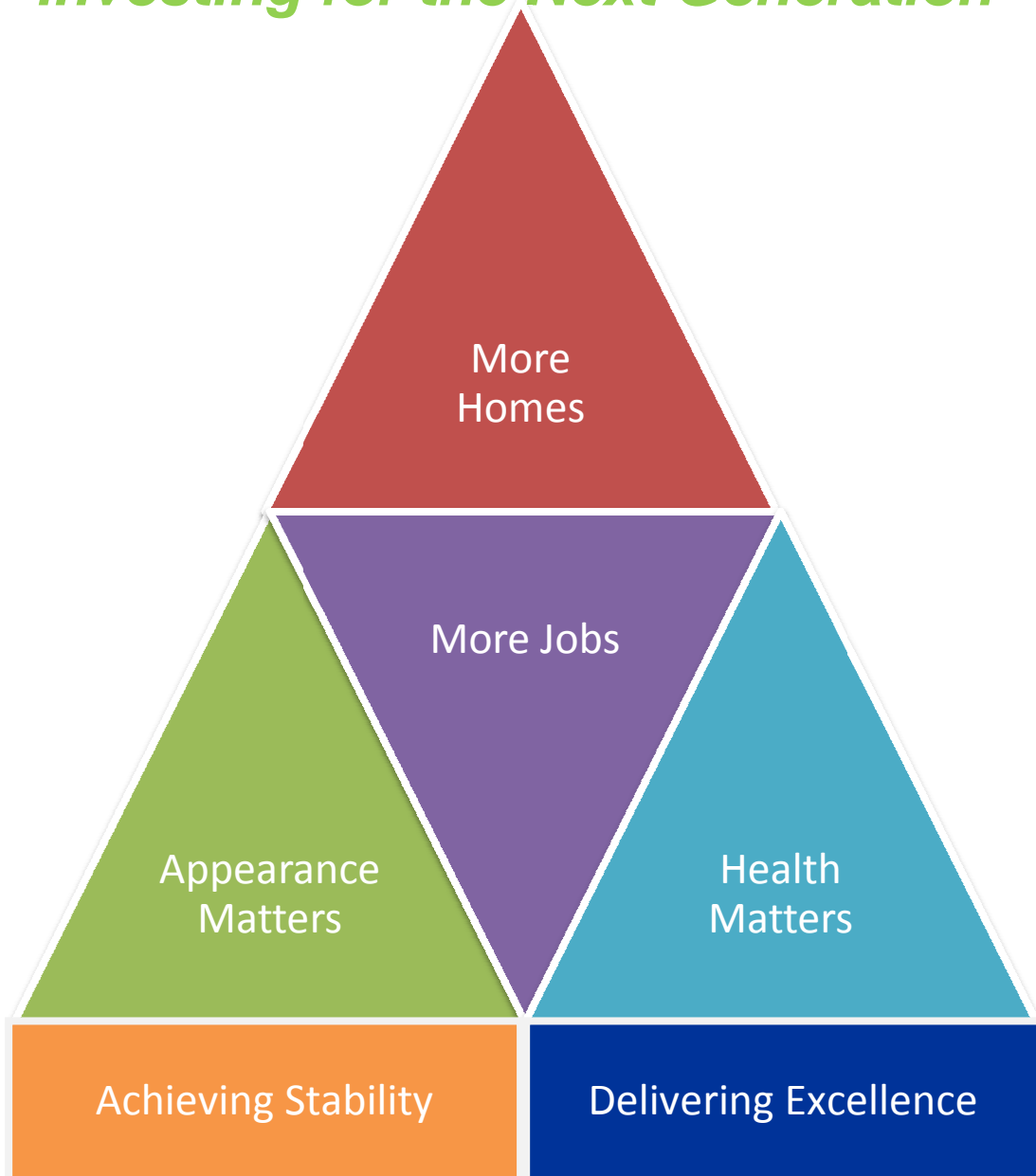
*Investing for the next generation ~ delivering more of what matters*

STRATEGIC OBJECTIVES	<b>More Homes</b> Provide and enable the right amount, type and range of housing	<b>More Jobs</b> Work with businesses to provide jobs in a vibrant local economy	<b>Appearance Matters</b> Provide an attractive and clean environment	<b>Health Matters</b> Keep our communities healthy and safe	<b>Achieving Stability</b> Achieve financial stability through a commercial and collaborative approach	<b>Delivering Excellence</b> Deliver excellent customer service through commitment of staff and members
<b>To deliver these objectives we will:</b>						
Page 269  OUR PRIORITIES	<ul style="list-style-type: none"> <li>• Deliver homes that meet the needs of our changing population</li> <li>• Accelerate supply of housing</li> <li>• Prevent homelessness through early intervention</li> <li>• Create a new Garden Town at Otterpool Park</li> <li>• Improve private sector housing conditions</li> <li>• Bring empty homes back into use</li> <li>• Plan for strategic growth in the district</li> </ul>	<ul style="list-style-type: none"> <li>• Support local employers to flourish</li> <li>• Identify key sites for future employment opportunities</li> <li>• Encourage appropriate development and promotion of commercial premises</li> <li>• Support partners to deliver dynamic and diverse high streets</li> <li>• Explore opportunities to support the nuclear industry</li> <li>• Enable appropriate infrastructure to enhance connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Keep the district clean and tackle environmental issues</li> <li>• Maintain and improve natural and historic assets</li> <li>• Maintain a high quality environment through active enforcement</li> <li>• Work with partners to boost the appearance of the district</li> <li>• Prepare a new recycling, waste and street cleansing contract for the district</li> <li>• Provide clean and well maintained public spaces</li> <li>• Protect and manage the coastal sites in an environmentally sustainable way</li> </ul>	<ul style="list-style-type: none"> <li>• Promote healthy lifestyles within our communities</li> <li>• Reduce the impact of anti-social behaviour</li> <li>• Support the South Kent Coast Health &amp; Wellbeing Board and Local Children’s Partnership Group</li> <li>• Ensure access to high quality open space</li> <li>• Provide a new district leisure facility</li> <li>• Ensure the best use of our community assets to support community and voluntary sector organisations</li> <li>• Help reduce health inequalities through our services and partnership working</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure strong financial discipline</li> <li>• Explore alternative income streams including commercial opportunities</li> <li>• Develop an investment strategy for the longer term benefits of the district</li> <li>• Explore opportunities including working collaboratively to achieve efficiencies, reduce costs and improve resilience</li> <li>• Optimise the financial benefit from major developments in the shorter and medium term</li> <li>• Identify ‘Invest to Save’ opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on the customer in delivering excellence</li> <li>• Create a ‘Digital by default’ approach to services</li> <li>• Keep all councillors, staff and customers informed</li> <li>• Retain and recruit staff to deliver the new ways of working and challenges ahead</li> <li>• Motivate and enable staff to maintain and enhance performance</li> <li>• Sustain and develop a flexible and responsive workforce</li> <li>• Recognise and reward the value of staff</li> </ul>

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# Corporate Delivery Plan 2017 – 2020

*Investing for the Next Generation*



*Delivering More of what Matters*

## *Introduction*

This Corporate Delivery Plan provides the detail of what the council plans to achieve over the next 3 years to support the objectives and priorities of the Corporate Plan for 2017-2020.

The corporate Plan has 6 Strategic Objectives:

- More Homes
- More Jobs
- Appearance Matters
- Health Matters
- Achieving Stability
- Delivering Excellence

The first four objectives are externally focussed and detail how the Council will contribute to the district and its communities. The last two objectives are internally focussed to identify the priorities required for the council to ensure its stability and excellence in service delivery.



Provide and enable the right amount,  
type and range of housing

Our Priorities	By 2020, we will:
<p>Deliver homes that meet the needs of our changing population</p>	<ul style="list-style-type: none"> <li>• Update the Housing Strategy to ensure housing and related needs in the district are identified and addressed.</li> <li>• Seek to achieve 30% affordable housing as part of major housing developments.</li> <li>• Build at least 60 additional affordable homes.</li> <li>• Encourage new care and extra care facilities to meet the needs of an ageing population.</li> <li>• Ensure 20% of new homes meet Acceptable Adaptable Dwelling Standards.</li> </ul>
<p>Accelerate supply of housing</p>	<ul style="list-style-type: none"> <li>• Enable an average of 400 new homes to be built in the district per year.</li> <li>• Review and adopt the Places and Policies Local Plan in 2018.</li> </ul>
<p>Prevent homelessness through early intervention</p>	<ul style="list-style-type: none"> <li>• Provide advice and alternative housing options to prevent more people from becoming homeless.</li> <li>• Prevent 550 families at risk of homelessness from losing their home per year.</li> <li>• Increase the availability of suitable temporary accommodation through a review of the use and type.</li> <li>• Prevent rough sleeping by delivering Rapid Response Service with local partners.</li> <li>• Increase availability of private rental properties through the promotion of the Social Lettings Agency.</li> </ul>
<p>Create a new Garden Town at Otterpool Park</p>	<ul style="list-style-type: none"> <li>• Engage with the community and local residents and other stakeholders to prepare a masterplan by Nov 2017.</li> <li>• Submit a planning application for Otterpool Park in partnership with other landowners by mid 2018.</li> <li>• Oversee communications relating to plans for Otterpool Park.</li> <li>• Start building on site by 2020.</li> </ul>

<p>Improve private sector housing conditions</p>	<ul style="list-style-type: none"> <li>• Improve at least 130 homes as a result of direct intervention by the council and its partners each year.</li> <li>• Improve the quality of buildings through active enforcement.</li> </ul>
<p>Bring empty homes back into use</p>	<ul style="list-style-type: none"> <li>• Undertake a review of empty homes in the district.</li> <li>• Bring at least 70 long-term empty private sector homes back into use each year.</li> </ul>
<p>Plan for strategic growth in the district</p>	<ul style="list-style-type: none"> <li>• Deliver at least 20 new build homes or acquisitions through the Housing Revenue Account Programme each year.</li> <li>• Carry out a review of the Core Strategy and adopt by March 2020 to meet emerging housing needs.</li> </ul>

Work with businesses to provide jobs in a vibrant local economy

Our Priorities	By 2020, we will:
<p>Support local employers to flourish</p>	<ul style="list-style-type: none"> <li>• Visit at least 10 key employers per year as part of the business engagement programme.</li> <li>• Understand the skills gaps and employment needs of local employers through regular dialogue including an annual survey.</li> <li>• Work with East Kent College to address skills issues raised by local businesses.</li> <li>• Provide support in central Folkestone to residents to access jobs and businesses to grown through the Folkestone Community Led Local Development (CLLD) European Programme.</li> <li>• Offer a Pre-Application Planning Advice Service with the provision of a free first meeting for proposals that will generate employment.</li> <li>• Promote the district as a cost effective, well connected place to do business through the Folkestone.works website, recognised as a valuable information source.</li> </ul>
<p>Identify key sites for future employment opportunities</p>	<ul style="list-style-type: none"> <li>• Prepare new policies within the PPLP to support those in the Core Strategy to be adopted in 2018.</li> <li>• Undertake a Core Strategy Review from 2016 onwards for adoption in 2019.</li> </ul>
<p>Encourage appropriate development and promotion of commercial premises</p>	<ul style="list-style-type: none"> <li>• Deliver at least two strategic employment schemes to bring forward new business accommodation in the districts, providing at least 5,000sqm of units for occupation.</li> <li>• Facilitate investment in at least one major new employment schemes in the district.</li> </ul>
<p>Support partners to deliver dynamic and diverse high streets</p>	<ul style="list-style-type: none"> <li>• Support the four coastal community teams in the district to bring forward and gain funding for at least one scheme identified in their economic plans.</li> <li>• Provide landscape &amp; urban design advice to to achieve high quality places to live and work</li> </ul>

<p>Explore opportunities to support the nuclear industry</p>	<ul style="list-style-type: none"><li>• Maximise opportunities to further develop the nuclear energy sector within the district through engagement and full awareness of any opportunities arising from the Government's nuclear-related programmes and activities</li></ul>
<p>Enable appropriate infrastructure to enhance connectivity</p>	<ul style="list-style-type: none"><li>• Secure Government funding for at least two infrastructure schemes to enhance infrastructure.</li><li>• Require new housing and commercial developments to have superfast broadband infrastructure through a planning policy and condition.</li></ul>

### Provide an attractive and clean environment

Our Priorities	By 2020, we will:
Keep the district clean and tackle environmental issues	<ul style="list-style-type: none"> <li>Engage local volunteers to provide at least 20 community clear ups each year.</li> <li>Increase environmental volunteering and work experience opportunities through the provision of at least 25 Green Gym sessions.</li> <li>Enforce the council's approach to fly-posting on council land.</li> </ul>
Maintain and improve natural and historic assets	<ul style="list-style-type: none"> <li>Retain Green Flags for the Coastal Park and Royal Military Canal.</li> <li>Explore options for newly acquired open space at St Marys Westbrook.</li> <li>Provide landscape &amp; urban design advice in order to achieve high quality places to live and work.</li> </ul>
Maintain a high quality environment through active enforcement	<ul style="list-style-type: none"> <li>Provide targeted enforcement action to address litter, trade waste, fly-tipping and fly-posting.</li> <li>Implement and enforce a new Public Space Protection Orders for dog control across the district.</li> <li>Deliver a programme of public educational events to tackle environmental issues e.g. responsible dog ownership.</li> <li>Deal with untidy development sites through appropriate planning legislation using enforcement powers where necessary.</li> <li>Protect the amenity of the district and its residents through use of planning enforcement powers.</li> </ul>
Work with partners to boost the appearance of the district	<ul style="list-style-type: none"> <li>Deliver the Radnor Park regeneration project in partnership with the local community.</li> <li>Increase joint enforcement operations with other teams/ agencies e.g. Veolia.</li> <li>Carry out an annual targeted high profile campaign to ensure business trade waste is disposed of properly.</li> </ul>
Prepare a new recycling, waste and street cleansing contract for the district	<ul style="list-style-type: none"> <li>Investigate future service provision through current partnership agreements.</li> <li>Procure, develop and deliver a recycling incentive scheme jointly with Dover District Council.</li> </ul>

<p>Provide clean and well maintained public spaces</p>	<ul style="list-style-type: none"><li>• Introduce the Dog Public Space Protection Order.</li><li>• Provide services to ensure clean, well maintained and managed streets, parks and open spaces.</li></ul>
<p>Protect and manage the coastal sites in an environmentally sustainable way</p>	<ul style="list-style-type: none"><li>• Develop and implement coast protection schemes in accordance with relevant policies.</li><li>• Undertake maintenance works to all engineering assets.</li></ul>

## Keep our communities healthy and safe

Our Priorities	By 2020, we will:
<p>Promote healthy lifestyles within our communities</p>	<ul style="list-style-type: none"> <li>• Contribute to both mental and physical wellbeing through supporting the levels of participation in sports, leisure and cultural activities through working with partners like the Shepway Sports Trust, Creative Foundation.</li> <li>• Maintain independent living through Disabled Facilities Grants.</li> <li>• Have high levels of participation in local democracy, community action and volunteering.</li> <li>• Continue to develop and deliver Shepway's Dementia Friendly Action Plan.</li> <li>• Protect residents and visitors by maintaining the standards of food safety.</li> <li>• Ensure health and wellbeing is at the heart of good planning through the provision of Development Management Policies in the Places &amp; Policies Local Plan.</li> </ul>
<p>Reduce the impact of anti-social behaviour</p>	<ul style="list-style-type: none"> <li>• Reduce crime, tackle antisocial behaviour and support vulnerable people by working with partners through the Shepway Community Safety Partnership.</li> <li>• Support the most vulnerable people in our communities to tackle crime and fear of crime to enable people to feel safe and secure through measures such as tackling Anti-Social Behaviour and designing out crime.</li> <li>• Achieve high quality places to live and work through the provision of landscape &amp; urban design advice.</li> </ul>
<p>Support the South Kent Coast Health &amp; Wellbeing Board and Local Children's Partnership Group</p>	<ul style="list-style-type: none"> <li>• Support local initiatives by participating in the awarding of Local Children's Partnership Group grants (currently £40k) in collaboration with KCC Commissioning Teams.</li> <li>• Support communities to deliver better health and wellbeing outcomes for disadvantaged groups by implementing the recommendations of the Shepway Health Inequality Action Plan.</li> <li>• Encourage community cohesion by proactively engaging with marginalised communities to increase understanding and involvement in local issues.</li> </ul>

<p>Ensure access to high quality open space</p>	<ul style="list-style-type: none"> <li>• Improve play facilities, accessibility, use and satisfaction with local parks and playgrounds.</li> <li>• Ensure quality spaces for residents and visitors to enjoy through an Open Space and Play Strategy.</li> <li>• Require the delivery of on-site play and open space or off site contributions to enhance existing areas from new housing developments.</li> </ul>
<p>Provide a new district leisure facility</p>	<ul style="list-style-type: none"> <li>• Deliver a new leisure facility.</li> </ul>
<p>Ensure the best use of our community assets to support community and voluntary sector organisations</p>	<ul style="list-style-type: none"> <li>• Encourage community-focused, locally-led action through a Community Right to Bid.</li> <li>• Deliver new and improved community assets through investment from S106 and Community Infrastructure Levy (CIL).</li> <li>• Update the Infrastructure Delivery Plan to support Local Plan and Core Strategy CS Review.</li> <li>• Develop local community asset data base and establish regular voluntary sector forums.</li> <li>• Provide support for funding opportunities locally to increase resilience and wellbeing within communities</li> </ul>
<p>Help reduce health inequalities through our services and partnership working</p>	<ul style="list-style-type: none"> <li>• Ensure access to the right service at the right time.</li> <li>• Have more people taking advantage of digital opportunities to reach our services.</li> <li>• Reduce fuel poverty through a programme of affordable warmth activities.</li> </ul>



## Achieving Stability

Achieve financial stability through a commercial and collaborative approach

Our Priorities	By 2020, we will:
<p>Ensure strong financial discipline</p>	<ul style="list-style-type: none"> <li>• Be recognised as a council that makes effective use of available resources underpinned by a sustainable Medium Term Financial Strategy.</li> <li>• Optimise income generation from all assets.</li> <li>• Develop an asset challenge programme and dispose of assets that do not deliver services or value for money.</li> <li>• Administer and monitor the collection of Community Infrastructure Levy (CIL) to ensure funding delivers infrastructure priorities.</li> <li>• Have an effective and efficient treasury management strategy underpinning the financial operation of the Council.</li> <li>• Maximise capital receipts for future investment as part of an Asset Management Strategy.</li> </ul>
<p>Explore alternative income streams including commercial opportunities</p>	<ul style="list-style-type: none"> <li>• Have implemented a commercialisation strategy to understand and maximise commercial opportunities.</li> <li>• Increase income through trading opportunities within existing areas as well as identifying new opportunities that align residents' needs through the implementation of a Commercialisation Strategy.</li> <li>• Continue to expand the operations of Oportunitas.</li> </ul>
<p>Develop an investment strategy for the longer term benefits of the district</p>	<ul style="list-style-type: none"> <li>• Maximise our asset base to facilitate inward investment through the provision of an Investment Strategy.</li> </ul>
<p>Explore opportunities including working collaboratively to achieve efficiencies, reduce costs and improve resilience</p>	<ul style="list-style-type: none"> <li>• Consider the merits of collaborative working to reduce costs and increase resilience in customer services.</li> <li>• Explore collaboration opportunities with neighbouring districts through One Public Estate.</li> <li>• Focus our efforts on those partnerships that make a significant contribution to our priority</li> </ul>

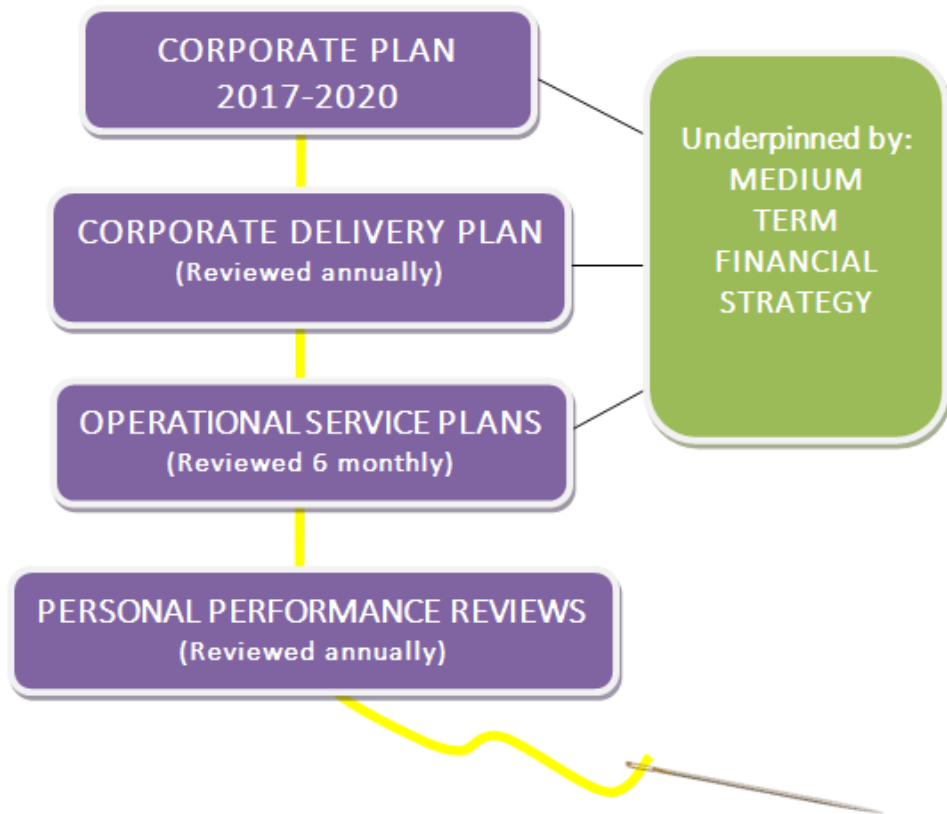
	<p>outcomes.</p> <ul style="list-style-type: none"> <li>• Explore opportunities to work collaboratively with neighbouring East Kent authorities.</li> </ul>
<p>Optimise the financial benefit from major developments in the shorter and medium term</p>	<ul style="list-style-type: none"> <li>• Have begun to see the financial benefits of delivering a new garden town for Otterpool Park.</li> <li>• Invest directly in at least 2 schemes to general income streams e.g. Bigginwood.</li> <li>• Support infrastructure needs through the ongoing collection and allocating of CIL (Community Infrastructure Levy).</li> </ul>
<p>Identify 'Invest to Save' opportunities</p>	<ul style="list-style-type: none"> <li>• Identify opportunities for transformation and development through the development and implementation of a Business Transformation Strategy.</li> <li>• Implement a change programme to deliver a flexible workforce responsive to customer demand.</li> <li>• Develop a strategy and started to exploit the opportunities of a digitally enabled world.</li> </ul>

### Deliver excellent customer service through commitment of staff and members

Our Priorities	By 2020, we will:
Focus on the customer in delivering excellence	<ul style="list-style-type: none"> <li>• Meet Service standards as outlined in the Customer Charter.</li> <li>• Consult customers when developing new approaches to service delivery and listen to their feedback.</li> <li>• Respond efficiently to all customer enquiries via all access channels e.g. email, social media, web chat and phone.</li> </ul>
Create a 'digital by default' approach to services	<ul style="list-style-type: none"> <li>• Provide 24/7 access to services through interactive digital channels.</li> <li>• Support customers in getting the full benefits from our digital access channels, including involving them in the design and testing of new facilities.</li> </ul>
Keep all councillors, staff and customers informed	<ul style="list-style-type: none"> <li>• Provide all public information on the internet to increase transparency.</li> <li>• Use multiple two-way communications channels to ensure strong communications between employees (e.g. staff survey, briefings &amp; team meetings).</li> <li>• Investigate and use modern technology platforms to enable communications with a modern and remote workforce.</li> <li>• Ensure open and regular communication throughout the organisation to cascade information on a regular basis.</li> </ul>
Retain and recruit staff to deliver new ways of working and the challenges ahead	<ul style="list-style-type: none"> <li>• Reduce employee skills gaps in the transition to digital delivery.</li> <li>• Identify key talent and put in place development and retention plans for the top 10%.</li> <li>• Have succession plans for key roles across the organisation.</li> </ul>
Motivate and enable staff to maintain and enhance performance	<ul style="list-style-type: none"> <li>• Roll out a modern individual performance management frameworks that enable a culture of feedback and drive individual performance.</li> <li>• Have sickness at less than 7 days absence per employee per year.</li> <li>• Develop a health &amp; wellbeing programme in conjunction with Health Assured to support employee attendance and engagement.</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue to train employee in the latest thinking on best practice approaches to people management to enhance employee engagement and performance.</li> <li>• Enable managers to achieve management development qualifications to ensure a professional standard of management.</li> </ul>
<p>Sustain and develop a flexible and responsive workforce</p>	<ul style="list-style-type: none"> <li>• Define and develop the organisational capabilities required to support our new target operating model.</li> <li>• Assist organisational change through design and delivery of relevant interventions and continuous support of change projects in order to maintain engagement and ensure robust decision-making.</li> <li>• Ensure efficient and streamlined processes through a continuous review of service functions.</li> </ul>
<p>Recognise and reward the value of staff</p>	<ul style="list-style-type: none"> <li>• Continue with the Recognition scheme in order to enhance employee engagement.</li> <li>• Complete the Pay Review project to ensure the pay and grading mechanisms are fit for purpose to attract and retain appropriately qualified employees.</li> <li>• Ensure compliance with the National Living Wage for all employees.</li> <li>• Continue to develop and support staff employees to achieve relevant professional qualifications to ensure a high standard of service delivery.</li> </ul>

## How It All Fits Together



## Supported by the Core Values

One Team	Customer First
Performance Counts	Thinking Ahead

## Monitoring progress

This Corporate Delivery Plan will be reviewed annually to ensure it reflects the council's priorities and react to local and central government changes.

Service plans are reviewed on a six monthly basis and based on service budgets.

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## Contact us

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Leadership Support Team by:

Email: [leadership.support@shepway.gov.uk](mailto:leadership.support@shepway.gov.uk); or

Telephone: 01303 853232

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This report will be made public on the 7 April 2017

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



Report Number **C/16/122**

**To:** Cabinet Report  
**Date:** 19 April 2017  
**Status:** Key Decision  
**Head of Service:** Sarah Robson, Head of Communities  
**Cabinet Member:** Councillor Alan Ewart-James, Housing

**SUBJECT: REVIEW OF SHEPWAY HOUSING ALLOCATION POLICY 2017**

**SUMMARY:** This report sets out details of proposed changes to the council's Housing Allocations Policy. The proposed changes will ensure that the policy takes full account of current Government guidance and good practice.

**REASONS FOR RECOMMENDATIONS:**

Cabinet is asked to approve the following recommendations:

- a) The council's current Housing Allocations Policy was approved by Cabinet at its meeting on 11 March 2014 (Minute number 13/101)
- b) Since the policy was introduced the Government has updated its guidance and good practice for Local Authority Housing Allocations policies.
- c) The updated policy will provide for greater transparency in terms of allocations outcomes.
- d) The updated policy will ensure that the council will continue to house those in the greatest need.

**RECOMMENDATIONS TO CABINET:**

Cabinet is asked to:

1. Receive and note this report C/16/122.
2. Agree that the proposed Housing Allocation Policy changes should be subject to public consultation.
3. Agree that the Head of Communities has authority to approve any minor changes necessary to the Housing Allocation Policy in consultation with the Cabinet Member for Housing, following the consultation period.

## **1.0 Background**

- 1.1 The council's current Housing Allocations Policy was approved by Cabinet at its meeting on 11 March 2014 (Minute number 13/101). This report sets out proposed changes to the Policy. The proposed changes will ensure that it takes full account of current Government guidance and good practice.
- 1.2 The proposals will provide more clarity for applicants and ensure that only people with a local connection and a housing need are permitted to join the Shepway Housing List.
- 1.3 If approved by Cabinet, the proposed changes will be subject to public consultation. Cabinet is requested to give authority to the Head of Communities to make any minor amendments necessary, in consultation with the Cabinet Member for Housing following the consultation period.

## **2. PROPOSED AMENDMENTS**

- 2.1 The proposed changes to the policy are as follows:

**2.2 Direct Lets (page 6)** – it is proposed that this section of the policy should be amended so applicants who are accepted for a direct let accommodation offer should only receive one “reasonable offer of accommodation”. At present there is no restriction on the number of offers they can receive. This restriction will not apply to other applicants on the Shepway Housing List.

**4.1 Financial Eligibility (page 9)** – At present households with sufficient income and financial assets are placed in Band E. It is proposed that this section of the Policy should be amended so that applicants with sufficient financial resources (income and financial assets) should be excluded from joining the Shepway Housing List and will instead be sign posted to alternative housing option solutions.

**5.2 Applicants with a history of unacceptable behavior (page 11)** – it is proposed that this section of the policy should be amended to give a clear timeline to applicants who have a history of unacceptable behavior which excludes them from joining the Shepway Housing List, so they are aware of how long they will be excluded from the Shepway Housing List. It is proposed that the exclusion will be for a period of 2 years.

**6.8 Deliberately worsening your housing circumstances (page 17)** – it is proposed that an additional paragraph be included to advise applicants of their responsibility to request a review of their application. Applicants who are found to have worsened their circumstances are placed in a lower priority band for a period of twelve months and are able to request a review at the end of the period.



**8.1 Assessment of Housing Need (page 18)** – Government guidance sets out that councils should only include applicants with a clear local connection, and a genuine housing need on their housing lists. In line with Government guidance it is proposed that Band E should be removed from the Allocation Policy. Band E currently includes the following group of applicants:

- Applicants who do not meet the local connection criteria
- Applicants who do not have a housing need and are adequately housed
- Applicants who have the financial means of accessing private rented housing, home ownership either through Help to Buy schemes or open market accommodation.

It is proposed that applicants currently in Band E will be removed from the Shepway Housing List. The council's Housing Options Team will work closely with these applicants to ensure that are able to explore all the other available housing options in the district.

**8.4 Management Moves (page 22)** – this is a proposed new section to the policy which sets out the details of the limited circumstances in which the council will grant a management move to existing council and housing associations tenants in Shepway. Applicants accepted for a management move will only receive two 'reasonable offers of accommodation'.

**8.5 Assessing Local Connection (pages 22 – 23)** – It is proposed that members of an applicant household currently living away to attend college or university can be included on the household housing application.

It is proposed that the council implement the Governments Right to Move scheme in line with statutory guidance. The Right to Move is intended to allow existing social tenants to apply to move across local authority boundaries and not be disadvantaged by local connection criteria with the intention of preventing hardship and encouraging tenants into work. The guidance "strongly encourages" local authorities to make a quota of at least 1% of lettings available for the Right to Move each year and the proportion should be reviewed and revised as appropriate. It is proposed that applicants accepted on the Shepway Housing List under the Right to Move should be placed in Band C and should receive one reasonable offer of accommodation.

In order to comply with the Government's Armed Forces Covenant, it is proposed that the armed forces personnel definition in this section should be extended to include members of the reserve forces.

It is also proposed that members of an applicant household currently living away from homes and serving in the armed forces should be included on the household housing application.

**8.6 Supported Accommodation (page 23)** – it is proposed this section will be amended to include Care Leavers ready to move into independent accommodation so that they are able to move on as quickly as possible. This is to make sure Supported accommodation is available to those in the

greatest need.

**11.1 Debts – Rent Arrears and Former Tenant Arrears (page 30)** – this section requires more clarity to ensure applicants take responsibility and address any housing related debts before they can be considered for an offer of suitable accommodation. It is proposed that in most cases, housing applicants will only receive an offer of accommodation where they have cleared all of their housing related debt.

### **3.0 RISK MANAGEMENT ISSUES**

**3.1 A summary of the perceived risks to the council is shown below:**

Perceived Issue	Seriousness	Likelihood	Preventative Action
Failure to take account of the most recent Government Housing Allocations – guidance and possible legal challenge by applicants.	High	Low	Adoption of the draft revised Shepway Housing Allocations Policy.
Shepway’s Housing Allocations Policy is perceived to lack transparency and fairness within the local community.	High	Low	Adoption of the revised Housing Allocations Policy. Completion of a comprehensive consultation process prior to the policy being adopted.

## **4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS**

### **4.1 Legal Officer’s Comments (NE)**

There are no legal implications arising directly from this report. However the legal team should be consulted as and where necessary

### **4.2 Finance Officer’s Comments (LH)**

The proposals set out in this report will be delivered through existing financial resources

### **4.3 Diversities and Equalities Implications (SS)**

An impact assessment will be carried out once the public consultation has been completed.

### **4.4. Communications Officer (ML)**

The purpose of the review is to update the policy to keep it in line with government legislation. A full consultation will be undertaken through the Kent Homechoice website for current applicants; on Shepway’s website consultation page for the

wider public; with other Local Authorities in Kent and Medway Councils; Shepway's Statutory and Voluntary agencies; Registered Providers' partners and East Kent Housing.

If recommendations are adopted by the council they will need to be communicated clearly so people currently on the housing list and those who are applying to join are aware of the changes and the impact on their circumstances. If the removal of Band E removes a large number from the housing list it will need to be decided if this will need to be explained more widely.

## **5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS**

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

*Report Author, Sandra Sainsbury, Housing Strategy & Partnerships Officer  
Telephone: 01303 853317  
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The following background documents have been relied upon in the preparation of this report:

Government Guidance on Right to Move  
Localism Act 2011

Appendices:

Appendix I - Current Housing Allocation Policy with the proposed Amendments

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**Folkestone**

Hythe & Romney Marsh

Shepway District Council



# **SHEPWAY DISTRICT COUNCIL**

## **HOUSING ALLOCATION POLICY**

This document sets out how Shepway District Council will let properties through the Choice Based Lettings Scheme from September 2014

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## 1. Introduction

This document describes the criteria and procedure that the Council uses to prioritise applications registered on the Shepway Housing List for affordable accommodation and should be considered in conjunction with the Choice Based Lettings Scheme (CBL) known as Kent HomeChoice.

Local Authorities are required by virtue of Section 167 of the Housing Act 1996 to have an allocation policy for determining priorities and the procedure to be followed in allocating housing accommodation.

### 1.1 Definition of an 'allocation'

For the purposes of Part 6, a housing authority allocates accommodation when it:

- selects a person to be a secure or introductory tenant of accommodation held by that authority
- nominates a person to be a secure or introductory tenant of accommodation held by another housing authority
- nominates a person to be an assured tenant of accommodation held by a Private Registered Provider (or Registered Social Landlord in Wales) (s.159(2))

The term 'assured tenant' includes a person with an assured shorthold tenancy, including of an Affordable Rent property. 'Secure tenant' includes a person with a flexible tenancy granted under s.107A of the Housing Act 1985.

The Council recognises that the availability of affordable rented accommodation will never meet the demand in the district. At the time of drafting this policy, the district had approximately 5,044 units of social housing of which there are 3,420 Council and 1,624 Registered Providers Landlord properties.

We expect that approximately **370** of these properties will be available for letting each year. At any time we have approximately 3,000 households registered on the Shepway Housing List.

Shepway District Council in partnership with Canterbury, Dover and Thanet delegated the management of its housing stock to East Kent Housing (EKH) who manages, maintains and improves the stock on behalf of the four Councils.

This Allocation Policy guides the principles of how Shepway District Council's properties will be allocated in a fair and transparent manner, of the Council's duty to take account of housing need and of its wish to offer as much choice as possible.

Shepway District Council has written and published this policy so everyone can be clear about:

- How to apply for housing
- Who will qualify to be accepted onto the housing list

- How council houses are allocated
- How the homes we are offered by Private Registered Providers (Housing Associations) are allocated
- How applicants on the Shepway Housing List have a choice about the home they are offered
- How priority for housing applicants will be given
- How decisions are made
- How we make the best use of the available housing stock within the District
- How we give preference to those applicants who have a local connection to the District

This Housing Allocation Policy has been written in accordance with the provisions of the Housing Act 1996, as amended by the Homelessness Act 2002, and has regard to the Allocation of Accommodation: Choice Based Lettings Code of Guidance 2008, Statutory Guidance on the Allocation of Social Housing 2009, Localism Act 2011 and The Allocation of Accommodation: Guidance for Local Housing Authorities England 2012.

The Council's recently adopted Tenancy Strategy and Tenancy Policy, which introduced flexible/fixed term tenancies in the district, proposed a number of changes to the Allocation Policy, which are considered vital to ensure that the policy is fully in line with the provisions of the Localism Act. Therefore the following changes are proposed to our allocation policy and the priority awarded to certain groups of applicants:

Extra priority should be given to households who are in permanent paid employment. Paid employment will be any paid employment of 16 hours per week or more for a current duration of at least 6 months or more. (Documentary evidence will be required. The evidence will also be verified prior to any allocation being made to an applicant).
Extra priority should be given to former members of the armed forces/current members of the armed forces (including members of their household) who are imminently due to be discharged from the services, (not including those dishonourable discharged from the Armed forces).
The introduction of a priority system based upon 5 broad bands, A to E, in place of the existing points based system. Applicants with the highest level of housing need will be placed in band A and those with the lowest level of housing need will be placed in band E. Applicants within a band will be ranked in date order of the application.
New local connection arrangements.

## 1.2 Legal context

Shepway District Council is required by law to determine the relative priority that housing applicants are awarded. This is particularly important in Shepway, as the demand for social housing is greater than the availability of homes. The law, as it applies to local housing authorities, requires that Reasonable Preference for housing must be given to those in the categories set out in the



Housing Act 1996 (*as amended*) the statutory Reasonable Preference categories cover:

- All homeless people as defined in Part VII of the Housing Act 1996 (*whether or not the applicant is owed a statutory homeless duty and regardless of whether such cases have any local connection with*).
- People who are owed a duty under section 190 (2), 193 (2) or 195 (2) of the 1996 Act (*or under section 65 (2) or 68 (2) of the Housing Act 1985*) or who are occupying accommodation secured by any housing authority under section 192 (3).
- People occupying unsanitary, overcrowded or otherwise unsatisfactory housing.
- People who need to move on medical or welfare grounds (*including grounds relating to a disability*).
- People who need to move to a particular locality within the district to avoid hardship (to themselves or to others).

The Council determines priority between people with 'Reasonable Preference' by taking into account various factors including:

- The financial resources available to a person to meet their housing costs
- Any behaviour of a person (*or member of their household*) which affects their suitability to be a tenant (*which can include both good and bad behaviour*)
- Any local connection (*as set out in s199 of the Housing Act 1996 as amended*) that a person has with the District

### **1.3 The Application of Additional Preference**

In addition, the scheme also grants "Additional Preference" to certain people if the Council is satisfied that these applicants also have other exceptional or urgent housing needs for example Former/Current Armed Forces Personnel.

### **1.4 Monitoring and reviewing the allocation policy**

Shepway District Council will monitor the operation of the Allocation Policy by regularly reviewing the policy to ensure that the policy meets its stated objectives and complies with legislative changes.

The Cabinet Member for Housing is able to make any minor amendments to the Allocation Policy as and when required.

## **2. Choice Based Lettings through Kent HomeChoice**

Shepway in partnership with the other 11 Local Authorities in Kent and Medway Council together with 24 Housing Association partners participates in Kent HomeChoice. Kent HomeChoice enables applicants to bid (express an interest) for properties that are suitable for their housing need.

Once applicants are registered on the Shepway Housing List and are eligible for an offer of accommodation they will be provided with detailed information explaining how Kent HomeChoice operates.

Applicants can only bid for properties in the local authority area(s) where they are registered. Up to three bids can be placed within each advertising cycle.

## **2.1 Withdrawing Properties**

It is sometimes the case that properties may be withdrawn from Kent Homechoice CBL scheme for strategic purposes. These properties will always be advertised prior to withdrawal and the direct allocations are recorded and monitored (See Section 2.2 below).

## **2.2 Direct Lets that will not be part of the choice based lettings scheme.**

Direct Lets may apply in the following circumstances:

- If a property is needed temporarily for someone who is homeless
- Where someone has to be moved immediately
- Where a property has been specially adapted/built for a specific person
- Where an existing council or housing association tenant has to move out of their existing home for a specific purpose

**Amend 4<sup>th</sup> bullet point above to read:**

**Will be subject to one reasonable offer of accommodation to existing council or housing association tenants needing to move out of their home for a specific purpose where a direct let applies.**

## **2.3 Sensitive Lettings**

Occasionally a property becomes available for letting that is particularly sensitive, for example the frailty and vulnerability of neighbours.

Where a sensitive letting is required, the tenancy will not be offered to the prospective tenant until it is confirmed that neither they nor any member of their household who will be living with them has:

- A history of anti-social behaviour or nuisance;
- Any history of relevant criminal behaviour
- Caused housing management problems in previous accommodation, including bed and breakfast or temporary accommodation

Other factors may be taken into account where justifiable. For example due to the nature of the sensitivity a letting should be made to a male or female applicant.

The occupier of a neighbouring property to the one being let may have a history of anti-social behaviour or nuisance which means it may be necessary to avoid letting the property to a person who is vulnerable to harassment or other behaviour. In these circumstances the property may be allocated to another applicant who is less vulnerable.

### **3. The Allocation Policy**

Allocation of accommodation will be through the Shepway Housing List in accordance with the provisions of the Allocation Policy.

The Council recognises that there may be some exceptional circumstances not covered by the Allocation Policy. In such instances, the Head of Service will have delegated authority to make decisions, as he considers appropriate and they will be fully documented.

The Policy will apply to vacancies in the Council's own housing stock and to vacancies in accommodation in the District belonging to Private Registered Providers (also known as Housing Associations) for which the council is required to make nominations.

The provisions of this Allocation Policy will apply to applicants on the Council's Housing List at the effective date of this Allocation Policy, as well as those who apply after the effective date.

#### **3.1 The Allocation Policy will not apply in the following cases:**

- Where a tenant succeeds to a secure tenancy on the death of a tenant.
- Where a tenancy is assigned to a person who would qualify to succeed to the secure tenant.
- Where a tenancy is assigned by way of a mutual exchange to an existing secure tenant or PRP (Housing Association) assured tenant.
- Where a tenancy is disposed through the courts (under matrimonial and family proceedings).
- Where a property has been identified as temporary accommodation.
- Where the council needs to provide alternative accommodation for a council tenant in order to carry out repairs or improvements to their property.
- Where the council has a duty to re-house homeowners following a compulsory purchase, provide suitable alternative accommodation under the Land Compensation Act 1973, s 39, or under the Rent Agricultural Act 1976. (if it is not possible to provide a permanent tenancy immediately, the applicant will be registered within band A of the policy).
- Where the council grants a secure tenancy to a former owner of a defective home under the Housing Act 1985, s554 or s555.
- Where a Court makes an order about who is to be the secure tenant under:
  - (a) s24 of the Matrimonial Causes Act 1972 (property adjustment orders In connection with matrimonial proceedings);
  - (b) s17(1) of the Matrimonial and Family Proceedings Act 1984,

- (property adjustment orders after overseas divorce); or
- (c) Clause 1 of Schedule 1 of the Children Act 1989, (orders for financial relief against parents).
- (d) Part 2 of Schedule 5, or paragraph 9(2) or (3) of Schedule 7, to the Civil Partnership Act 2004 (property adjustment orders in connection with civil partnership proceedings or after overseas dissolution of civil partnership etc).

### **3.2 Information on the Allocation Policy**

The Council will:-

- Publish a summary of its Allocations Scheme in a leaflet and provide copies free of charge on request to any member of the public.
- Provide copies of the Allocations Scheme free of charge at the Civic Centre, Castle Hill Avenue, Folkestone.
- Enable copies of the Allocations Scheme to be downloaded on the Internet from the Council's website: [www.shepway.gov.uk](http://www.shepway.gov.uk).

Within a reasonable period of time, the Council will notify applicants on the Shepway Housing List of an alteration to the Allocation Policy reflecting a major change of policy, explaining in general terms the effect of the change.

### **3.3 Consultation on Changes to the Allocation Policy**

Before adopting a new Allocation Policy or making an alteration reflecting a major change of policy in an existing Allocation Policy, the Council will notify

- East Kent Housing
- Private Registered Provider social landlords with whom it has nomination arrangements
- All Applicants currently on the Shepway Housing List
- All its statutory partner and voluntary agencies
- All Local Authorities in Kent and Medway Council

affording them a reasonable opportunity to comment on the proposals.

## **4. Applying for Housing through the Shepway Housing List**

The Shepway Housing List will be maintained by the Council.

The Housing List will be open to:

- Applicants of 16 years of age and over.
- Current Council or Private Registered Provider (Housing Association) tenants within Shepway.
- Applicants where their current home is their only home, or sole residence, unless proven otherwise with reason, and
- They do not have access to a suitable home elsewhere, and

- They are not already on the housing list, either on their own or with someone else, and
- They are not ineligible for housing assistance under section 160A(10 and (3), and 185(2) of the Housing Act 1996 (as amended) or any regulation prescribed by the Secretary of State. In general terms a person from abroad who is subject to immigration control is ineligible for housing assistance, and
- They, or a member of their household, have not been guilty of unacceptable behaviour serious enough to make them unsuitable to be a tenant.
- A person who is on the National Witness Mobility Scheme (NWMS).

Those identified as ineligible, as defined at Paragraph 5 below, will not be able to join the Shepway Housing List.

#### **4.1 Owner-Occupiers**

Owner-occupiers or applicants who own other residential property either in this country or abroad will be placed in band E. Applicants who previously owned a property and have sold it, within the last 5 years, will be asked to provide proof of the sale and evidence of any proceeds received.

Owner-occupiers generally will not be able to move to another band or be awarded medical priority. This includes former owner-occupiers who have gifted or assigned to another person their property at any time during their lifetime without receiving any money and who are still living in the property.

Property owners over 60 may be moved to a higher band if they are awarded medical priority and have exceptional circumstances.

**Amend wording of sections 4.1 Owner Occupiers and 6.1 and merge the two sections under one heading:**

#### **4.1 Financial Eligibility**

**Section 167 (2A) of the Housing Act 1996, allows the council to give less priority to an applicant who has financial resources available to them to meet their own housing need. This is because they have the financial resources to purchase a property, rent privately or access shared ownership for a period of two years or more.**

**Income and resources to be taken into consideration are:**

- **A single or joint income which falls within the criteria of the Help to Buy schemes including shared ownership, taking into account the ability to obtain a mortgage and the mix and type of property required.**
- **Savings, sufficient to pay for private rented accommodation for a period of two years (if an applicant has owned a property in the last 5 years and has sold it, the council will ask for proof of sale and any proceeds from the sale will be taken into account).**
- **Sufficient equity in an applicant's current home to enable them to repurchase a suitable home.**

**However, the council will disregard any lump sum received by a member of**

**the Armed Forces as compensation for an injury or disability sustained on active service.**

**We will ask applicants about their income and savings and other assets when they apply to join the housing list. We have to assess whether they can afford to privately rent in the district. Income assessments will take into account the incomes of both the main applicant and their partner, (or joint applicants). The income used will include both gross earned income and income from benefits and child maintenance and any other relevant income (excluding disability benefits). Households will not normally be placed on the housing list or offered affordable housing if their total income is above the income level set.**

**Applicants who deliberately deplete savings or move them into the accounts of other family members may be disqualified under the financial qualification criteria.**

**An applicant who chooses not to complete the savings and income questions on the on-line application form will be treated as having sufficient resources to rent privately in the district and will not be accepted on the housing list.**

**Any lump sums received as compensation for injury or disability sustained on active service by either, members of the Armed Forces, former service personnel, bereaved spouses and civil partners of members of the Regular Forces, or serving or former members of the Reserve Forces, will be disregarded.**

**Owner-Occupiers or applicants who own other residential property either in this country or abroad, this includes former own-occupiers who have gifted or assigned to another person their property at any time during their lifetime without receiving any money and are still living in the property, will no longer be accepted onto the housing list unless:**

- They are over the age of 60 and would be suitable for sheltered housing accommodation, and**
- Have a medical a priority, and**
- Have exceptional circumstances**

#### **4.2 Applicants in ‘tied’ accommodation which is suitable for their needs**

Applicants are considered to be in tied accommodation if the occupation of their home is essential for the performance of their duties as an employee.

Applicants in ‘tied’ accommodation will be placed in Band E. They will be moved to band C if:

- They are six months away from retirement **or****
- They have received a legally binding notice asking them to leave their accommodation.**

### **4.3 Applicants in Prison**

A band cannot be awarded until the day of release and upon confirmation of an applicant's living circumstances. If an applicant is to be homeless upon release the agreed homeless protocol should be followed by the prison relocation officer prior to the date.

### **4.4 High Risk Offenders – Special Arrangements**

The housing of High Risk Offenders will be carried out as part of a multi-agency arrangement with the police, probation services, social services, health professionals and other relevant bodies. An area and type of property acceptable to the council, taking into account the advice from all other agencies, will be agreed and a High Risk Offender will be offered a limited amount of choice via Kent Homechoice. The address of the Offender will be disclosed to the relevant agencies.

## **5. Eligibility categories**

The following categories of applicant are not eligible to join the Housing List:

- Persons subject to immigration control (except those in classes prescribed by the Secretary of State as being eligible for an allocation of housing)
- Persons not habitually resident in the Common Travel Area (i.e. the U.K., Channel Islands, Isle of Man and the Irish Republic)

Any person making an application who is identified as falling under the Asylum and Immigration Act 1996 will be assessed in accordance with the Act. Shepway District Council reserves the right to seek independent advice and assistance to resolve the issue of eligibility.

### **5.1 Notifying an ineligible applicant**

Applications from ineligible applicants will not be registered. The applicant will be notified in writing of the decision and the reasons for the decision will be explained to them.

### **5.2 Applicants with a history of unacceptable behaviour**

Under Sections 160A (7) and (8) of the Housing Act 1996 (amended by the Homelessness Act 2002) the Council can decide to treat persons as ineligible for an allocation of accommodation if they or a member of their household have been guilty of unacceptable behaviour serious enough to make them unsuitable to be a tenant.

The Act says that the council may only regard a person as unacceptable if the behaviour is sufficient to entitle the council to a court order for possession under s 84 Housing Act 1985 on any grounds mentioned in Part 1, Schedule 2 of that Act

(other than Ground 8) and if they are, at the time of the application, still unsuitable. There is no need for the applicant to have been a council/housing association tenant when the unacceptable behaviour occurred. This relates to an entitlement to possession on the following grounds:

- Rent arrears
- Breach of tenancy agreement
- Nuisance or annoyance to neighbours
- Conviction for using their home for immoral or illegal purpose
- Damage or neglect of their home
- Conviction for a serious arrestable offence in the locality of their home
- Domestic violence causing another household member to leave the home
- False statement to induce grant of tenancy
- Premium paid for assignment
- Tied accommodation when dismissed for misconduct

Where a person has been previously found not eligible due to unacceptable behaviour, but now believes this should no longer be held against them, the applicant can make a fresh application. The local authority can allow an application if they are satisfied that the person's behaviour has improved. This would be accepted, where an applicant had held a tenancy and a good tenancy reference was received or if specific satisfactory documentation was received upon Shepway District Council's request.

- Shepway District Council may exclude someone from the register if it considers it proportionate and reasonable to do so as a result of unacceptable behaviour. The Council will take into account all relevant factors such as health, dependants and the individual circumstances of the applicant when making these decisions.
- Behaviour may not be considered serious enough for example if, rent arrears have resulted from factors outside the applicant's control, e.g. delays in Housing Benefit payments or liability for a partner's debts.

The decision to exclude someone from the housing list will in the first instance be made by the Housing Options Manager

#### **Additional Wording to be added to section 5.2**

**When making a decisions regarding unacceptable behaviour, Shepway District Council will consider when the unacceptable behaviour took place and whether there has been any change in circumstances. In most cases applicants responsible for unacceptable behaviour will be excluded from the Shepway Housing List for a period of 2 years.**

The Council may decide to exclude existing applicants from the Housing List where they become aware of unacceptable behaviour that would make them unsuitable to be a tenant.



All decisions made by Shepway District Council in relation to excluding applicants from the housing list are subject to review if requested by the applicant (see Section 16 Reviews).

## **6. Application to the Shepway Housing List**

The Council will ensure that advice and information is available free of charge to persons in the District about the right to make an application for housing.

The advice and information can be provided by the Council's website; on the phone; by letter/e-mail or in person at the Council Offices. They may also seek advice from other agencies such as the Citizens Advice Bureau.

Applicants will be required to complete an on-line application form for inclusion on the Housing List and to provide supporting documentation as the Council deems appropriate to allow an assessment of their entitlement to housing accommodation to be made.

### **6.1 Applicants with sufficient income**

We will ask all applicants to declare that they do not have the financial means to resolve their housing need themselves and provide the information we need to verify this. We will refer to current market house prices when making a decision. Financial means includes any income, equity, savings or any mortgage borrowing capacity which the applicant may have. If they do have the financial means to resolve their own housing need this will be reflected in the band in which their application is placed.

If an applicant has sufficient income to enable them to address their own housing needs they will be signposted to enable them to obtain alternative housing solutions.

Section 167 (2A) of the Housing Act 1996, allows the council to give less priority to an applicant who has financial resources available to them to meet their own housing need. This is because they have the financial resources to purchase a property, rent privately or access shared ownership for a period of two years or more.

Income and resources to be taken into consideration are:

- A single or joint income which falls within the criteria of one of the Help to Buy schemes, taking into account the ability to obtain a mortgage and the mix and type of property required.
- Savings, sufficient to pay for private rented accommodation for a period of two years (if an applicant has owned a property in the last 5 years and has sold it, the council will ask for proof of sale and any proceeds from the sale will be taken into account).

- Sufficient equity in an applicant's current home to enable them to repurchase a suitable home.

However, the council will disregard any lump sum received by a member of the Armed Forces as compensation for an injury or disability sustained on active service

**6.1 has now been merged with 4.1 Owner Occupiers under new heading of 4.1 Financial Eligibility**

## **6.2 Joint Applicants**

Applicants with children, who live separately from their partner, should complete their application form using the address at which the children normally live.

They may include on their application, anyone who could be reasonably expected to live with them. Where an applicant is in a permanent relationship and wishes to have a shared application they may be a joint applicant with another person although for a joint application, they must both satisfy the conditions on eligibility stated in Section 4 above.

## **6.3 Supporting Evidence**

All supporting evidence, if applicable, must be provided to the council within 28 days of the on-line application.

All Applicants and joint Applicants must provide a current photo e.g. passport size in addition to Adults (over 18) providing 1 form of identity as requested below.

### **ADULTS**

#### **Identity**

Must provide 1 form of identity for each adult (over 18)

- Photo Identification – Passport, Driving Licence
- Birth Certificate – Either British or non-British (non-British must be accompanied by a copy of settlement/immigration document), or
- Worker Registration documents / If self employed must provide Inland Revenue tax return details Residence Permit Current Passport and Immigration Documents Non-EU passports must show immigration visa stamp

#### **Residence**

Provide 2 different proofs from the following list of current address for each adult (over 18).

Full driving licence

Confirmation of benefits from DWP

Rent Book/Card

Pension Details

Confirmation from employer

Tenancy Agreement

Recent Bank Statement  
Recent bill for Council Tax  
Recent bill for Gas/Electricity/Water Supply  
Payslip showing name and current address  
College /University details showing name and current address

Recent bill for telephone/mobile  
Electoral Register Entry

## **CHILDREN**

### **Identity**

For each child under 18 years, provide

- Birth certificate for each child, and
- Proof of receipt of child benefit or child tax credits
- Non-British birth certificate must be accompanied by a copy of settlement/immigration document and Child Benefit details – giving child/children name(s), Child Tax Credit – details giving child/children name(s)

### **Pregnancy**

Provide one of the following showing Expected Due Date (EDD)

- Ultrasound/Obstetricians report
- Certificate of Confinement/MATBI

We may require additional information according to their circumstances and may sometimes need to contact third parties to verify the information given to us. By completing the application form applicants are giving consent for us to do this.

If all the required supporting documents are not received within 28 days the application will be cancelled.

If assistance is needed in making an application to the Housing List help will be available at the Council Offices.

## **6.4 Member of the council, staff members and their relatives**

To ensure that we are seen to be treating all applicants fairly, any application from members of the council, employees of the council or associated persons must be disclosed on the application form. Such applicants will be assessed in the normal way but in addition will be passed to the council's Monitoring Officer for sign off and audit purposes. In order to ensure public confidence, any accommodation allocated to the applicant under the policy must be approved by the Monitoring Officer.

## **6.5 Shepway Housing List Information Booklet**

Once applicants have been found eligible to join the Housing List, we will assess the application and they will receive a letter of confirmation, and access to an **on-line Housing List Information Booklet**, which will tell them:

- Their Kent Homechoice application number;

- The band that their application has been placed in and the date from which this takes effect
- The size of home for which they are eligible

## **6.6 Renewal of applications**

In order to keep the Housing List up to date, it is the intention of Shepway District Council to review all applications annually; this will be on the anniversary of the application date. Applicants will be required to renew their application when requested by the Council. A letter will be sent to the registered address on the application, correspondence address, or by e-mail to the registered e-mail address.

Failure to respond to correspondence in relation to the review will result in the application being removed from the Housing List. Applicants who are removed will be notified in writing. If good reason can be shown why there was a failure to respond to the review within 6 months of the application being closed then the application may be reinstated.

## **6.7 Changes of Circumstances**

Once placed in a priority band, applicants should notify the Council of any change in their circumstances that will affect their priority for housing, for example:

- A change of address, for themselves or any other person on the application.
- Any additions to the family or any other person joining the application (Please note it is for Shepway District Council to decide whether they will allow a person/s to join the application). **(ID will be required as it would if new application in 6.3 above).**
- Any member of the family or any other person on the application who has left the accommodation.
- The health of any member of the family or any other person on the application, getting better or worse.
- A change in the applicant(s) income, assets, savings or employment status.

Applicants will normally be required to complete a Change of Circumstances form. Applications will be temporarily suspended from bidding while the Council assesses the information provided by the applicant and completes further enquiries that may be necessary. The council will carry out an assessment of each applicant's entitlement and priority for re-housing on the basis of information which has been provided by the applicant or otherwise received in connection with the application.

## **6.8 Voluntarily worsening your housing circumstances**

If the Council believes that an applicant has deliberately made their housing circumstances worse, for example by:

- Moving to a home that is less suitable for their housing need.
- Deliberately damaging their home.
- Asking their landlord to serve them with a notice to quit.
- Giving up secure accommodation.

without reasonable cause, their application will be placed in band D for a period of 12 months. This would also include homeless applicants who have been declared intentionally homeless.

### **6.8 Change heading to “Deliberately worsening your housing circumstances.**

**Additional end paragraph to be included:**

**The assessment will be reviewed after 12 months, on request by the applicant. If the restriction is removed, the application will be placed in the band that reflects current circumstances. The effective date will be the date they moved to the new band**

### **6.9 Cancelling applications**

We will only cancel an application if the applicant has:

- Written to us to ask us to cancel it, or
- Not responded to our renewal of application request (See paragraph 6.6 above), or
- Accepted an offer of accommodation through the choice based lettings scheme
- Completed a mutual exchange within the preceding 12 month period
- Not responded to letters or phone calls from us, when we are either seeking information from them or trying to contact them to discuss their application
- Ceased to be eligible (see Section 5 above), or
- Made false or deliberately misleading statements in connection with their application (see Section 15 below)
- Not provided documentary proofs for their application within 28 days of completing the on-line form

If applicants are offered and have accepted accommodation through the Allocation Policy their application will be cancelled from the Shepway Housing List. They will need to make a new application if they wish the Council to consider a further request for re-housing from them.

However, tenants of the Council or of a Registered Provider will only be eligible to apply for a transfer on the Shepway Housing List if they have lived in their current accommodation for at least 12 months.

## **7. Access to Information**

Upon written request, applicants will be able to;

- Receive a copy of their details entered on the Housing List (there is currently a £10.00 administration charge for each information request which can be made through the Council's website)
- Receive copies of documents provided by them
- Have access to their file in accordance with the provisions of the Data Protection Act 1998
- Ask for a formal review of any decisions about the facts of their case
- Be informed in writing of any decision about the facts of their case and of their right to request a review of any such decision
- Receive general information to enable them to assess;
  - a) how their application is likely to be treated
  - b) whether accommodation appropriate to their needs is likely to be available, if so when

## **8. Moving from a Pointing system to Banding**

In line with good practice the main advantage of introducing a banding system is its simplicity; applicants are more able to understand the time they can expect to wait before a property suitable to their needs might become available to them. It is considered to be fairer than a points system; whilst applicants can move between bands as their needs change, they cannot "leapfrog" over those who have been waiting in the band for longer as applications are prioritised in strict date order.

### **8.1 Assessment of Housing Need**

Applicants housing circumstances are assessed and their application placed in one of five Bands. These Bands ensure that we give a higher priority to those in the greatest housing need, so that we make the most effective use of available homes. The law also requires us to give preference to certain categories of housing need, and these have been included within the banding priority criteria.

Band A is considered the highest priority of housing need; Band B the next highest etc, with Band E being the lowest priority.

Within each Band, the applicant with the greatest priority is the applicant who has spent the longest time in that band.

#### **8.1 In line with government guidance:**

**Authorities are able to operate a more focused list which better reflects local circumstances and can be understood more readily by local people. It will also be easier for authorities to manage unrealistic expectations by excluding people who have little or no prospect of being**

**allocated accommodation.**

**It is therefore proposed that all applications in Band E will be reviewed and applicants affected by this change will be individually contacted by the council to enable them to explore all other available housing options.**

Some allocations will be dealt with outside the policy; these are explained in paragraphs 2.0 & 3.1.

Their application will be assessed and placed in a band based on an individual's circumstances.

Tenants of Shepway District Council will be visited by East Kent Housing at their home address before their application is assessed and if the property does not meet the standards required in the Tenancy Conditions Agreement, they will not be placed in a Band until all matters have been addressed.

Applications for transfer may be made jointly by separate tenants of the Council who wish to apply for housing together, on the condition that both tenancies will be relinquished if the Council makes an acceptable offer of a transfer to a third property.

Further details of how each band has been assessed are provided below:

<b>BAND PLACEMENT</b>	<b>ASSESSED HOUSING NEED IN BAND</b>
<b><u>Band A</u> – urgent housing needs</b>	<ol style="list-style-type: none"><li>1. Applicants with acute medical or welfare needs (Kent Agency Assessment High Priority)</li><li>2. Applicants in need of a management transfer</li><li>3. Accepted Homeless Households in severe need</li></ol>
<b><u>Band B</u> – serious housing needs</b>	<ol style="list-style-type: none"><li>1. Applicants with serious medical or welfare needs (Kent Agency Assessment Medium Priority)</li><li>2. Applicants occupying very overcrowded housing or otherwise living in very unsatisfactory housing conditions (<b>Category 1 hazard</b>)</li><li>3. Council or Housing Association Tenants in Shepway who are under-occupying or overcrowded by one bedroom or more</li><li>4. Council or Housing Association Tenants in Shepway occupying an adapted property that is no longer required</li><li>5. Former and current members of the</li></ol>

	<p>Armed Forces</p> <p>6. Applicants needing to move on from supported accommodation within the Shepway district to live independently</p>
<b><u>Band C</u> – reasonable preference</b>	<p>1. Applicants with significant medical and welfare need</p> <p>2. Applicants who are homeless</p> <p>3. Applicants who are occupying unsanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions (<b>Category 2 hazard</b>)</p> <p>4. Applicants who need to move on medical or welfare grounds, including grounds relating to a disability</p> <p>5. People who need to move to a particular locality within the district to avoid hardship (to themselves or to others)</p> <p>6. Applicants who are in permanent paid employment of 16 hours per week or more and working in Shepway for a current duration of at least 6 months or more</p> <p><b>7. Right to Move</b></p>
<b><u>Band D</u> – general housing needs</b>	<p>1. Applicants with low medical or welfare need</p> <p>2. Applicants who are intentionally homeless, or who have deliberately worsened their housing circumstances</p> <p>3. Applicants who are homeless by another local authority</p>
<b><u>Band E</u> – general without priority</b>	<p>1. Applicants who are adequately housed.</p> <p>2. Applicants with no local connection with the District, and/or</p> <p>3. Applicants that meet or exceed the financial threshold for Help to Buy</p>

## 8.2 Medical Assessment

Applicant's who indicate in their application form that they consider their health or disability is affected by their current housing conditions will be asked to complete a Medical form describing their medical problems. Additional information, such as from a medical professional, may also be submitted

Applicants should be made aware that even if they provide supporting documents stating that a move to alternative accommodation is essential, it is for the council to determine the appropriate level of priority in accordance with the Allocation Policy.



The Council's Housing Options Team does not contact doctors or specialist workers directly. We may contact the applicant to request more information or supporting documentation. The Council will not pay any fee that the doctor(s) may ask for.

The table below is used to act as a guide to priority:

Effect on Housing	Medical Problem			
	Acute	Serious	Significant	Low
Acute	Band A	Band B	Band C	No award
Serious	Band B	Band B	Band C	No award
Significant	Band C	Band C	Band C	No award
Low	No award (or Band D)	No award (or Band D)	No award (or Band D)	No award (or Band D)

Definition of the banding awarded for medical or welfare needs:-

- Acute – for example, a worsening or terminal illness, severe chronic illness, severe physical or mental disability.
- Serious - for example, a serious medical or degenerative illness, physical or mental disability
- Significant - for example, a medical condition, physical or mental disability significantly worsened by current housing condition
- Low - for example, any other medical condition, physical or mental disability where current housing conditions have a less significant effect

Assessments of medical priority will be carried out by the Council's Medical Panel which consists of two senior officers and using all information available at the time and using the above guide.

Cases that are unable to be determined due to their complexity will be advised of the Kent Agency Assessment process. Where appropriate we can request further medical information from the applicant.

Where other members of the household who are on the application have medical/welfare problems we award the band based on the individual in the highest need.

Applicants accepted under Homelessness legislation will not be eligible for medical priority. If a homeless applicant's temporary accommodation is unsuitable on medical grounds the Council will first look to see if alternative temporary accommodation can be found. Homeless households can be

considered through a medical assessment if an extra room is required on medical grounds.

Applicants will be advised by letter of the medical priority awarded and the type of accommodation identified as being suitable for their needs.

If we determine that a particular type of property is required on medical grounds; for example a home with no internal stairs, the applicant will be expected to bid for accommodation matching that criteria. Bids placed on accommodation that does not meet the required criteria will be bypassed. If the applicant continues to bid on accommodation that does not meet their medical requirements any priority awarded on medical grounds will be reviewed and may be removed.

If an applicant's medical circumstances improve, any priority awarded on medical ground will be reviewed.

### **8.3 Kent Agency Assessment**

The Kent Agency Assessment is an easy referral process for Health, Social Services (or their Agents) or other statutory sector agencies where their service user requires re-housing due to health/support needs that cannot be met, or are being exacerbated by their current accommodation. The referral provides all the information required to assess an applicant's housing need which should be accompanied by supporting documents where necessary.

## **New Section setting out the council's policy for Management Moves under the Allocation Policy**

### **8.4 Management Moves**

**Where the Housing Options Manager has approved an urgent move for a tenant living in Shepway council or housing association home for a specific purpose and the tenant has refused all reasonable offers of alternative council or housing association accommodation, the council will limit the number of offers to any one applicant to two reasonable offers of alternative accommodation. After 2 refusals the council will review and reassess the applicant's urgent need to move/granting of the management move and whether the urgency to move has now passed. The council will discuss the tenant's circumstances with them and any agencies that are working with them.**

### **8.5 Assessing Local Connection**

Applicants with no local connection will be placed in band E, unless the council has accepted a homelessness duty to them. Local connection will be assessed using the following criteria:

- Have lived in the district of Shepway continuously for two years immediately prior to date of application.

- Have been resident in the district of Shepway for 3 years out of the last 5 years, even when they currently live outside of the district, for example people in hospital, HMP, temporary lodgings, women in refuges.
- Have close relatives aged 18 years or more (parent, son, daughter, sister, brother) who presently live in the district of Shepway and who have lived in the district of Shepway for at least the previous 5 years immediately prior to date of application.
- Have special circumstances which the Council considers give rise to a local connection e.g. grew up in the area but moved away and no longer meet the normal residence conditions, or need to move to the district for urgent social reasons such as to receive/give support or to escape violence.
- Households who can evidence 16 hours per week or more of permanent employment (not casual) for a current duration of at least 6 months or more within the district and require to live in the district of Shepway due to their job can also be considered.

**Additional Wording to be included in bullet point 2 above**

**Time spent away at University or college will count as living continuously within the district providing the applicant had previously lived in the district immediately prior to the start of their course and being part of household currently living in the district.**

**Applicants serving in the armed forces and who had previously lived in the district immediately prior to commencing their service and being part of a household currently living in the district will count as living continuously within the district.**

**Additional Criteria to be added 8.5**

**The Government has issued Right to Move – statutory guidance on social housing allocations for local housing authorities in England. The Right to Move is intended to allow existing social tenants to apply to move across local authority boundaries and not be disadvantaged by local connection criteria with the intention of preventing hardship and encouraging tenants into work. The guidance “strongly encourages” a quota of at least 1% of lettings that is expected to be allocated each year and the proportion should be reviewed and revised as appropriate.**

**Applicants under the Right to Move criteria will be placed in Band C and will receive one reasonable offer of accommodation**

The Allocation of Housing (Qualification Criteria for Armed Forces Personnel) (England) Regulations 2012 require that local housing authorities do not use local connection (within the meaning of section 199 of the Housing Act 1996) to decide whether the following classes of persons qualify for an allocation of housing accommodation:

- Persons who are serving in the armed forces or have done so in the five years preceding their application of an allocation of housing accommodation (excluding those that have been dishonourably discharged).
- Bereaved spouses or civil partners of those serving in the armed forces where their spouse or partner's death is attributable (wholly or partly) to their service and the bereaved spouse or civil partner's entitlement to reside in Ministry of Defence accommodation then ceases.

**Additional 3rd bullet point to be added above**

- **Is serving or has served in the reserve forces and who is suffering from a serious injury, illness or disability which is attributable (wholly or partly) to that service and the application is made within five years of discharge**

Shepway District Council's Armed Forces Community Covenant supports the government's Armed Forces Covenant.

## **8.6 Supported Accommodation**

Applicants who have been, and are currently, residing in supported accommodation within the Shepway district and who are ready to move on into independent accommodation to progress and sustain their further recovery will be placed in Band B. Their application must be supported by a Kent Agency Assessment housing referral and accompanied by relevant care and risk assessment information.

**8.6 Supported Accommodation – Amend to:**

**Applicants who have been and are currently residing in supported accommodation, including Care Leavers, within the Shepway district and who are ready to move on into independent accommodation will be placed in Band B. If their application is supported by a Kent Agency Assessment housing referral and accompanied by relevant care and risk assessment information applicants will be placed in Band A.**

## **8.7 Joint Tenants and Relationship Breakdown**

Where there has been a relationship breakdown or other instances where a joint tenancy has come to an end, following a notice to vacate by the other tenant, Shepway may consider awarding the same property to the remaining tenant. This would apply where the applicant meets a priority need group under the Housing Act 1996, Part VII (as amended). Such an allocation should not have an adverse implication for the good use of housing stock and meeting housing need.

This type of letting is authorised as an exception to normal letting arrangements under s167 (2e) of the Housing Act 1996 and would allow the remaining tenant to apply for a fresh tenancy to be granted.

Where it is considered that an allocation of a property would not be a good use of housing stock and would affect our ability to meet a housing need, the existing tenant will be allowed eight weeks to bid for a property considered suitable in accordance with this policy. This period can be extended only if a property of a suitable size does not become available on the Kent Homechoice CBL scheme website during this period and if Shepway approves of this. This application will be placed in Band A plus any medical priority. Note: Applicant maybe eligible for Discretionary Housing payment.

### **8.8 Staying contact with children**

A child, or children, living between parents at separate addresses will only be considered as having one main home unless there are exceptional circumstances that mean that both parents should provide a home. A Court Order allowing access to children, or confirming residence between separated parents does not mean that the council must consider that the child is part of an applicant's household for the purposes of a housing list application.

An assessment will be made by the council as to which parent's property is considered as the child's main home. If the council considers that an applicant does not provide the child with his or her main home then the child will not be considered as part of the registered application. The child would then not be considered as part of the bedroom requirements when assessing overcrowding or under-occupation. They would also not be considered when assessing the size of property (number of bedrooms) that the application would be eligible to bid for and offered through the letting process.

## **9. Housing Priority - Deciding who has priority on the register**

Applicants will be placed in the relevant band defined by their specific circumstances. Reasonable preference is awarded in accordance with the legal duties of the Council.

### **9.1 Overcrowding**

Applicants will be placed in band B if they are overcrowded by one or more bedrooms and live in Council or Housing Association homes.

Applicants will be placed in band C if they are overcrowded in private rented accommodation or living with relatives or friends.

Overcrowded applicants with a local connection to Shepway, but living in Council or Housing Association properties outside the District will be band C.

Overcrowded applicants with no local connection to Shepway living in either private rented or social housing will be placed in Band E.

Homeless applicants will not be included in this category. The priority of homeless applicants is considered separately in section 9.7 below.

Rooms which do not meet the standards for use as living accommodation for one person (the standards are given in the Housing Act 1985 Part X) will not be counted.

If applicants need an extra room for medical or welfare/hardship reasons they will not be considered overcrowded but will be assessed for medical or welfare priority.

Overcrowding priority will not be given if someone moved into the applicants' household making them overcrowded. This will be looked at on welfare grounds.

Where an applicant is pregnant and they are entitled to a larger property they will receive overcrowding priority within 3 months of confirmation of pregnancy

This will be subject to providing the following information:

- Anti-natal card/book/scan report
- Certificate of Confinement/MATBI
- GP confirmation
- Hospital Book

## **9.2 Children sharing bedrooms**

Children of the same sex are expected to share a bedroom until one of them reaches the age of 16.

Applications will only be considered for overcrowding priority if the applicant is the main person who cares for the children named on the application. Welfare or medical grounds may be considered in other circumstances.

Applicants who have two children of opposite sex where one is over 10 years of age in a two bedroom council or Housing Association property that need a three bedroom property will be placed in Band B.

## **9.3 Extra Bedrooms on Medical grounds**

The Social Size Criteria restrict the amount of Housing Benefit paid to families who are considered to have spare bedrooms in their council or housing association home. This does not apply tenants over the age of 60. The implications of this change are that if you have one 'spare' bedroom your housing benefit will be reduced by 14% of the rent you are charged every week. If you have two or more spare bedrooms, it will be a 25% reduction.

It does not matter how the 'spare' bedroom is used, the criteria apply even if you and your partner need to sleep apart because of a medical condition or need to have a room to store medical equipment.

Shepway District Council can allow an extra bedroom for children who are unable to share because of their severe disabilities. It is your responsibility to check with the Housing Benefit department if you are eligible for this provision. If you are not eligible it is your responsibility to pay any rent top up.

#### **9.4 Applicants without children**

Single applicants and couples without children who are living in overcrowded conditions will not be given priority for overcrowding unless they are in self-contained accommodation which is too small, for example a couple in a one person studio flat. Young adults living with their parents, or people temporarily sharing with friends will not be awarded overcrowding priority.

#### **9.5 Disrepair, poor design and lacking facilities**

Any complaint about disrepair within Council or Private Register Provider (Housing Association) properties must be reported to the applicant's landlord's repairs service.

Applicants living in private sector accommodation who are complaining about poor condition will be referred to the Council's Private Sector Housing Team who will assess the situation and then make recommendations about the award of priority under the Banding Scheme.

In order to investigate the matter on the applicant's behalf, they will be required to complete the Private Sector Housing Service request form and return it to the Private Sector Housing Team. All the information requested on the form is required; if the form is incomplete it will be returned to the applicant for completion and may delay the progress of their enquiry.

Please be aware that the Private Sector Housing Team will notify their landlord that they have contacted the Team before they visit the property. They are required by law to inform the landlord before they carry out an inspection. If the applicant has not contacted their landlord already, they must do so before returning the form.

A member of the Private Sector Housing Team will inspect the property. They will inform the Landlord of the defects on an informal basis and give them the opportunity to carry out remedial works. If the Landlord fails to carry out the works within a reasonable timescale enforcement action may be taken; after which reassessment of an application will be carried out which may award higher priority in accordance with the report given by the Private Sector Housing Team under the hazard rating system.

If an applicant refuses to allow access to a Landlord's contractor to carry out remedial work then any priority awarded due to the condition of the property will be removed.

Once the works required have been carried out to a satisfactory standard by the landlord and confirmed by Private Sector Housing, any priority awarded due to the condition of the property will be removed.

If an applicant lacks facilities such as cooking facilities, washing facilities, toilet facilities or adequate heating (Category 1 hazard) they will be placed in Band B.

### **9.6 Sharing with another household**

Applicants will be placed in Band C if they share any of the following facilities with either people they are not related to or their family if they are wishing to live separately from them.

- Living room
- Kitchen
- Bathroom or toilet

Single applicants under the age of 35 who are sharing will generally be considered as adequately housed. Consideration will be given for applicants in special circumstances.

### **9.7 Homelessness and temporary or insecure accommodation**

Accepted homeless households are applicants to whom:

- The Council has accepted a duty under Part V11 of the Housing Act 1996, as amended by the Homelessness Act 2002 (the duty towards households who are in priority need and unintentionally homeless), **and**
- The Council accepts a duty to provide suitable accommodation

In the first instance the Council will look to discharge its homelessness duty for all accepted homeless applicants within the private rented sector. The Council will ensure that any offer of private rented housing is appropriate to the needs of the household, that the length of any tenancy is a minimum of 12 months and that the property meets the Homelessness (Suitability of Accommodation) (England) order 2012. We will also assess the affordability of the property.

All accepted homeless applicants housed in temporary accommodation provided by the Council, including Bed and Breakfast accommodation will be placed in Band C. Accepted homeless applicants in severe need will be placed in Band A.

Whilst the Council is looking for suitable accommodation within the private sector applicants will be allowed to make expressions of interest on suitable properties advertised through Kent Homechoice the choice based letting scheme. If after a period of 8 weeks from when the applicant received their S.184 decision letter they have either not been offered a suitable private sector property or been unsuccessful in bidding for a council of housing association home, the Council will make the applicant one final offer of suitable accommodation. This will be in whichever tenure is available first. If this offer



is refused, the council's homelessness duty under the Housing Act 1996 to provide accommodation will come to an end.

Homeless applicants will be expected to actively seek a property using Kent HomeChoice. If an applicant does not successfully bid for a property, which would have been suitable for the household size, within the first 8 weeks then the council will bid on their behalf.

People who are homeless but not in priority need will be placed in Band C regardless if they have made a formal homeless application or not.

### **9.8 Accepted homeless households in severe need**

These are applicants who:

- The council has accepted a duty under the Homelessness legislation **and**
- Are elderly and vulnerable due to frailty\***or**
- Have a terminal or long-term illness **or**
- Have severe mental health problems, have been unable to cope in temporary accommodation, and have been 'sectioned' or are likely to be admitted under the Mental Health Act **or**
- Are permanent wheelchair users **or**
- Are council or RP tenants who have an urgent need to transfer as they are suffering from violence or threats of violence and are considered to be at significant risk **or**
- The council is unable to provide any suitable temporary accommodation for.

\*Where the above circumstances apply these applicants will be placed in Band A

The Council will decide who will be placed in Band A. Recommendations will be made by the officer dealing with the case because they have the most accurate and up-to-date information on the applicant, due to the investigations carried out before an applicant is accepted as homeless.

Elderly non-frail homeless applicants may still be placed in Band A, however clear supporting evidence will be required to support their application.

## **10. Deciding the effective date**

Priority within bands relates to an applicant's effective date. The effective date is usually the date the application is received, except;

- Where an applicant is moved from one band to a higher band, their new effective date will be the date their circumstances changed.
- Where an applicant receives priority on medical or welfare grounds their effective date will be the date they applied for this award.

- Where an applicant has been accepted as Homeless their effective date will be the date they applied as homeless; unless they already qualify for band B with an earlier date.
- In cases where people move down a band their list date in the lower band will be their original application date.

## 11. Offers

Prior to an offer of accommodation being made, Shepway District Council will check an applicant's circumstances and ensure all the details given at the time of the application are correct. If the check is satisfactory their application will be verified to either East Kent Housing or the Housing Association whoever manages the property they have been successful in bidding for.

If, on making the check, it is found the applicant is not eligible for the offer, no offer will be made.

**Photo ID will be required on sign up for the property offered and if an applicant refuses to provide this the offer of accommodation will be withdrawn.**

Applicants will only be made one offer at a time. If they have been made an offer of housing, they will not receive any further offers - even if they continue to bid for properties whilst they are 'under offer'.

### 11.1 Debts – Rent Arrears and Former Tenant Arrears

All Applicants will:-

- Have their current or most recent rent account checked and which must be clear
- Must provide details of their previous accommodation for 3 years prior to their application
- Certain exceptions may be made for tenants who are under-occupying their homes at the discretion of their landlord.
- In cases of extreme hardship the Head of Service will give consideration for an offer of accommodation to be made

Former Tenancy Account

- If you have any Former Tenancy arrears you must have a proven track record of regular payments over the past 6 months

**If Court Action is being taken seeking outright possession or a Bailiff's Warrant for eviction, no offers of housing should be made without the agreement of the Housing Options Manager.**

**11.1 Debts – Rent Arrears and Former Tenant Arrears (Replace all existing wording):**

**Applicants with housing related debt will generally not be eligible to join the housing list if they are not addressing the debt.**

**Housing related debt includes rent arrears to the Council, housing associations, other local authorities or private landlords, also Council Tax and any monies given through the Council's Rent Deposit Guarantee Scheme and the Rent Deposit and/or Rent in advance paid for by the Housing Options Team (not DWP Department of Works and Pensions) and any outstanding temporary accommodation costs payable to the council.**

**Applicants will become eligible to join the housing list as and when the debt has been cleared in full.**

**Council and Housing Association tenants who have been accepted onto the housing list but have accrued rent arrears on their current property since applying will not be offered another tenancy until all rent arrears have been cleared in full.**

**Accepted homeless applicants who have rent arrears on their current temporary accommodation will not be offered accommodation that would discharge the council's homelessness duty until the rent arrears are cleared in full.**

**In cases of extreme hardship the Head of Service will give consideration for an offer of accommodation to be made.**

**11.2 Types of Tenancies**

The type of tenancy you will be offered will be in accordance with the tenancy policy of the landlord of the property. Tenancy policies will be set having regard to the Shepway Tenancy Strategy.

The Council will offer joint tenancies to adult partners where there is a need for a long term commitment to a joint home, except where one of the prospective joint tenants is excluded from or ineligible to join the housing list.

**Generally applicants, including homeless applicants residing in homeless accommodation (including the Council's managed short stay accommodation) or bed and breakfast accommodation, if offered Council accommodation, will be offered an Introductory Tenancy followed by a 3 year flexible/fixed term tenancy.**

### 11.3 Gardens

If Applicants have any children 15 years of age or under on the date of offer, they will have priority over applicants without children of that age in the same band for homes with private gardens.

### 11.4 Adaptations

If an applicant has an established need for certain types of adaptations (including stairlifts, level-access showers, ramping, widened doorways) and an assessment by an Occupational Therapist has been carried out and submitted in support of their application, they will be given preference over people who do not need these adaptations when we offer homes which already have such features (in accordance with **the Physical and Sensory Disability Housing Protocol**).

Homes particularly designed for, or accessible to, people with disabilities will be advertised in Kent HomeChoice as such to help applicants with those needs identify them.

We will usually offer bungalows and other level access accommodation first to people who need this type of housing due to their health.

If an applicant needs adaptations but they move to a different home an Occupational Therapist may have to decide what works need to be carried out. These adaptations will not usually be carried out until sometime after the applicant moves-in. The timing of adaptations will depend on an assessment of their priority for adaptations and the availability of resources.

If a tenant has a home with significant adaptations that they no longer need we may be able to place them in a higher priority band to make it easy for them to move to a different home of their choice and release the adapted home for someone who needs it.

**Adaptations installed in a Shepway District Council property will not be removed in the event of no longer being required by the current tenant, or even if a new tenant does not require them.**

**Properties which have been adapted to a very high standard may not be included in Kent HomeChoice and may be directly allocated.**

## 12. Pets

Some housing providers do not allow pets in their properties. We will ask applicants if they would be prepared to make other arrangements for their pets to increase their choice of properties.

### **13. Designation of Property Type**

To make best use of housing stock properties are designated as being for:

- General needs use.
- Older persons.
- People with disabilities

Older person's properties, such as bungalows, will normally be allocated to the following categories of person:-

- Those aged 50 or over.
- Those under 50 with Band B medical assessment for mobility who require this type of accommodation. In these circumstances applicants will only be considered for 1 bedroom properties if they are a single person or couples and will not be able to express interest in general needs properties.

In areas of lower demand some properties designated for older people may be advertised without an age restriction, however, in the first instance preference will still be given to applicants over 50 expressing interest.

General needs properties such as houses or flats will be allocated to persons under 60 unless there are special circumstances which indicate that a particular general needs property is suitable for an older person.

#### **13.1 Sheltered housing**

When allocating sheltered housing the same general principles as for other property types will apply, with the following exceptions:

- An assessment of an applicant's suitability and need for support must be completed before any tenancy is offered. If an applicant is considered unsuitable for sheltered accommodation, they will be advised and given advice on homes more suitable to their needs.
- When assessing an applicant's suitability for sheltered housing they will also be given advice about the allocation policy and how to bid. If they need help this will be noted and appropriate arrangements made.

In order to be eligible for sheltered housing, applicants must be over 50 years old or registered disabled. Some sheltered units have two bedrooms for other household members or carers; the youngest member of the household must be over 45 years old to be considered suitable for this type of accommodation. If the tenant dies the family member or carer cannot succeed to the tenancy unless they would qualify for sheltered housing in their own right. They will be

offered suitable alternative accommodation if they have a right to succeed to the Tenancy.

### **13.2 Extra Care housing**

Extra care housing is for older people where additional support and social care services are provided in accordance with assessed need. This type of accommodation is intended to enable an older person to live as independently as possible for as long as possible and to improve the quality of their life and choice that an older person can expect as they become less able. Extra care housing will be advertised through Kent Homechoice but a dedicated allocation panel for the scheme/schemes, consisting of representatives from the Council and Social Services, will make the allocation. Allocations through this panel will be based on an assessment of the level of support and care required by the applicant.

### **14. Local Lettings Plans**

Local lettings plans are used to help create balanced and sustainable communities. Where a local lettings plan applies, it will be stated in the property details when advertised through Kent Homechoice.

Some local lettings plans may ask for an applicant to have a local connection to a specific parish or village. In those cases, the connection criteria will be stipulated in the legal agreement for that development.

Details of Local Lettings Plans will be agreed by Head of Service in consultation with the Cabinet member with responsibility for housing.

### **15. False or misleading Information**

It is an offence to make a false statement and/or knowingly withhold information. The maximum fine for this is £5,000. Anyone who gives false information may be excluded from the Shepway Housing List.

Tenants are at risk of losing the property if they do not comply with their tenancy agreement and criminal prosecution if they illegally sublet the property.

### **16. Reviews**

If an applicant considers they have been unfairly or unreasonably treated having regard to the provisions of the Allocation Policy they have the right to request a review of their case.

In the first instance, they must appeal in writing to the Housing Options Manager and they will receive a written response within 20 working days.

If, having received this response they wish to make a further appeal they will have to write to the Head of Service who will then appoint another officer who has not been directly involved with their case.

Following this second stage appeal the applicant will be signposted to contact the Local Government Ombudsman (contact details in section 20 below)

## **17. Equality and Diversity**

We will treat everyone we deal with fairly and decently taking into account their needs as an individual. We will monitor access to the housing list, and the assessment of need in accordance with our equality impact assessment.

We will pay particular attention to the needs of people who may be disadvantaged by virtue of their:-

- age
- disability
- sex
- race
- religion or belief
- pregnancy and maternity
- sexual orientation
- gender reassignment
- marriage and civil partnership

We can arrange for support in completing the various forms referred to in this policy for applicants who may have difficulty, for example if English is not their first language, or if they have a learning disability. If an applicant requires assistance, they should contact the Council.

## **18. Personal Data**

All the information given to us is treated confidentially under the terms of the Data Protection Act 1998 and will be kept on file all the time they are an applicant or become a tenant with the council. Any additional information an applicant gives us will be treated in the same way. We will share the information with East Kent Housing and any of the Private Registered Provider Landlords (who are listed in the Kent Homechoice Scheme User Guide) in the interests of an applicant's housing need. We have an information-sharing protocol with the Police and the NHS under the Crime and Disorder Act 1998 that is strictly controlled under our statutory obligations.

## **19. National Fraud Initiative**

From January 2007 the council is obliged to participate in the National Fraud Initiative (NFI) data matching exercise under Section 6 of the Audit Commission Act 1998. Data held by the Authority in respect of a tenancy or housing application will be used for cross-system and cross-authority comparison purposes for the prevention and detection of fraud. This does not affect the declaration and authorisation clauses on the application form.

## **20. Complaint to the Local Government Ombudsman**

The Local Government Ombudsman investigates complaints of injustice and unfairness resulting from maladministration by local authorities and other organisations. They can be asked to investigate complaints about most council matters, including housing.

The Local Government Ombudsman can be contacted at:  
PO Box 4771,  
Coventry  
CV4 0EH

Telephone 0300 061 0614 or 0845 602 1983  
Email: [advice@lgo.org.uk](mailto:advice@lgo.org.uk)

You can also text 'call back' to 0762 480 4299

The Ombudsman will normally only investigate a case where the complaints procedure has been followed first and will not become involved where an applicant disagrees with a decision that has been correctly made.



## APPENDIX 1

### Size of Accommodation Allocated

Housing Size	Number of Rooms
1 Adult	Studio Flat/ 1 bedroom flat
2 Adults living together as a couple	1 Bedroom
2 Adults aged 16 years+ (not married/not cohabitating)	2 Bedrooms
1 Adult (or 2 Adults living together as a couple) expecting baby and the pregnancy is within 3 months of confirmation of pregnancy	2 Bedrooms
1 Adult (or 2 adults living together as a couple) with 2 children of different sexes where neither child is over 10 years of age*	2 Bedrooms
1 Adult (or 2 adults living together as a couple) with 2 children of the same sex under 16 years*	2 Bedrooms
1 Adult (or 2 adults living together as a couple) with either: <ul style="list-style-type: none"> <li>• 3 children*</li> <li>• 2 children of different sexes where the oldest child is over 10 years of age*</li> <li>• 2 children of the same sex where the eldest child is 16 years*</li> </ul>	3 Bedrooms
1 Adult (or 2 adults living together as a couple) with 4 children*	3 Bedrooms
1 Adult (or 2 adults living together as a couple) with 4 or more children where 1 child is 16 years*	4+ Bedrooms

#### **\*Parents with 'staying access' to dependent children or shared residence orders**

Applicants with a shared residence order or staying access for children are not automatically entitled to bedrooms for their children. The general principle is that a child needs one home of an adequate size, and that the council will not accept responsibility for providing a second home for children. The council will make an assessment based on the individual circumstances.

#### **Applicants with a medical or social need for a larger property**

Applicants can apply for an extra bedroom due to their medical or social needs. Their circumstances will be considered and evidence supporting the need for an extra room will be required.

It is an applicant's responsibility to check with the Housing Benefit department if they are eligible for this provision. If they are not eligible it is the applicant's responsibility to pay any rent top ups.

## **Extra Rooms for carers**

If an applicant needs an extra room for a carer, the council will investigate and offer advice on the need for an extra room. The council will make the decision. The guidelines are as follows:

- Social Services should be able to give supporting evidence (through the Kent Agency Assessment referral procedure) that a 'live in' carer is needed, and that if the support was not given voluntarily or paid for by the client, they would qualify for funding for a 'live in' carer
- If one person has two carers working on a rota to cover 24 hours we would assume that they only needed one bedroom
- In most cases only one extra bedroom for a carer will be considered. Extra rooms for a carer's dependants cannot usually be considered.

If the applicant does not need 24 hour care or intensive support an additional bedroom would not normally be considered, however, an individual assessment will be made.

## **Shepway District Council tenants**

**If a Shepway District Council tenant moves to smaller accommodation or moves from an adapted home they may receive a cash incentive payment.**

We can help them move from their family home into smaller accommodation if their home becomes too big for them, also known as an under-occupation move. Their removal will be arranged and paid for in addition to a cash incentive they may receive once the tenant has moved.

**This will be subject to a clear rent account and the property left in a good state of decorative order and any repairs required by the tenant being completed. A final inspection of the property will be carried out before the cash incentive payment monies are released.**

We can also help the applicant to move from a home that has been specially adapted for someone with a disability and no longer need the adaptations.

This Report will be made public on 7 April 2017

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



Report Number **C/16/118**

**To:** Cabinet  
**Date:** 19 April 2017  
**Status:** Non-key Decision  
**Head of service:** Katharine Harvey – Head of Economic Development  
**Cabinet Member:** Councillor John Collier, District Economy  
**Subject:** Folkestone CLLD – Accountable Body and Programme Strategy

**SUMMARY:** This report seeks agreement for Shepway District Council, as the programme's Accountable Body, to submit a stage 2 application for European funding for the Folkestone Community Led Local Development (CLLD) Programme and to provide the public sector match funding for the programme management costs.

#### **REASONS FOR RECOMMENDATIONS**

As Accountable Body for the Folkestone CLLD Programme, DCLG and DWP, as the managing authorities for the UK's European funds (ERDF and ESF) require SDC to agree to the submission of the stage 2 application and the 50% public sector match funding for the programme management costs.

#### **RECOMMENDATIONS:**

1. To receive and note Report C/16/118.
2. Agree to the submission of a stage 2 application for the Folkestone CLLD Programme by SDC as the Accountable Body for the programme.
3. Agree to SDC providing the required 50% public sector match funding for the programme management costs over the duration of the programme.
4. Agree that the decision to sign the Grant Funding Agreement be delegated to the Corporate Director, Strategic Development following consultation with the Cabinet lead member for the District Economy, with the proviso that should there be any material changes to the programme, or additional significant risks become apparent, that the decision is brought back to Cabinet.



## 1.0 BACKGROUND

- 1.1 The South East Local Enterprise Partnership's (SELEP's) European Structural Investment Fund (ESIF) strategy allocated around £10 million for Community Led Local Development (CLLD) within the SELEP area and identified five potential locations for these programmes – Hastings & Bexhill, Thurrock, Ramsgate, Dover and Folkestone.
- 1.2 The application process for a CLLD programme involves three stages:
  - **Expression of Interest** setting out the case for a CLLD programme in the area;
  - **Stage 1** preparatory stage outputs required a Local Action Group (LAG) to be established, an Accountable Body for the programme to be identified, and submission of a Programme Strategy for agreement by the Managing Authorities (DCLG & DWP); and
  - **Stage 2** implementation stage which is the submission by the Accountable Body of full ERDF and ESF application grants for the CLLD programme to deliver the agreed Programme Strategy.
- 1.3 Successful applicants will sign a Grant Funding Agreement between the Accountable Body and DCLG and DWP as the UK managing authorities for ERDF and ESF funding.
- 1.4 Following approval of Shepway District Council's EOI submitted in November 2015, SDC was awarded £20,000 ESF/ERDF funding (matched 50% by 'staff in-kind' SDC funding) to develop the Stage 1 outputs, which included the submission of a Programme Strategy, establishment of a Local Action Group, and identification of an Accountable Body for the programme (Cabinet Paper C/16/45 refers to this).
- 1.5 Subsequently Cabinet agreed at its meeting on 14<sup>th</sup> September 2016 to:
  - Shepway District Council acting as the Accountable Body for the Folkestone CLLD Programme (in the absence of others willing or able to take on this function);
  - Endorse the Programme Strategy for the Folkestone CLLD Programme; and
  - Where any proposed withdrawal of EU funding is likely, to report back to Cabinet as soon as possible.
- 1.6 Following the submission of the stage 1 application for the Folkestone CLLD Programme, a positive response was received from DCLG on 27<sup>th</sup> October 2016 and SDC, as the Accountable Body for the programme, was invited to submit a stage 2 Full Application for ESF and ERDF funding.
- 1.7 Following the Referendum to leave the EU, there has been little explicit clarity from Government on the future of the CLLD programme. However, DCLG and DWP (as the managing authorities for ERDF and ESF) are encouraging applicants to continue with the application process and feedback, via the SELEP, suggests that the Government sees this

programme as being well aligned to national priorities. The implications of this are that should the UK leave the EU before the end of the programme period (as currently planned); there is a strong likelihood that the national government would continue to provide funding. The degree of commitment from the Government to honour the level of funding for the programme is likely to be more apparent at the Grant Funding Agreement stage for the programme.

## 2.0 STAGE 2 APPLICATION

2.1 The Stage 2 application focuses on the delivery of the strategic objectives and actions as set out in the Programme Strategy, which was submitted at Stage 1 of the application process. The Stage 2 application sets out in detail the funding sought for the programme, the outputs that will be delivered and the programme management processes.

### Funding

2.2 The overall Strategic Objective of the Folkestone CLLD Programme is to focus on a geographically defined area within central Folkestone and to 'promote social and economic cohesion through interventions to help those in the most deprived communities access jobs and to support businesses in the area to grow'.

2.3 In order to ensure that there was sufficient demand for the level of funding, as set out in the Programme Strategy at stage 1 of the application process, an early light-touch Expression of Interest (EOI) stage was instigated locally to inform the Stage 2 application.

2.4 The early EOI stage resulted in some 24 responses being received and, of the potentially eligible projects; there was sufficient demand for an EU funding requirement for some £5.5 million. This is well above the amount identified for the programme in the Programme Strategy, which had been based on Folkestone's pro-rated share of the amount available to the three CLLD programmes in the SELEP area that were successful at the EOI stage.

2.5 The Folkestone CLLD Programme has three programme objectives, each with specific targeted activities. The amount of funding sought to deliver these actions and the management costs for the programme are set out in the table below.

### Folkestone CLLD Programme Budget

	TOTAL Funding	European Funding		Match Funding
		ESF (£)	ERDF (£)	
<b>Objective 1 - Enhancing work-readiness and well-being</b>				
Action 1: Work experience and job preparation for young people	£720,000	£360,000		£720,000
Action 2: Getting people back into work	£800,000	£400,000		£800,000

Action 3: Promoting emotional and physical well-being	£280,000	£140,000		£280,000
Action 4: Promoting financial wellbeing	£150,000	£75,000		£150,000
<b>Subtotal</b>	<b>£1,950,000</b>	<b>£975,000</b>		<b>£975,000</b>
<b>Objective 2 - Promoting local business and social enterprise</b>				
Action 5: Promotion of social enterprise	£200,000		£100,000	£100,000
Action 6: Support for business start-ups	£700,000		£350,000	£350,000
Action 7: DIY Space /incubation	£1,050,000		£525,000	£525,000
<b>Subtotal</b>	<b>£1,950,000</b>		<b>£975,000</b>	<b>£975,000</b>
<b>Objective 3 - Integrated delivery mechanism for the strategy</b>				
Action 8: Setting up and operating the Community Hub	£500,000		£250,000	£250,000
<b>Programme Objectives costs:</b>	<b>£4,400,000</b>	<b>£975,000</b>	<b>1,225,000</b>	<b>£2,200,000</b>
<b>Programme Management costs:</b>	<b>£547,774</b>		<b>£273,887</b>	<b>£273,887</b>
<b>TOTAL</b>	<b>£4,947,774</b>	<b>£975,000</b>	<b>£1,498,887</b>	<b>£2,473,887</b>

2.4 The overall management cost for the programme are estimated at £547,774 over the 2017-2022 period, which equates to 11.1% of the total programme budget of £4.948 million. It is possible to claim up to 25% of the total programme budget for management costs in CLLD programmes. However, these costs have been minimized to ensure that:

- as much funding as possible is available to deliver projects that address the activities required; and
- SDC's contribution towards management costs are minimized.

2.5 The management costs for the programme are set out below. This shows that SDC, acting as the Accountable Body for the programme, will need to provide £273,887, which is 50% of the total estimated cost, with the other 50% provided from ERDF. SDC's contribution towards management costs will come from a combination of planned staff in-kind costs and some modest cash contributions towards some management activities, as set out in the table below.

#### **Folkestone CLLD Programme Management Costs**

<b>ERDF</b>	
CLLD Programme Manager (100% ERDF funded)	
CLLD Programme Assistant (50% ERDF funded)	
Stage 2 Consultant support	
Marketing of the CLLD initiative (100%)	
Workshops (100%)	
<b>Sub-total</b>	<b>£273,887</b>
<b>Shepway District Council - staff in kind contribution</b>	

Communication officer - 15% to CLLD	
ED Officer (CLLD Project Assessor) – 20% to CLLD	
Head of Economic Development – 10% to CLLD	
Stage 2 Application stage: Head of ED	
Stage 2 Consultant support	
Salary overhead (15%) includes:	
<b>Sub- total</b>	<b>£196,418</b>
<b>Shepway District Council - cash contribution</b>	
CLLD Programme Assistant (50% SDC funded)	
Evaluation of CLLD Programme (100% SDC funded)	
<b>Sub-total</b>	<b>£77,469</b>
<b>TOTAL –SDC Staff in kind and Cash</b>	<b>£273,887</b>

- 2.6 SDC's cash contribution of £77,469 will come from the planned Economic Development base budget over the course of the programme period from 2017 to 2022. Approx £36,000 has been earmarked for this from a carry forward from the Economic Development budget in 2016/17, recognising the priority that the Cabinet has placed on delivering this programme to date.

## Outputs

- 2.7 The expected outputs and results that the Folkestone CLLD programme will deliver over the duration of the programme are set out below.

ESF	Total
<b>Outputs</b>	
Number of participants	1,000
Participants that are unemployed, including long term unemployed (CO01)	350
Participants that are economically inactive (CO03)	650
Participants that are aged over 50 (CO04)	100
Participants that have disabilities (CO16)	250
<b>Result</b>	
Participants in education or training on leaving (CR02)	228
Unemployed participants in employment, including self-employment on leaving (CR04)	160
Inactive participants into employment or job search on leaving (CR01)	189

ERDF	Total
<b>Outputs</b>	
Number of enterprises receiving support (ER/C/O/01)	120
Number of new enterprises receiving support (ER/C/O/05)	70
Number of job increases in supported enterprises (ER/C/O/08)	39
Number of potential entrepreneurs assisted to be enterprise ready (ER/P/O/11)	125
Square metres of public or commercial buildings built or renovated (ER/P/O/02)	400

## Programme Management



- 2.8 The management of the Folkestone CLLD programme will be located within the Economic Development team at Shepway Council. Two full time staff will be dedicated 100% to the programme, with other members of staff from within the Economic Development, Communications, Finance and Legal teams playing roles too.
- 2.9 The programme will operate through “calls for projects” and an application process that will be overseen by the SDC programme management team. Decisions on which projects should receive funding will be recommended by the Local Action Group to the Accountable Body.
- 2.10 A robust decision-making process will be adopted and followed by the programme management team to ensure that the programme supports only investment in projects that address the clear objectives of the programme and achieve the necessary outputs and results and value for money. Proposals that do not meet the strict criteria, or are deemed to be marginal in terms of likely outputs, will not be supported for investment. This is necessary to ensure that an effective, well managed and impactful programme is provided to support communities in the eligible area of Folkestone.

### **3.0 NEXT STEPS**

- 3.1 Following the submission of the Stage 2 application, it had been expected that a final decision on the funding for this programme would be made and conveyed to SDC in early May 2017. However, recent information suggests that this is now more likely to be July or later in 2017.
- 3.2 If Cabinet support the recommendations of this report then SDC will enter into negotiations with the managing authorities – DCLG for the ERDF component, and DWP for the ESF element the programme.
- 3.3 It is recommended that Cabinet delegate the final decision for SDC to sign the Grant Funding Agreement to the Corporate Director, Strategic Development following consultation with the Cabinet lead member for the District Economy. However, should there be any material changes to the programme, as set out in this report, or if there are any additional significant risks to the Council acting as Accountable Body that emerge during negotiations, then a further report for decision will be brought back to Cabinet before signing the Grant Funding Agreement.

### **4.0. RISK MANAGEMENT ISSUES**

- 4.1 As the Accountable Body for the Folkestone CLLD Programme there are a number of risks that SDC faces as follows:-

<b>Perceived risk</b>	<b>Seriousness</b>	<b>Likelihood</b>	<b>Preventative action</b>
The Government decides not to continue the CLLD Programme application process and issue Grant	Medium – the opportunity for funding to ensure that residents in the deprived	Medium	Although this is ultimately a Government decision, the continued demonstration of strong local support and

<p>Funding Agreements</p>	<p>communities of Folkestone benefit from the regeneration opportunities is lost</p> <p>Medium - Expectations amongst the local community are raised and ultimately not met, resulting in disillusionment with SDC as the lead organisation.</p>		<p>commitment to the programme will help.</p> <p>All engagement with the public reflects the uncertainty of the programme in order to ensure that there is a realistic understanding of the prospects of this programme commencing.</p> <p>The programme lead keeps in close touch with the SELEP and Government departments in order to be informed and to realistically assess this risk.</p>
<p>Projects do not come forward for funding due to insufficient public or private sector match funding available to meet the 50% match funding required in this programme.</p>	<p>Medium – the ability to have impact locally will be lost. Lower match investment across the programme allocation will jeopardize the full investment aspiration and potentially result in reputational damage to SDC.</p>	<p>Low</p>	<p>The engagement process in developing the Strategy and the Expression of Interest stage undertaken to support the stage 2 application has resulted in many project ideas already coming forward and the process of encouraging new projects ideas has started.</p> <p>The early appointment of Programme Management staff will help to ensure that valid projects come forward.</p> <p>Ensure the availability and reliability of match funding during a robust project assessment process.</p> <p>Maintain a close relationship with the Roger De Haan Charitable Trust to</p>

			<p>achieve maximum potential funding synergies.</p> <p>Programme Management Team to have knowledge of other potential match funding sources.</p>
<p>European funds are allocated to projects that is later deemed to be ineligible spend.</p>	<p>High - SDC will be required to pay back ERDF and ESF funds and potentially bear the costs.</p>	<p>Low</p>	<p>Recruit Programme Management team with necessary expertise of European programmes.</p> <p>Ensure detailed training of Programme Management team where required.</p> <p>Ensure close monitoring and reporting of project activities and spend by Programme Management team to the Local Action Group and Accountable Body.</p> <p>Maintain a close relationship and frequent communication with the Managing Authorities.</p>
<p>Projects fail to spend the level of funding allocated from the programme budget.</p>	<p>Medium - Negative reputation for SDC and the Programme Manager</p>	<p>Low</p>	<p>Ensure thorough assessment of the organisation's ability to deliver the project through the project assessment process.</p> <p>Regular monitoring of project spend and delivery and implementation of mitigation measures.</p> <p>Local Action Group reallocates resources promptly where spend fails to materialise.</p>

The required Outputs and Results are not delivered in sufficient quantities as set out in the Grant Funding Agreement.	High - SDC will be required to pay back ERDF and ESF funds and potentially bear the costs.	Low	<p>Ensure that the Outputs and Results targets for projects are realistic.</p> <p>Regularly monitor project outputs and implement mitigation measures.</p> <p>Ensure that Funding Agreements with Delivery Organisations requires pay back for non delivery of project Outputs and Results.</p>
Programme Staff leave the SDC taking their knowledge with them.	High - Managing Authorities programme auditing results in potential return of ERDF and ESF funds. Negative reputation for SDC.	Low	<p>Ensure that all processes and records are well documented by the Programme Management team.</p> <p>SDC's Head of Economic Development, Finance or other SDC staff members are fully conversant with processes and arrangements for record and documentation retention.</p>
European funding for the programme ceases during the period and national funding is not made available for its continuance.	Medium - Programme will fail to deliver the benefits for the local community.	Low	<p>Aim to allocate funds as early as possible and encourage spend early over the period.</p> <p>Keep in close communication with the Managing Authority to be well informed of Government thinking.</p>

## 5.0 LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

### 5.1 Legal Officer's Comments (DK)

The Council must continue to undertake the role of 'Accountable Body' for the CLLD program (in accordance with the document entitled "Community-Led Local Development Strategies: Additional Guidance for Accountable

Bodies”). The obligations contained in the Guidance are not negotiable and the Council is solely responsible for compliance with the same.

Upon receipt of specific instructions, Legal Services will advise on (a) the terms upon which the Council provides public sector funding of up to 50% towards the programme management costs in the Grant Funding Agreement between SDC as the Accountable Body and the Managing Authorities, and (b) the funding agreements which ERDF/ESF require successful beneficiaries of the funding to enter into-

## **5.2 Finance Officer’s Comments (PM)**

This report provides an updated indication of the scale of the proposed programme and match funding requirement.

The forecast SDC contribution towards overall programme management costs will be £273,887. It is proposed that these costs are funded from economic development budgets through the redirection of approved budgets amounting to £77,469 and £196,418 through the contribution of existing funded posts across the Economic Development, Legal and Communication teams.

## **5.3 Diversities and Equalities Implications**

This programme focuses on addressing issues in the most deprived communities in the district through providing support to ultimately help them to access jobs.

## **6.0. CONTACT OFFICERS AND BACKGROUND DOCUMENTS**

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Katharine Harvey – Head of Economic Development  
Telephone: 01303 853287  
Email: [katharine.harvey@shepway.gov.uk](mailto:katharine.harvey@shepway.gov.uk)

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This Report will be made public on 7 April 2017

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



Report Number **C/16/111**

**To:** Cabinet  
**Date:** 19 April 2017  
**Status:** Non-Key Decision  
**Head of Service:** Pat Main – Interim Head of Finance  
**Cabinet Member:** Councillor Susan Carey – Cabinet Member for Finance

**SUBJECT: GENERAL FUND CAPITAL PROGRAMME BUDGET  
MONITORING – 4th QUARTER 2016/17**

**SUMMARY:** This monitoring report provides a projection of the latest financial position for the 2016/17 General Fund capital programme, based on expenditure to 28 February 2017. The report identifies projected variances to the approved capital programme to 31 March 2017 including slippage on schemes from 2016/17 to 2017/18.

**REASONS FOR RECOMMENDATIONS:**

Cabinet is asked to agree the recommendations set out below because it needs to be kept informed of the General Fund capital programme position and take appropriate action to deal with any variance from the approved budget.

**RECOMMENDATIONS:**

1. To receive and note Report C/16/111.

## 1. INTRODUCTION AND BACKGROUND

- 1.1 As part of the council's normal budget monitoring process this report updates Cabinet on the latest position for the General Fund capital programme at the 4th quarter of 2016/17 compared to the latest budget approved by full Council on 22 February 2017. The latest projections are based on expenditure to 28 February 2016. Specifically, the report identifies:
- i) changes to the overall value of the General Fund capital programme for the period up to 31 March 2017,
  - ii) slippage on planned expenditure for schemes from 2016/17 to 2017/18, and
  - iii) the impact any changes to the overall capital programme will have on the financing resources required to fund it.
- 1.2 The latest projections for the Housing Revenue Account capital programme are to be considered as part of a separate report to Cabinet on this agenda.

## 2. GENERAL FUND CAPITAL PROGRAMME 2016/17

- 2.1 The latest projection for the total cost and funding of the General Fund capital programme for 2016/17 is £9,251,500, a reduction of £288,500 compared to the latest approved budget of £9,540,000. Full details are shown in the appendix to this report and the following table summarises the position across the Service Units and also outlines the impact on the capital resources required to fund the programme:

<b>General Fund Programme 2016/17</b>	<b>Latest Budget 2016/17</b>	<b>Quarter 4 Projection 2016/17</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>General Fund – Service Units</b>			
Commercial and Technical Services	4,075.0	3,797.0	(278)
Democratic Services and Law	100.5	103.5	3
Finance	2,740.0	2,809.0	69
Human Resources	20.5	10.0	(10.5)
Communities	1,015.0	1,025.0	10
Strategic Development Projects	1,589.0	1,507.0	(82)
<b>Total General Fund Capital</b>	<b>9,540.0</b>	<b>9,251.5</b>	<b>(288.5)</b>
<b>Capital Funding</b>			
Grants	(3,289.0)	(3,475.0)	(186)
External Contributions	(569.0)	(562.0)	(7)
Capital Receipts	(2,027.0)	(1,892.0)	135
Revenue	(3,655.0)	(2,272.5)	1,382.5
Borrowing	-	(1,050.0)	(1,050)
<b>Total Funding</b>	<b>(9,540.0)</b>	<b>(9,251.5)</b>	<b>288.5</b>



2.2 The main changes from the approved budget to the latest projection for the 2016/17 capital programme are summarised below:

<b>Variances – Projected General Fund Capital Programme</b>					
			<b>Funding</b>	<b>£'000</b>	<b>£'000</b>
<b>1</b>		<b>Slippage and Reprofilng to 2017/18</b>			
	i)	Grounds Maintenance Unit – replacement vehicles ordered in 2016/17 and delivery not due until the Spring/Summer of 2017	Revenue	(186)	
	ii)	Empty Properties Initiative – Jointly funded scheme with KCC partly reprofiled to 2017/18	Capital Receipts	(130)	
	iii)	Corporate Property Health and Safety Enhancements – for urgent works to the Civic Centre and other locations	Revenue	(106)	
	iv)	Princes Parade Preparatory Costs – balance towards the development of the scheme	Revenue	(75)	
	v)	Hythe Beach Management coast protection works – Spring beach recycling delayed until April 2017	EA Grant	(59)	
	vi)	Hawkinge Yard Improvements – delayed	Revenue	(29)	
	vii)	Burials Software System – order placed in 2016/17 and software to be received later in Spring 2017	Revenue	(10.5)	
	viii)	Hythe Environmental Improvements	S106	(7)	
					(602.5)
<b>2</b>		<b>Coast Protection Schemes</b>			
	i)	Coronation Parade, Folkestone – additional expenditure met from EA Grant	EA Grant	105	
	ii)	Coronation Parade, Folkestone (Urgent Repairs to Sea Wall) – saving on final cost of works	Capital Receipts	(5)	
					100
<b>3</b>		<b>Reprofilng of Schemes from 2017/18 to 2016/17</b>			
	i)	Oportunitas Ltd – funding for the housing acquisitions programme	Revenue	69	
					69
<b>4</b>		<b>Other Changes</b>			
	i)	Disabled Facilities Grants and Loans – increase in demand met from Better Care Fund grant in-hand.	Grant	140	
	ii)	Other net changes	Revenue	5	
					145
		<b>Total change in overall capital programme</b>			<b>(288.5)</b>

- 2.3 As advised to Cabinet in the Update to the Medium Term Capital Programme report on 18 January 2017, the 2016/17 projected outturn has been updated to include expenditure planned to be met from qualifying capital receipts under the Flexible Use of Capital Receipts Guidance issued by the government in March 2016. The Digital Delivery of Services project, designed to deliver on-going revenue efficiencies, is to be met from the qualifying capital receipt of £0.98m from the sale of 3-5 Shorncliffe Road, Folkestone.
- 2.4 The projections contained in this report are based on the most accurate information at the current time and every effort is made to ensure the capital programme is delivered on time and in budget. Some capital schemes are more difficult to project accurately in terms of both the timing of expenditure and the final cost. In particular it is difficult to accurately project the timing of expenditure for the Disabled Facilities Grants and Loans and the release of funding to Oportunitas Limited for its housing acquisitions programme.

### 3. IMPACT OF PROGRAMME CAPITAL FUNDING RESOURCES

- 3.1 One of the key principles underlying the council's Medium Term Financial Strategy is that the capital programme is funded from available or realised capital resources and new borrowing should only be used where it is prudent and affordable. The only exception to this is where a scheme is subject to grant funding or external contributions in which case no commitment is made against these until the funding is confirmed. The latest forecast for the General Fund capital programme conforms to this key principle.
- 3.2 The General Fund element of the land recently acquired at Biggins Wood, Folkestone (£1.05m) was originally planned to be funded from revenue reserves held by the council. Although a decision has yet to be made regarding the land's intended use, it is held as an investment asset (i.e. held for its income earning potential and/or a future capital receipt). As such it is considered that prudential borrowing is suitable to be used to meet the cost of the acquisition on this occasion. This will mean £1.05m of revenue reserves can be made available for other purposes within the General Fund.
- 3.3 The latest position regarding the council's available capital receipts to fund capital expenditure is shown in the following table:

<b>General Fund Capital Receipts Position Statement</b>	<b>£'000</b>
Receipts in hand at 28 February 2017	(7,981)
Less,	
committed towards General Fund capital expenditure	3,225
committed towards HRA capital expenditure	3,160
Ring-fenced for specific purposes:	
i) Home Safe Loans	510
ii) Revenue efficiencies (flexible use of capital	340

receipts)	
iii) Other	78
Contingency for urgent or unforeseen capital expenditure	500
<b>Balance available to support new capital expenditure</b>	<b>(168)</b>

3.4 The revenue resource required to fund the General Fund capital programme in 2016/17, including the impact of any slippage, is provided for in the General Fund Revenue Budget Monitoring report due to be considered by Cabinet separately on this agenda.

#### 4. CONCLUSIONS

4.1 The projected outturn shown for the General Fund capital programme in 2016/17 reflects the position based on actual expenditure and forecasts at 28 February 2017.

4.2 Prudential borrowing is planned to be used to fund the General Fund element of the land acquisition at Biggins Wood, Folkestone. The remainder of the capital programme currently does not require new borrowing to fund it.

4.3 The final outturn position for 2016/17 and the actual level of rephasing of capital expenditure into 2017/18 will be known by the early part of this summer. Therefore Cabinet is asked to note the position at this stage. Formal approval to update the overall General Fund medium term capital programme will be sought from full Council once the final outturn is confirmed.

#### 5. RISK MANAGEMENT ISSUES

5.1 A summary of the perceived risks follows:

Perceived risk	Seriousness	Likelihood	Preventative action
Capital resources not available to meet the cost of the new projects.	High	Medium	Capital receipts required have already been realised for the majority of the programme. Schemes subject to future capital resources will only commence once these are realised. Schemes supported by grant funding will only commence once fully approved and committed by the

			relevant body.
Cost of new projects may exceed the estimate.	High	Medium	Capital monitoring procedures in place allowing prompt early action to be taken to manage the risk effectively.

## 6. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

### 6.1 Legal Officer's Comments (DK)

There are no legal implications arising directly out of this report.

### 6.2 Finance Officer's Comments (LW)

This report has been prepared by Financial Services. There are no further comments to add.

## 7. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

*Lee Walker, Group Accountant*

*Tel: 01303 853593 e-mail: [lee.walker@shepway.gov.uk](mailto:lee.walker@shepway.gov.uk)*

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

Appendix 1 – General Fund Capital Programme Budget Monitoring Report 2016/17

GENERAL FUND CAPITAL PROGRAMME 2016/17 QUARTER 4 PROJECTION					
Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Variance Budget to Q4 Projection	Comments
		£'000	£'000	£'000	
<b>Andy Blaszkowicz - Head of Commercial and Technical Services</b>					
1	Improvements to Hawkinge Yard	29.0	0.0	-29.0	Slippage - Final stage of scheme planned to be completed in 2017/18
2	Grounds Maintenance Vehicle and Equipment Replacement Programme	231.0	45.0	-186.0	Slippage - vehicles on order with deliveries expected during by Summer 2017
3	Coast Protection - Coronation Parade Urgent Repairs to Sea Wall	45.0	40.0	-5.0	Saving - Repairs to storm damaged wall undertaken in Spring 2016. £35K grant from Environment Agency towards work.
4	Coast Protection - Coronation Parade, Folkestone	2,995.0	3,100.0	105.0	All externally funded. Increased cost of renovating the concrete structure being met by additional grant funding by the Environment Agency
5	Coast Protection - Greatstone Dunes Management & Study	12.0	12.0	0.0	Scheme externally funded by the Environment Agency
6	Coast Protection - Hythe to Folkestone Beach Management (from 2015)	247.0	188.0	-59.0	Spring 2017 beach recycling delayed until April 2017. Scheme externally funded by the Environment Agency
7	General Fund Property - Health and Safety Enhancements	207.0	101.0	-106.0	Civic Centre fire alarm system replaced in 2016/17. Further works to Civic Centre and other locations expected to be completed from April 2017

GENERAL FUND CAPITAL PROGRAMME 2016/17 QUARTER 4 PROJECTION					
Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Variance Budget to Q4 Projection	Comments
		£'000	£'000	£'000	
8	Lifeline Capitalisation	42.0	42.0	0.0	
9	Responsive Repairs Contract - New Vehicle	16.0	16.0	0.0	0
10	Royal Military Canal Enhancements	45.0	45.0	0.0	0
11	Parking Self-Serve System	31.0	28.0	-3.0	Saving
12	Hythe Pool Improvements	175.0	180.0	5.0	Works to replace the pool liner, roof and chlorine storage system during the summer 2016
	<b>Total - Head of Commercial and Technical Services</b>	<b>4,075.0</b>	<b>3,797.0</b>	<b>-278.0</b>	

GENERAL FUND CAPITAL PROGRAMME 2016/17 QUARTER 4 PROJECTION					
Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Variance Budget to Q4 Projection	Comments
		£'000	£'000	£'000	
	<b>Amandeep Khroud - Head of Democratic Services and Law</b>				
13	PC Replacement Programme	20.5	20.5	0.0	
14	Server Replacement Programme	36.0	39.0	3.0	0
15	Virtual Desktop Technology	44.0	44.0	0.0	0
	<b>Total - Head of Democratic Services and Law</b>	<b>100.5</b>	<b>103.5</b>	<b>3.0</b>	

GENERAL FUND CAPITAL PROGRAMME 2016/17 QUARTER 4 PROJECTION					
Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Variance Budget to Q4 Projection	Comments
		£'000	£'000	£'000	
	<b>Pat Main - Interim Head of Finance</b>				
16	Oportunitas Loan & Share Capital Phase (Housing Acquisitions Programme)	2,100.0	2,169.0	69.0	Budget partly reprofiled from 2017/18
17	Digital Delivery of Services Project	640.0	640.0	0.0	To deliver revenue efficiencies. Funded from ring-fenced capital receipts under 'the flexible use of capital receipts' provisions
	<b>Total - Head of Finance</b>	<b>2,740.0</b>	<b>2,809.0</b>	<b>69.0</b>	
	<b>Andrina Smith - Head of Human Resources</b>				
18	Burials Software System	20.5	10.0	-10.5	Slippage - order placed to complete scheme but expenditure delayed until Spring 2017
	<b>Total - Head of Human Resources</b>	<b>20.5</b>	<b>10.0</b>	<b>-10.5</b>	



GENERAL FUND CAPITAL PROGRAMME 2016/17 QUARTER 4 PROJECTION					
Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Variance Budget to Q4 Projection	Comments
		£'000	£'000	£'000	
	<b>Sarah Robson - Head of Communities</b>				
19	Disabled Facilities Grant	500.0	640.0	140.0	Increase in demand for grants in the latter part of 2016/17. Additional cost to be met from 'Better Care Fund' grant in-hand.
20	Home Safe Loans	55.0	55.0	0.0	0
21	Warm Home Loans Scheme	30.0	30.0	0.0	KCC funding in hand from 2015/16
22	Empty Properties Initiative	430.0	300.0	-130.0	Jointly funded scheme with KCC. Partly reprofiled to 2017/18
	<b>Total - Head of Communities</b>	<b>1,015.0</b>	<b>1,025.0</b>	<b>10.0</b>	

GENERAL FUND CAPITAL PROGRAMME 2016/17 QUARTER 4 PROJECTION					
Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Variance Budget to Q4 Projection	Comments
		£'000	£'000	£'000	
	<b>Andy Jarrett - Head of Strategic Development Projects</b>				
23	Hythe Environmental Improvements	39.0	32.0	-7.0	Slippage - to be completed in Spring 2017
24	Princes Parade - Preparatory Costs	500.0	425.0	-75.0	Professional advice required to support the planning application process. Balance reprofiled to 2017/18
25	Corporate Property Development Projects	1,050.0	1,050.0	0.0	General Fund element of acquisition of site at Biggins Wood, Folkestone.
	<b>Total - Head of Strategic Development Projects</b>	<b>1,589.0</b>	<b>1,507.0</b>	<b>-82.0</b>	
	<b>Total General Fund Capital Expenditure</b>	<b>9,540.0</b>	<b>9,251.5</b>	<b>-288.5</b>	

This Report will be made public on 7 April 2017.

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



Report Number **C/16/112**

**To:** Cabinet  
**Date:** 19 April 2017  
**Status:** Non-Key Decision  
**Head of Service:** Pat Main, Interim Head of Finance  
**Cabinet Members:** Councillor Miss Susan Carey, Finance and  
Councillor Alan Ewart-James, Housing

**SUBJECT:** HOUSING REVENUE ACCOUNT REVENUE AND  
CAPITAL BUDGET MONITORING 2016/17 – 4th  
QUARTER 2016/17

**SUMMARY:** This monitoring report provides a projection of the end of year financial position for the Housing Revenue Account (HRA) revenue expenditure and HRA capital programme based on net expenditure to 28 February 2017.

**REASONS FOR RECOMMENDATIONS:**

Cabinet is asked to agree the recommendations set out below because Cabinet needs to be kept informed of the HRA position and take appropriate action to deal with any variance from the approved budget.

**RECOMMENDATIONS:**

1. To receive and note Report C/16/112.

## 1. INTRODUCTION AND BACKGROUND

- 1.1 This report informs Cabinet of the likely projected outturn on HRA revenue and capital expenditure for 2016/17.
- 1.2 The projections are based on actual expenditure and income to 28 February 2017. Some caution therefore needs to be exercised when interpreting the results. However, a thorough budget monitoring exercise has been carried out.

## 2. HOUSING REVENUE ACCOUNT REVENUE 2016/17 – PROJECTED OUTTURN

- 2.1 The table below provides a summary of the projected outturn compared to the latest budget for 2016/17.

	Latest Budget	Projection	Variance
	£'000	£'000	£'000
Income	(16,113)	(16,188)	(75)
Expenditure	11,324	10,902	(422)
HRA Share of Corporate Costs	235	227	(8)
<b>Net Cost of HRA Services</b>	<b>(4,554)</b>	<b>(5,059)</b>	<b>(505)</b>
Interest Payable/Receivable etc	1,597	1,625	28
<b>HRA Surplus/Deficit</b>	<b>(2,957)</b>	<b>(3,434)</b>	<b>(477)</b>
Repayment of Debt	900	0	(900)
Revenue Contribution to Capital	6,387	2,213	(4,174)
<b>Decrease/(Increase) to HRA Reserve</b>	<b>4,330</b>	<b>(1,221)</b>	<b>(5,551)</b>

- 2.2 The table shows that overall at quarter 4 there is a projected decrease in net expenditure of £5,551k on the HRA. The main reasons for this are as follows:-

	£'000
Decrease in revenue contribution to capital (see 2.3 below)	(4,174)
Decrease in repayment of debt (see 2.4 below)	(900)
Decrease in supervision and management (see 2.5 below)	(150)
Decrease in repairs and maintenance (see 2.6 below)	(119)
Decrease in depreciation relating to non-dwelling assets	(82)
Increase in dwelling rents (see 2.7 below)	(75)
Decrease in bad debts provision (see 2.8 below)	(73)
Decrease in HRA share of corporate costs	(8)
Decrease in interest and investment income	29
Other minor variances	1
<b>Total net projected Housing Revenue Account increase</b>	<b>(5,551)</b>

- 2.3 The decrease in revenue contribution to capital relates to the slippage of the capital programme in 2016/17 and relates to the re-profiling of phase 1 and 2 of the Military Road new build programme. The phase 1 deposit has been paid in 2016/17, however, the balance for phase 1 and the deposit for phase 2 will be paid in 2017/18 and then the balance for phase 2 will be

made in 2018/19. The amount of revenue contribution to capital will change from year to year depending on the profile of the new build/acquisition programme.

- 2.4 The decrease in the repayment of debt relates to a change in strategy within the HRA Business Plan. The detailed HRA Business Plan was presented for approval to Cabinet on 23 March 2016. Cabinet agreed to extend the payback of debt period by approx 5-7 years to ensure the council can continue to deliver the new homes programme.
- 2.5 The underspend within supervision and management relates to premises insurance, the stock condition survey and utilities.

Regarding the premises insurance this is following a proactive collaboration on the re-tender of insurance which was completed and started on 1 August 2015, a competitive bid from the existing insurer and the low claims experience that has built up over the previous contract term, therefore, the premium for HRA has been substantially reduced.

During 2016/17 EKH has commissioned a stock condition survey through Rand Associates and this joint approach has provided a saving against the original budget.

Within supported housing the gas and electricity costs are lower than originally budgeted for.

- 2.6 The decrease in repairs and maintenance relates mainly to a reduction of £178k in planned maintenance due to cheaper servicing on windows and heating. There is also the procurement of a new contract for fire alarm upgrades taking longer than originally anticipated, therefore, works cannot be completed in 2016/17.

There has been an increase in void repairs of £103k due to the current level of higher category void works that are necessary to ensure properties are available to be re-let to tenants.

- 2.7 The increase in dwelling rents income relates to guidance received from Department for Communities and Local Government (DCLG) regarding the 1% reduction in rents from April 2016. Within the budget setting process for 2016/17 the guidance stated that the 1% rent reduction in rents related to all properties within the HRA stock, however, later guidance stated that sheltered accommodation was exempt from the reduction and could be increased in accordance with previous formula. Within the detailed budget report this was included as part of the recommendations, however, there was not sufficient time to amend the detailed budgets in the report.
- 2.8 The decrease in bad debt provision relates to there being minimal impact so far after the implementation of Universal Credit in January 2016.
- 2.9 The financial projections have been compared to the previous year's outturn and analysed in detail. These have been adjusted where genuine

underspends have previously occurred or where there has been a change to current activity levels.

2.10 Overall, the HRA reserve at 31 March 2017 is expected to be £7,086k compared with £1,535k in the latest budget.

### 3. HOUSING REVENUE ACCOUNT CAPITAL 2016/17 (see Appendix 2)

3.1 The latest approved budget for HRA capital programme in 2016/17 is £12,422k and the projected outturn for the year is £5,549k, an underspend of £6,873k on the capital programme. Appendix 2 outlines the current schemes contained within the programme.

3.2 The reasons for the decrease in expenditure are as follows:-

	<b>£'000</b>
New Builds/acquisition programme (see 3.3 below)	(5,756)
Lift Replacement (see 3.4 below)	(282)
External Enveloping (see 3.5 below)	(198)
Re-roofing (see 3.6 below)	(165)
Environmental Works (see 3.7 below)	(153)
Fire Protection Works (see 3.8 below)	(115)
Heating Improvements (see 3.9 below)	(84)
Void Capital Works (see 3.10 below)	(75)
Thermal Insulations (see 3.11 below)	(40)
Bathroom Improvements (see 3.12 below)	(30)
Garage Improvements	(23)
Treatment Works	(16)
Kitchen Replacements (see 3.13 below)	33
Disabled Adaptations	15
New Paths	8
Rewiring	8
<b>Total decrease in expenditure 2016/17</b>	<b><u>(6,873)</u></b>

3.3 The decrease in new build/acquisition programme relates to the re-profiling of phase 1 and 2 of the Military Road new build programme. The phase 1 deposit has been paid in 2016/17 however, the balance for phase 1 and the deposit for phase 2 will be paid in 2017/18 and then the balance for phase 2 will be made in 2018/19.

3.4 The underspend on lift replacement is due to the requirement to procure a new lift contract during 2016/17. Therefore the originally planned lift replacements will not be completed until 2017/18.

3.5 The underspend on external enveloping, which is all items of the external property structure, is due to the demand on this budget being less than anticipated due to the generally good condition of the stock.

- 3.6 The underspend on re-roofing is due to 5 pitched roofs not being completed in 2016/17 as there has been a delay in obtaining the specifications for this work to be completed.
- 3.7 The underspend on environmental works is due to works being delayed at Rowan Court, Win Pine House, Sir John Moore Avenue and Nailbourne Court due to delays on the procurement process.
- 3.8 The underspend on fire protection works is due to two major works being identified at Nailbourne Court and Romney Marsh House which will now not commence until 2017/18.
- 3.9 The decrease in heating improvements is due to Mittel Court boiler upgrade now being completed in 2017/18 as well as the contractor for heating improvements not being able to gain access to properties due to tenants being unavailable.
- 3.10 The decrease in void capital works is due to lower amount of voids requiring capital works than originally anticipated.
- 3.11 The decrease in thermal insulations is due to completing only ad-hoc works whilst a new contract is being procured.
- 3.12 The decrease in bathroom improvements is due to a lower number of bathrooms requiring an upgrade than originally anticipated.
- 3.13 The increase in kitchen replacements is due to a higher number of kitchens needing replacing than anticipated.
- 3.14 The following table compares the resources required to finance the projected outturn for the HRA capital programme in 2016/17. The variation shown below corresponds to the figure in section 3.1, above.

	1-4-1 Capital Receipts	Revenue Contribution	Major Repairs Reserve	<b>Total</b>
	£'000	£'000	£'000	<b>£'000</b>
Projected Outturn	887	2,213	2,449	5,549
Approved Budget	2,614	6,387	3,421	12,422
<b>Variation</b>	<b>(1,727)</b>	<b>(4,174)</b>	<b>(972)</b>	<b>(6,873)</b>

#### 4. HRA BUSINESS PLAN

- 4.1 The current HRA Business Plan was approved by Cabinet on 23<sup>rd</sup> March 2016. The plan covers 30 years and the period 2016 to 2046 and the overall principles for the plan are as follows:
- The repayment of the council's HRA debt by year 25 (instead of 18-20 years) of the business plan (by around 2040-41)

- The implementation of a fully funded Shepway Housing Standard Programme throughout the 30 year life of the Business Plan.
- The provision of resources for a new build and housing acquisition programme. Due to the recent policy changes announced by the Government, it has been necessary to reduce our deliver target of up to 300 homes over the next 10 years, to up to 200 homes over the next 10 years.
- A minimum balance of £2million to be retained within the HRA at all times.
- Minimum borrowing headroom of £2million to be retained at all times.
- The plan should provide sufficient resources to fund environmental improvements to the communal parts on the council's estate areas.
- A detailed review of the Business Plan should be completed every year (previously stated as every 5 years).

4.2 A report is planned to be brought back to Cabinet in April 2017 that sets out progress against the current Business Plan along with an update on proposed new development and investment initiatives.

## 5. RISK MANAGEMENT ISSUES

5.1 A summary of the perceived risks follows:

Perceived risk	Seriousness	Likelihood	Preventative action
The latest projection of the outturn could be materially different to the actual year end position.	Medium	Medium	Areas at greater risk of variances are being closely monitored and an update will be made to Cabinet if appropriate when this report is considered to allow action to taken.
Capital receipts (including right to buy sales) not materialising	Medium	Low	The capital programme uses realised capital receipts only.
Insufficient capacity to manage delayed expenditure along with new year programme	Medium	Medium	The 2016/17 to 2017/18 capital programme will need to continue to be reviewed to take account of the capacity to manage the programme. 2016/17 planned expenditure will need to be reviewed to determine whether any expenditure will fall into 2017/18 and beyond.



Significant amendments having to be made to the financial results following audit.	High	Low	The formal accounts have been prepared in accordance with professional standards and best accounting practice.
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## 6. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

### 6.1 Legal Officer's Comments (DK)

There are no legal implications arising from this report.

### 6.2 Finance Officer's Comments (LH)

This report has been prepared by Financial Services. There are no further comments to add.

### 6.3 Diversities and Equalities Implications

The report does not cover a new service/policy or a revision of an existing service or policy therefore does not require an Equality Impact Assessment.

## 7. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

*Leigh Hall, Group Accountant*

*Tel: 01303 853231 Email: [leigh.hall@shepway.gov.uk](mailto:leigh.hall@shepway.gov.uk)*

The following background documents have been relied upon in the preparation of this report:

Budget projection working papers

#### **Appendices:**

[Appendix 1](#) Housing Revenue Account revenue budget monitoring report at 28 February 2017

[Appendix 2](#) Housing Revenue Account capital budget monitoring report at 28 February 2017

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HOUSING PORTFOLIO	LATEST APPROVED BUDGET £000	PROJECTED OUTTURN £000	VARIANCE £000	REASON
<b>INCOME</b>				
Dwelling rents	14,741	14,818	-77	Sheltered Accommodation rents exempt from 1% rent reduction
Non-dwelling rents	347	352	-5	
Charges for services and facilities	974	967	7	
Contributions from general fund	51	51	0	
<b>Total Income</b>	<b>16,113</b>	<b>16,188</b>	<b>-75</b>	
<b>EXPENDITURE</b>				
Repairs and maintenance	3,166	3,047	-119	£103k void repairs due to current level of voids; -£178k planned maintenance; -£12k insurances; -£8k Mears; -£5k clearances; -£5k pump stations; -£4k play areas; -£10k other minor variances
Supervision and management	3,968	3,818	-150	
Rents, rates and taxes	20	21	1	-£82k premises insurance lower premiums; -£40k supported housing utilities; -£22k stock condition survey lower than anticipated; -£16k HRA new builds; £10k other minor variances
Depreciation charges of fixed assets	3,989	3,907	-82	
Debt management expenses	32	32	0	Relates to non-dwelling assets
Bad debts provision	149	76	-73	
<b>Total Expenditure</b>	<b>11,324</b>	<b>10,902</b>	<b>-423</b>	Due to minimal impact after implementation of Universal Credit, which commenced in January 2016
<b>Net</b>	<b>-4,789</b>	<b>-5,287</b>	<b>-498</b>	
HRA Share of Corporate and Democratic Costs	235	227	-8	
<b>Net Cost of HRA Services</b>	<b>-4,554</b>	<b>-5,059</b>	<b>-505</b>	
Interest payable	1,737	1,737	0	HRA balances lower than originally expected and lower interest rates
Interest and investment income	-115	-86	29	
Premiums and discounts	-25	-26	-1	
<b>(SURPLUS)/DEFICIT</b>	<b>-2,957</b>	<b>-3,434</b>	<b>-477</b>	
<b>MOVEMENTS IN HRA BALANCE FOR 2016/17</b>				
Repayment of debt	900	0	-900	Change in HRA Business Plan strategy HRA capital programme projected to underspend in 2016/17
Revenue contribution to capital	6,387	2,213	-4,174	
Surplus/deficit for the year	-2,957	-3,434	-477	
<b>Increase/Decrease in Net Movement in HRA Balance</b>	<b>4,330</b>	<b>-1,221</b>	<b>-5,551</b>	
HRA Reserve balance brought forward	-5,865	-5,865	0	
<b>HRA Reserve balance carried forward</b>	<b>-1,535</b>	<b>-7,086</b>	<b>-5,551</b>	

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PORTFOLIO AND SCHEMES	LATEST APPROVED BUDGET	PROJECTED OUTTURN	VARIANCE	COMMENTS
<b>HOUSING PORTFOLIO</b>	<b>£'000</b>	<b>£000</b>	<b>£000</b>	
<b>1. Planned Improvements</b>				
Windows & Doors	185	185	0	
Re-roofing	200	35	-165	Delay in receiving specifications for 5 pitched roofs
Heating Improvements	575	491	-84	Due to Mittel Court boiler upgrade delayed and a large number of no access and refusals from tenants leaving the contractor unable to complete works
Kitchens Replacements	500	533	33	Due to a higher number needing upgrading than originally anticipated
Bathroom Improvements	200	170	-30	Less needing upgrading than originally anticipated
Voids Capital Works	280	205	-75	Void capital works lower than anticipated
Disabled Adaptations	350	365	15	Increase in adhoc minor works
Rewiring	90	98	8	
Lift Replacement	297	15	-282	A new lift contract needs to be procured during 16/17 and therefore the majority of the works will not be completed until 17/18
Thermal Insulation	50	10	-40	Completed ad-hoc works due to procurement of new contract and staff resources
Fire Protection Works	250	135	-115	Major works identified which will commence in 17/18
	2,977	2,242	-735	
<b>2. Major Schemes</b>				
External Enveloping *	389	191	-198	Demand not as high as predicted as properties generally in good condition
Garages Improvements	35	12	-23	Retarmac garage area at Brook Lane Cottages delayed until 17/18
Treatment Works	20	4	-16	
	444	207	-237	
<b>3. Environmental Improvements</b>				
Environmental Works	263	110	-153	Delays in various works due to procurement process
New Paths	15	23	8	
Play Areas	10	10	0	
	288	143	-145	
<b>4. Other Schemes</b>				
New Builds	8,712	2,956	-5,756	Re-profile phase 1 and phase 2 of Military Road new build programme
	8,712	2,956	-5,756	
<b>TOTAL</b>	<b>12,422</b>	<b>5,549</b>	<b>-6,873</b>	
<b>FUNDING</b>				
Major Repairs Reserve	3,421	2,449	-972	
Revenue Contribution	6,387	2,213	-4,174	
1-4-1 Capital Receipts	2,614	887	-1,727	
<b>TOTAL FUNDING</b>	<b>12,422</b>	<b>5,549</b>	<b>-6,873</b>	

\* This includes all items of the property structure that is external, such as roof, chimneys, gutters, fascias, eaves and repointing.

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This Report will be made public on 7 April 2017

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



Report **C/16/113**

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**To:** Cabinet  
**Date:** 19 April 2017  
**Status:** Non-Key Decision  
**Head of Service:** Pat Main - Head of Finance  
**Cabinet Member:** Councillor Susan Carey – Cabinet Member for Finance

**SUBJECT:** GENERAL FUND REVENUE BUDGET MONITORING – 4th QUARTER 2016/17

**SUMMARY:** This monitoring report provides a projection of the end of year financial position for the General Fund revenue expenditure, based on net expenditure to 28 February 2017.

**REASONS FOR RECOMMENDATIONS:**

Cabinet is asked to agree the recommendations set out below because it needs to be informed of the council's General Fund revenue budget position and take appropriate action to deal with any variance from the approved budget.

**RECOMMENDATIONS:**

1. To receive and note Report C/16/113.

## **1. INTRODUCTION AND BACKGROUND**

- 1.1 This report informs Cabinet of the likely projected outturn on the General Fund revenue budget for 2016/17.
- 1.2 The projections are based on expenditure and income to 28 February 2017. Some caution therefore needs to be exercised when interpreting the results. However a thorough budget monitoring exercise has been carried out.
- 1.3 The end of year outturn position is forecast against the latest approved budget estimate, which has been adjusted for approved carry-forwards from the 2015/16 budget and approved virements within the year to 28 February 2017 and proposed budget carry-forwards to 2017/18.

## **2. GENERAL FUND REVENUE BUDGET 2016/17 - PROJECTED OUTTURN**

- 2.1 The Quarter 4 projected outturn shows a forecast deficit of £626k against the latest approved estimated deficit of £3.827m. This represents an improvement of £3.201m compared to original budget forecasts.
- 2.2 Compared to the projection at Quarter 3, the then forecast surplus of £711k has been replaced by a surplus of £2,616m. This is an additional saving of £1.905m for the quarter. The reasons for this change are explained below.
- 2.3 The latest forecast outturn for the General Fund in 2016/17 is summarised below:



**GENERAL FUND NET REVENUE EXPENDITURE 2016/17  
VARIANCE ANALYSIS AT 28 FEBRUARY 2017**

General Fund Net Cost of Services	Original Budget	Approved 2015/16 Carry-Forwards and In-Year Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed 2016/17 Carry-Forwards	Adjusted Variance
	£000	£000	£000	£000	£000	£000	£000
Strategic Development	89	397	486	303	(183)	183	-
Leadership Support	781	65	846	830	(16)	7	(9)
Communications	250	(2)	248	232	(16)	-	(16)
Democratic Services & Law	5,708	108	5,816	5,710	(106)	-	(106)
Human Resources	881	(110)	771	817	46	-	46
Finance	4,164	168	4,332	4,783	451	130	581
Communities	2,363	370	2,733	2,524	(209)	9	(200)
Strategic Development Projects	321	61	382	407	25	-	25
Economic Development	560	82	642	490	(152)	155	3
Planning	637	182	819	728	(91)	12	(79)
Commercial & Technical Services	1,453		1,672	1,015	(657)	89	(568)
<b>Sub-Total - Heads of Service</b>	<b>17,207</b>	<b>1,540</b>	<b>18,747</b>	<b>17,839</b>	<b>(908)</b>	<b>585</b>	<b>(323)</b>
Unallocated Net Employee Costs	64	(192)	(128)	(174)	(46)	-	(46)
<b>Total for Service</b>	<b>17,271</b>	<b>1,348</b>	<b>18,619</b>	<b>17,665</b>	<b>(954)</b>	<b>585</b>	<b>(369)</b>
Internal Drainage Board Levies	436	-	436	436	-	-	-
Interest Payable and Similar Charges	576	-	576	573	(3)	-	(3)
Interest and Investment Income	(605)	(30)	(635)	(581)	54	-	54
New Homes Bonus Grant	(1,950)	-	(1,950)	(1,950)	-	-	-
Other Non Service Related Government Grants	(763)	-	(763)	(832)	(69)	-	(69)
Town and Parish Council Precepts	1,827	-	1,827	1,827	-	-	-
Minimum Revenue Provision	405	-	405	405	-	-	-
Capital Expenditure Financed from Revenue	5,374	6	5,380	2,273	(3,107)	-	(3,107)
<b>NET REVENUE EXPENDITURE BEFORE USE OF RESERVES</b>	<b>22,571</b>	<b>1,324</b>	<b>23,895</b>	<b>19,816</b>	<b>(4,079)</b>	<b>585</b>	<b>(3,494)</b>
Net Transfer to/from(-) Earmarked Reserves	(1,708)	(1,397)	(3,105)	(2,227)	878		878
<b>TOTAL TO BE MET FROM TAXPAYERS &amp; FORMULA GRANT</b>	<b>20,863</b>	<b>(73)</b>	<b>20,790</b>	<b>17,589</b>	<b>(3,201)</b>	<b>585</b>	<b>(2,616)</b>
Transfer to/from(-) the Collection Fund	(589)	-	(589)	(589)	-	-	-
Revenue Support Grant and Re-distributed NNDR	(1,736)	-	(1,736)	(1,736)	-	-	-
Business Rates Income	(3,799)	-	(3,799)	(3,799)	-	-	-
Demand on the Collection Fund	(10,839)	-	(10,839)	(10,839)	-	-	-
<b>SURPLUS(-)/DEFICIT FOR THE YEAR</b>	<b>3,900</b>	<b>(73)</b>	<b>3,827</b>	<b>626</b>	<b>(3,201)</b>	<b>585</b>	<b>(2,616)</b>

At Quarter 4 Head of Service budgets are forecast to be underspent by £954k with £585k of unspent budgets being carried forward to 2017/18 to fund activities that were planned during 2016/17 but that will now take place during the next financial year. Resulting in a net underspend for the year on service budgets of £369k.

The most significant budget variances at Quarter 4 are summarised below:

	<b>£000</b>	
<b>Latest Approved Budget at Q4</b>	<b>3,827</b>	
Forecast Outturn for 2016/17 – all budgets	626	
<b>Variance</b>	<b>-3,201</b>	
Budgets proposed for carry-forward to 2017/18	-585	
<b>Adjusted Variance</b>	<b>-2,616</b>	
 <b>Comprising:</b>		
Budget variances reported previously in Quarters 1-3	-711	
		<b>Para</b>
Budget variances, Quarter 4:		
Increased income - parking	-103	2.4
Reduced expenditure - Community Grants Team	-132	2.5
Increased expenditure - Housing Benefits and Rent Rebates	165	2.6
Reduced expenditure forecast - Capital financed from Revenue	-3,157	2.7
Reduction in planned transfers from Reserves	1,383	2.7/2.8
Other net budget variations	-61	
	<b>-2,616</b>	

Parking Income

2.4 This period has seen a further increase both in respect of income from charges and fines.

Community Grants Team

2.5 The reduction in expenditure arises from the Communities service restructure during 2016/17.

Housing Benefit and Rent Rebates

2.6 As previously reported, there continue to be significant charges in the demand for benefits; whilst the majority of benefits are funded by central government, the residual cost is funded from council resources.

Capital Financed From Revenue

2.7 The latest forecast for general fund capital programme expenditure in 2016/17 is reported separately on this agenda. The revised profile for capital expenditure has resulted in a reduced call on revenue resources to fund the programme during the current year.

There is no direct net cost to general fund budgets because these costs are funded from reserves. It is projected that this cost will be £2.273m in 2016/17. The assumption is that this will be funded:

	<b>£000</b>
General Reserve	888.0
Earmarked reserves	1384.5
<b>Total</b>	<b><u>2,272.5</u></b>

Based on existing resources, both are fundable. This is a decrease of £1.383m charged to reserves compared to the Quarter 3 projection

#### Net Movement in Earmarked Reserves

- 2.8 On the basis of the projections set out in this report as at 28 February 2017, the council's net movement in earmarked reserves is forecast to be:

#### **Movement in Earmarked Reserves**

	Balance at 1/4/16	Latest Approved Budget	Change	Projected Outturn	Balance at 31/3/17
	£000	£000	£000	£000	£000
Business Rates	2,460	-31	-160	-191	2,269
Invest to Save	381	-15	0	-15	366
Carry Forwards	1,650	-1,342	-26	-1,368	282
IFRS	84	-22	5	-17	67
Corporate Property	20	-20	0	-20	0
Vehicles, Equipment & Technology	942	-316	162	-154	789
New Homes Bonus	1,757	599	75	674	2,431
Corporate Initiatives	1,226	-808	336	-472	754
Maintenance of Graves	12	0	0	0	12
Leisure	246	50	-150	-100	146
Economic Development	2,251	-1,200	636	-564	1,687
<b>Total</b>	<b><u>11,029</u></b>	<b><u>-3,105</u></b>	<b><u>878</u></b>	<b><u>-2,227</u></b>	<b><u>8,803</u></b>

#### Year-End Outturn Position

- 2.10 The outturn position at year-end will be confirmed during the final accounts closedown period and will be reported to Cabinet in July 2017.

### **3. RISK MANAGEMENT ISSUES**

- 3.1 A summary of the perceived risks follows:

<b>Perceived Risk</b>	<b>Seriousness</b>	<b>Likelihood</b>	<b>Preventative action</b>
The latest projection of the outturn could be materially different to the actual year end	Medium	Medium	Regularly reviewing monthly budget monitoring to identify key expenditure and income variances and taking remedial action where

<b>Perceived Risk</b>	<b>Seriousness</b>	<b>Likelihood</b>	<b>Preventative action</b>
position			possible.
Fluctuating interest rate movement impacting on investment returns	Medium	Medium	Interest rate forecasts regularly reviewed. Investment portfolios split between fixed rate/fixed term deposits to help manage impact of interest rate movement.
Adverse weather conditions impacting on car parking income	Medium	Medium	Regularly reviewing monthly budget monitoring to identify key income trends/variances and taking remedial action where possible.
Increase in claimants receiving housing benefits due to the economic climate	Medium	Medium	Regularly reviewing the number of claimants receiving benefits and highlighting any significant increases as early as possible so remedial action can be taken where possible
Increase in homelessness numbers due to the changes to the benefit system	Medium	Medium	Regularly reviewing the homelessness situation and highlighting any significant increases as early as possible so remedial action can be taken where possible.

#### **4 LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS**

##### **4.1 Legal Officer's Comments (DK)**

There are no legal implications arising directly out of this report.

##### **4.2 Finance Officer's Comments (AK)**

This report has been prepared by Financial Services. There are no further comments to add.

##### **4.3 Diversities and Equalities Implications (AK)**

The report does not cover a new service/policy or a revision of an existing service/policy and therefore does not require an Equity Impact Assessment

#### **5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS**

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

*Alan King, Group Accountant*

*Telephone: 01303 853213 Email: [alan.king@shepway.gov.uk](mailto:alan.king@shepway.gov.uk)*

The following background documents have been relied upon in the preparation of this report:

- Budget projection working papers.

**Appendices**

Appendix 1 – General Fund Budget 2016/17 - Budget Monitoring at 28 February 2017

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GENERAL FUND BUDGET 2016/17  
BUDGET MONITORING AT 28 FEBRUARY 2017

APPENDIX 1

VARIANCE ANALYSIS 2016/17 - Susan Priest

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
<b>REVENUE EXPENDITURE</b>		£000	£000	£000	£000	£000	£000	£000	£000	
<b><u>Susan Priest - Corp Dir - Strategic Development</u></b>										
<u>Services</u>										
M20 Jct 11 Study	EC14	89			486	303	(183)	183	-	
Sub Total - Services		89	-	-	486	303	(183)	183	-	
<u>Admin</u>										
Sub Total - Admin		-	-	-	-	-	-	-	-	
<b>Total - Susan Priest - Corp Dir - Strategic Development</b>		<b>89</b>	<b>-</b>	<b>-</b>	<b>486</b>	<b>303</b>	<b>(183)</b>	<b>183</b>	<b>-</b>	

VARIANCE ANALYSIS 2016/17 - Suzy Tigwell

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
<b>REVENUE EXPENDITURE</b>		£000	£000	£000	£000	£000	£000	£000	£000	
<b><u>Suzy Tigwell - Leadership Support</u></b>										
<u>Services</u>										
Feasibility Study Folk Seafront CP	CE46	-			-	-	-	-	-	
Otterpool - Developer	ED00	-			-	-	-	-	-	
Folkestone Airshow	EE23	12			12	13	1	-	1	
Emergency Planning	FH25	24			25	17	(8)	7	(1)	
Sub Total - Services		36	-	-	37	30	(7)	7	-	
<u>Admin</u>										
Corporate Centre	GB00	162			205	209	4	-	4	
Corporate Director - Strategic Operations	GL05	142			144	124	(20)	-	(20)	(£4k) management salary saving and (£16k) saving on professional fees
Corporate Director - Organisational Change	GM00	122			134	134	-	-	-	
Corporate Director - Strategic Development	GM01	93			95	99	4	-	4	
Leadership and PA Support	GM38	226			231	234	3	-	3	(£30k) various salary savings offset by £32k agency cost for maternity cover and vacant PA position
Sub Total - Admin		745	-	-	809	800	(9)	-	(9)	
<b>Total - Suzy Tigwell - Leadership Support</b>		<b>781</b>	<b>-</b>	<b>-</b>	<b>846</b>	<b>830</b>	<b>(16)</b>	<b>7</b>	<b>(9)</b>	

GENERAL FUND BUDGET 2016/17  
BUDGET MONITORING AT 28 FEBRUARY 2017

APPENDIX 1

VARIANCE ANALYSIS 2016/17 - Mark Luetchford

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
<b>REVENUE EXPENDITURE</b>		£000	£000	£000	£000	£000	£000	£000	£000	
<b>Mark Luetchford - Communications</b>										
<u>Services</u>										
Sub Total - Services		-	-	-	-	-	-	-	-	
<u>Admin</u>										
Website Project	GL35	6			1	-	(1)	-	(1)	(£6k) savings achieved by lower costs for Shepway Today; (£8k) salaries saving - trainee post filled later in year than expected; (£4k) East Kent Housing SLA income offset by £2k reduced budget advertising income.
Communications	GM37	244			247	232	(15)	-	(15)	
Sub Total - Admin		250	-	-	248	232	(16)	-	(16)	
<b>Total - Mark Luetchford - Communications</b>		<b>250</b>	<b>-</b>	<b>-</b>	<b>248</b>	<b>232</b>	<b>(16)</b>	<b>-</b>	<b>(16)</b>	

VARIANCE ANALYSIS 2016/17 - Amandeep Khroud

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
<b>REVENUE EXPENDITURE</b>		£000	£000	£000	£000	£000	£000	£000	£000	
<b>Amandeep Khroud - Democratic Services &amp; Law</b>										
<u>Services</u>										
Household Waste Collection	CE10	8			13	(7)	(20)	-	(20)	Increased income (£22k) bulky waste collections; (£18k) bin sales; offset by extra spend on wheeled bins of £13k.
Recycling and Waste	CE11	(1,364)			(1,364)	(1,329)	35	-	35	Final garden waste income received; £33k below expected income budget
Environmental Enhancements	CE12	-			-	-	-	-	-	
Hythe Swimming Pool	CE31	3			6	42	36	-	36	Approx +£40k under-recovery of income - pool closed over summer for 12months. Insurance claim for lost income pending (storm damage to roof; resulting in further closure from end Nov to mid Jan).
Cleansing	CE60	6			6	(21)	(27)	-	(27)	Second weed spray funded by KCC (£13k); litter bins budget reduced by (£12.5k)
Street Naming & Numbering	DA12	(11)			(11)	(20)	(9)	-	(9)	Based on current YTD income figures
Leas Cliff Hall	EA01	680			680	669	(11)	-	(11)	Contract Inflation Indexation expected to be lower than estimated
Members Allowances & Expenses	FE05	384			384	378	(6)	-	(6)	
Democratic Representation-Misc Expenditure	FE15	23			21	20	(1)	-	(1)	
Civic Ceremonials	FE20	15			15	15	-	-	-	
Democratic Representation-Support Services	FE61	-			-	-	-	-	-	
Democratic Representation-Recharges	FE70	(117)			(117)	(117)	-	-	-	
Registration of Electors	FH03	77			76	70	(6)	-	(6)	Includes £16.7k Individual Electoral Register income
Conducting Elections	FH04	5			15	16	1	-	1	
Individual Electoral Registration (IER)	FH05	(43)			(43)	-	43	-	43	Transitional income no longer received from Cabinet Office



**GENERAL FUND BUDGET 2016/17  
BUDGET MONITORING AT 28 FEBRUARY 2017**

APPENDIX 1

Sub Total - Services		(334)	-	-	(319)	(284)	35	-	35	
<u>Admin</u>										
Client Side Unit	GA03	127			131	129	(2)	-	(2)	
Procurement	GA10	111			113	130	17	-	17	Agency staff covering Procurement Officer and Creditors Officer posts +£10K; additional staff costs +£12k (includes agency transfer fees)
Centralised Equipment	GA11	1			3	2	(1)	-	(1)	
Corporate Consumables - Floors 1 & 2	GA24	4			4	4	-	-	-	
Legal Services	GL00	381			378	345	(33)	-	(33)	Includes: Temporary Staff costs +£38k (f/t to end Mar'17); off set by vacant solicitor post (£27k); due to staffing issues additional agency / legal / professional costs will be incurred +£40k; underspend on computer costs for 16/17 (£16k); increase in legal charge income received (£35k).
Solicitor to the Council	GL41	78			88	92	4	-	4	
Electoral Services	GL51	90			97	113	16	-	16	Net effect of Electoral Officer post, redundancy costs and seconded staff
Committee Services	GL52	130			132	129	(3)	-	(3)	Savings on staffing costs (Governance Manager post); off-set by temporary staff and agency fees
ICT Contract	GM13	382			382	340	(42)	-	(42)	Projection based on current figures - lower indexation figure for 2016/17 and credit from 15/16.
Waste Contract	GM14	3,549			3,549	3,450	(99)	-	(99)	Projection based on current figures. Budget saving for 2017/18
Contract Parking Enforcement	GM15	371			371	380	9	-	9	Projection based on current figures. (Additional deployments over summer period)
ICT Operations	GM19	591			659	657	(2)	-	(2)	
Waste Contract Management	GM34	172			173	173	-	-	-	
Sub Total - Admin		5,987	-	-	6,080	5,944	(136)	-	(136)	
<u>Holding</u>										
Civic Centre-Cleaning Contract	GX02	55			55	50	(5)	-	(5)	
Sub Total - Holding		55	-	-	55	50	(5)	-	(5)	
<b>Total - Amandeep Khroud - Democratic Services &amp; Law</b>		<b>5,708</b>	<b>-</b>	<b>-</b>	<b>5,816</b>	<b>5,710</b>	<b>(106)</b>	<b>-</b>	<b>(106)</b>	

**VARIANCE ANALYSIS 2016/17 - Andrina Smith**

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
		£000	£000	£000	£000	£000	£000	£000	£000	
<b>REVENUE EXPENDITURE</b>										
<b>Andrina Smith - Head of Human Resources</b>										
<u>Services</u>										
Cemeteries	CE20	(179)			(179)	(137)	42	-	42	Income reduced to reflect YTD figures
Closed Churchyards	CE21	-			-	-	-	-	-	
Burials	CE25	-			2	-	(2)	-	(2)	
Corporate Training	FD16	24			18	18	-	-	-	
Local Land Charges	FH57	(162)			(162)	(173)	(11)	-	(11)	Includes -£8.3k DCLG income
CX Savings	AX02	-			-	-	-	-	-	
Sub Total - Services		(317)	-	-	(321)	(292)	29	-	29	
<u>Admin</u>										
Business Support Unit	GA23	631			614	625	11	-	11	

**GENERAL FUND BUDGET 2016/17  
BUDGET MONITORING AT 28 FEBRUARY 2017**

**APPENDIX 1**

Organisational Development	GL45	317			311	309	(2)	-	(2)	
Pay Review Project	GM02	-			-	-	-	-	-	2016/17 projection £18.6k
Payroll	GM07	48			48	48	-	-	-	
Human Resources (Corporate Training)	GM08	144			61	45	(16)	-	(16)	Increased income from training courses
Human Resources (Central Costs)	GM09	58			58	82	24	-	24	Increased cost of professional advice and fees due to current casework
<b>Sub Total - Admin</b>		<b>1,198</b>	<b>-</b>	<b>-</b>	<b>1,092</b>	<b>1,109</b>	<b>17</b>	<b>-</b>	<b>17</b>	
<b>Total - Andrina Smith - Head of Human Resources</b>		<b>881</b>	<b>-</b>	<b>-</b>	<b>771</b>	<b>817</b>	<b>46</b>	<b>-</b>	<b>46</b>	

**VARIANCE ANALYSIS 2016/17 - Pat Main**

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
		£000	£000	£000	£000	£000	£000	£000	£000	
<b>REVENUE EXPENDITURE</b>										
<b>Pat Main - Head of Finance</b>										
<u>Services</u>										
Members Community Grant Bid	ED42	-			7	7	-	-	-	
Corporate Management- Misc Expenditure	FD15	301			271	149	(122)	80	(42)	Reduced professional fees £37k; reduced grant expenditure £5k
Corporate Management-Support Services	FD61	-			-	-	-	-	-	
Corporate Management-Recharges	FD70	(109)			(109)	(109)	-	-	-	
Pensions Back Funding	FF15	1,743			1,743	1,743	-	-	-	
Early Retirement Contributions	FF16	-			-	-	-	-	-	
Business Rates Collection	FL05	(172)			(172)	(172)	-	-	-	
Council Tax Collection	FL20	(498)			(498)	(448)	50	-	50	Reduced Court Cost Income
Council Tax Benefits	FL21	-			-	-	-	-	-	
Council Tax Reduction Scheme	FL22	(236)			(209)	(124)	85	-	85	Loss of DCLG grant of £91k
Housing Benefits	FN01	(325)			(325)	(268)	57	-	57	This variance is attributable to the volatility of benefit claims and the subsidy relationship to overall payments made (not all payments attract the same level of subsidy)
Rent Rebates	FN02	6			6	275	269	-	269	This variance is attributable to the volatility of rebate claims and the subsidy relationship to overall payments made (not all payments attract the same level of subsidy)
<b>Sub Total - Services</b>		<b>710</b>	<b>-</b>	<b>-</b>	<b>714</b>	<b>1,053</b>	<b>339</b>	<b>80</b>	<b>419</b>	
<u>Admin</u>										
Accountancy	GA00	687			747	839	92	-	92	5 vacancies providing (£223k) savings within permanent staff costs; Head of Finance, Chief Accountant, GF Group Accountant, full time Finance Officer & part time Finance Officer. Savings of (£10k) on cash alternative to leased car relating to Head of Finance post. Temporary staff costs of £296k to cover Head of Finance, Chief Accountant & General Fund Group Accountant; £15k addition costs in relation to professional fees & subscriptions and £12k for eFin(financial system) upgrade
Corporate Debt	GA05	275			265	288	23	-	23	Court costs £12k; additional staff-related costs Corporate Debt £6k and temporary staff costs to cover maternity leave £4.5k
Treasury Management	GA08	14			44	46	2	-	2	
Revenues	GA20	354			352	307	(45)	50	5	KCC Admin Grant (£104k); Sopra Steria review savings less savings achieved; temporary staff costs; overtime & reduced salary due to long term sickness £51k and redundancy costs £6k
Technical, Fraud & VO's	GA22	233			313	307	(6)	-	(6)	

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Benefits	GA27	517			487	566	79	-	79	3 x Operational Improvement officers re re-engineering of systems, temporary staff costs, Middle Office Officer vacancies, grants, reduction in budgeted hours, redundancy costs & maternity leave £41k, Computer software £29k and computer equipment £14k
FERIS Fraud & Error Reduction Incentive Scheme	GA28	-			-	-	-	-	-	
DWP Additional Fees	GA29	-			-	-	-	-	-	
Printing Services	GA54	324			326	332	6	-	6	
New Romney One Stop	GA56	3			3	2	(1)	-	(1)	
Hythe Library	GA57	-			-	-	-	-	-	
Lydd Library	GA58	-			-	1	-	-	1	
Civic Wardens	GA60	80			93	92	(1)	-	(1)	
Customer Services	GA62	866			887	849	(38)	-	(38)	Various secondments, vacancies, maternity leave, redundancy costs, new apprentices & reduced hours £30k budget transferred re Election secondment
ICT Innovation Project	GL32	-			-	-	-	-	-	
Office Moves	GL33	-			-	-	-	-	-	
Ways of Working	GL34	-			-	-	-	-	-	
Digital Transformation	GL37	-			-	-	-	-	-	
Internal Audit	GP00	101			101	101	-	-	-	
<b>Sub Total - Admin</b>		<b>3,454</b>	<b>-</b>	<b>-</b>	<b>3,618</b>	<b>3,730</b>	<b>112</b>	<b>50</b>	<b>162</b>	
<b>Total - Pat Main - Head of Finance</b>		<b>4,164</b>	<b>-</b>	<b>-</b>	<b>4,332</b>	<b>4,783</b>	<b>451</b>	<b>130</b>	<b>581</b>	

**VARIANCE ANALYSIS 2016/17 - Sarah Robson**

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
<b>REVENUE EXPENDITURE</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Sarah Robson - Head of Communities</b>										
<u>Services</u>										
Licensing	BE57	(172)			(172)	(162)	10	-	10	Reduced income from Market
Caravan Sites	BE58	(3)			(3)	(3)	-	-	-	
Crime and Disorder	BF53	27			27	28	1	-	1	
Food Safety, Health and Safety etc	BG50	266			240	253	13	-	13	Infestation Treatment
Pollution Reduction	BG51	26			31	28	(3)	-	(3)	
Pest Control	BG52	1			1	1	-	-	-	
Silver Back Project	CE27	-			-	-	-	-	-	
Family Champions	CE28	57			76	(11)	(87)	5	(82)	Two vacant posts not being filled
Troubled Families Secondment	CE29	-			-	-	-	-	-	
Working Families Everywhere	CE32	-			-	-	-	-	-	
Dog Control	CE51	17			17	11	(6)	-	(6)	Reduction in Stray Dog kennelling costs
Litter and Fouling Enforcement	CE54	1			26	25	(1)	-	(1)	
CSE External Projects	CE55	-			10	10	-	-	-	
Hackney Carriage Licensing	CE58	(86)			(86)	(111)	(25)	-	(25)	Increased Income on Licences and Vehicle Knowledge Tests
Other Environmental Services	CE99	62			60	60	-	-	-	
Cultural Services	EA59	33			-	-	-	-	-	
Community Chest	ED15	-			161	161	-	-	-	
Members Ward Allowance	ED40	45			43	45	2	-	2	
Community Grants	ED41	197			293	161	(132)	-	(132)	Resulting from departmental restructuring
Sports Development Initiatives	EE20	21			21	21	-	-	-	
Folkestone Sports Centre	EE25	190			190	190	-	-	-	

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Young People Initiative	EF01	-			-	-	-	-	-	
Tall Ships Project	ER02	20			20	20	-	-	-	
General Grants	FH18	57			90	90	-	-	-	
Housing Standards	HE10	(1)			(1)	(1)	-	-	-	
Housing Strategy	HH11	4			4	4	-	-	-	
Homelessness	HH21	47			47	96	49	-	49	£226k Bed and Breakfast Accommodation; £39k Outreach Service (Homeless Prevention Fund); £8k Tenant Sustainment (Homeless Prevention Fund); (£215k) Bed and Breakfast income; (£9k) Other minor variance
Registered Social Landlords	HH31	-			-	-	-	-	-	
Renovation Grants	HH40	-			-	-	-	-	-	
Care and Repair Scheme	HH42	44			44	44	-	-	-	
Other Housing Improvement Services	HH48	-			-	-	-	-	-	
Housing Advances	HH70	-			-	-	-	-	-	
<b>Sub Total - Services</b>		<b>853</b>	<b>-</b>	<b>-</b>	<b>1,139</b>	<b>960</b>	<b>(179)</b>	<b>5</b>	<b>(174)</b>	
<b>Admin</b>										
Head of Housing, Land & Property	GH51	80			82	83	1	-	1	
Housing Options	GH58	257			273	322	49	-	49	£32k increase in salaries due to restructure; 1 staff member increase in grade and 2 staff members increased hours; £15k increase in temporary staff costs to cover long term sick
Social Lettings Agency	GH61	2			23	31	8	-	8	
Housing Strategy & Support	GH62	96			98	109	11	-	11	
Crime Reduction	GL20	-			-	-	-	-	-	
Community Safety	GL21	239			441	323	(118)	-	(118)	Savings resulting from 4 redundant posts
Environmental Health	GM22	-			-	-	-	-	-	
Private Sector Housing	GM29	235			238	232	(6)	2	(4)	
Environmental Protection	GM36	434			339	312	(27)	2	(25)	Savings from restructure
Licensing	GM44	-			100	149	49	-	49	Costs of restructure
Caravan Co-ordinator	GM45	-			-	-	-	-	-	
Community Development	GM47	167			-	3	3	-	3	
<b>Sub Total - Admin</b>		<b>1,510</b>	<b>-</b>	<b>-</b>	<b>1,594</b>	<b>1,564</b>	<b>(30)</b>	<b>4</b>	<b>(26)</b>	
<b>Total -Sarah Robson - Head of Communities</b>		<b>2,363</b>	<b>-</b>	<b>-</b>	<b>2,733</b>	<b>2,524</b>	<b>(209)</b>	<b>9</b>	<b>(200)</b>	

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**VARIANCE ANALYSIS 2016/17 - Andy Jarrett**

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
<b>REVENUE EXPENDITURE</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Andy Jarrett - Strategic Development Projects</b>										
<b>Services</b>										
Hythe Sports Provision Study	CE35	-			-	-	-	-	-	
Princes Parade Planning Project	ED02	41			41	-	(41)	-	(41)	Project has subsequently moved to the Capital Programme
Misc Regeneration Initiatives	ED11	(35)			17	17	-	-	-	
Strategic Projects	ED50	-			30	5	(25)	-	(25)	Costs on ED51,ED52 &ED53
Otterpool Holiday Park	ED51	-			-	10	10	-	10	Covered from budgets on ED02 & ED50
Greatstone Coast Drive Project	ED52	-			-	27	27	-	27	Covered from budgets on ED02 & ED50
Hawkinge Fernfield Lane Project	ED53	-			-	36	36	-	36	Covered from Budgets on ED02 & ED50

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Sub Total - Services		6	-	-	88	95	7	-	7	
<u>Admin</u>										
Projects	GM33	202			128	128	-	-	-	
Strategic Development Projects	GM40	113			84	85	1	-	1	
Land Owners Projects	GM48	-			82	99	17	-	17	£9K temp staff costs £4k cash alternative to leased car
Sub Total - Admin		315	-	-	294	312	18	-	18	
<b>Total - Andy Jarrett - Strategic Development Projects</b>		<b>321</b>	<b>-</b>	<b>-</b>	<b>382</b>	<b>407</b>	<b>25</b>	<b>-</b>	<b>25</b>	

**VARIANCE ANALYSIS 2016/17- Katharine Harvey**

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
<b>REVENUE EXPENDITURE</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b><u>Katharine Harvey - Head of Economic Development</u></b>										
<u>Services</u>										
Community Infrastructure Levy	EC13	-			-	-	-	-	-	
Commercial Development	ED01	-			-	-	-	-	-	
Regeneration & Economic Development	ED10	300			347	207	(140)	142	2	
Rural Regeneration Initiatives	ED12	13			31	17	(14)	13	(1)	
European Initiatives	ED13	27			22	20	(2)	-	(2)	
High Street Innovation Fund	ED14	-			2	2	-	-	-	
Folkestone CLLD	ED16	-			10	15	5	-	5	Virements £5k ED13
Environmental Initiatives	ES05	24			31	30	(1)	-	(1)	
Sub Total - Services		364	-	-	443	291	(152)	155	3	
<u>Admin</u>										
Regeneration & Economic Development	GM30	196			199	199	-	-	-	
Sub Total - Admin		196	-	-	199	199	-	-	-	
<b>Total - Katharine Harvey - Head of Economic Development</b>		<b>560</b>	<b>-</b>	<b>-</b>	<b>642</b>	<b>490</b>	<b>(152)</b>	<b>155</b>	<b>3</b>	

**VARIANCE ANALYSIS 2016/17 - Ben Geering**

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
<b>REVENUE EXPENDITURE</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b><u>Ben Geering - Head of Planning</u></b>										
<u>Services</u>										
Development Control	DA11	(481)			(501)	(493)	8	12	20	Lower income for planning applications
Planning Policy	EC12	92			124	159	35	-	35	Increased costs of professional advice; offset by savings on vacant posts on GM20

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Sub Total - Services		(389)	-	-	(377)	(334)	43	12	55	
Admin Planning Control	GM20	1,026			1,196	1,062	(134)	-	(134)	Savings on vacant posts during year. Only one post now vacant
Sub Total - Admin		1,026	-	-	1,196	1,062	(134)	-	(134)	
<b>Total - Ben Geering - Head of Planning</b>		<b>637</b>	-	-	<b>819</b>	<b>728</b>	<b>(91)</b>	<b>12</b>	<b>(79)</b>	

**VARIANCE ANALYSIS 2016/17 - Andy Blaszkowicz**

SERVICE	Cost Centre	Original Budget	Approved Carry Forwards	Virements	Latest Approved Budget	Projected Outturn	Variance	Proposed Carry Forwards	Adjusted Variance	BRIEF EXPLANATION OF VARIANCE
		£000	£000	£000	£000	£000	£000	£000	£000	
<b>REVENUE EXPENDITURE</b>										
<b>Andy Blaszkowicz - Head of Commercial &amp; Technical Services</b>										
<u>Services</u>										
CCTV	BE51	-			-	-	-	-	-	
Highways Non-Partnership	CE01	16			1	2	1	-	1	
Street Furniture	CE02	20			20	28	8	-	8	Additional spend approved by Members.
Passenger Shelters	CE03	18			19	19	-	-	-	
Street Lighting	CE04	66			83	86	3	10	13	Higher electricity costs
Outdoor Sports and Recreation	CE30	(25)			(25)	(27)	(2)	-	(2)	
Royal Military Canal (including Ecology & Habitat Ma	CE33 / CE34	(9)			7	1	(6)	-	(6)	(£6k) reduced spend carry forward from 15/16 for repairs on RMC towpath; funded from Members' Community Grants.
RMC Drainage Functions	CE36	8			8	8	-	-	-	
RMC - Bridge Painting	CE37	22			22	18	(4)	5	1	
Community Parks & Open Spaces	CE38	30			50	30	(20)	-	(20)	(£22k) Section 106 income for grounds maintenance work undertaken; £2k reduced sponsorship income and (£1k) other minor net variances.
Off-Street Parking	CE40	(895)			(883)	(1,102)	(219)	-	(219)	Increase in projected income for both parking charges and fines - high amount of parking charges over the Summer period; parking fine numbers increased by approx 7%/8%.
On-Street Parking Enforcement	CE45	(394)			(391)	(548)	(157)	-	(157)	Increase in income for on street parking fines - amount of fines increased by 7%/8%; Expenditure: +£36k for Virtual Parking Handhelds
Public Toilets	CE52	(6)			(6)	(10)	(4)	-	(4)	
Oil Pollution	CE91	-			-	-	-	-	-	
Sewerage Services	CG55	-			-	-	-	-	-	
Coast Protection	CG80	(208)			(208)	(218)	(10)	18	8	Slight adjustment in KCC figure
Shoreline Management	CG85	(52)			(52)	(27)	25	-	25	Environment Agency extracting only half of the amount.
Flood Defence & Land Drainage	CG90	16			16	1	(15)	14	(1)	
Romney Marsh Project	CG96	-			-	-	-	-	-	
Flood Repair & Renew	CG97	-			-	(5)	(5)	-	(5)	DCLG Flood Income Received
Building Control	DA10	(237)			(237)	(275)	(38)	-	(38)	Increased income projection based on year to date figures
Leas Bandstand	EA11	4			4	3	(1)	-	(1)	
Hythe Beach Chalets	EA12	-			-	(7)	(7)	-	(7)	(£7k) rental income only; expenditure budgets to be added; which will reduce the net balance.
Shorncliffe Industrial Estate	EB01	-			-	-	-	-	-	
Mountfield Industrial Estate	EB02	(76)			(76)	(76)	-	-	-	
Industrial Estates - Support Services	EB04	-			-	-	-	-	-	

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Lifeline Facilities	HH51	(171)			(161)	(152)	9	-	9	Savings from reducing post hrs (£40k); under recovery of income for main lifeline +£65k partly offset by successful new Footprint device (£8.5k); Telehealth Charges (£12k) Under recovery of income on main lifeline partly due to new Footprint device. £6k budget transferred re Election costs
Dover Careline	HH52	-			-	-	-	-	-	
<b>Sub Total - Services</b>		<b>(1,873)</b>	<b>-</b>	<b>-</b>	<b>(1,809)</b>	<b>(2,251)</b>	<b>(442)</b>	<b>47</b>	<b>(395)</b>	
<u>Admin</u>										
Property Handymen	GM18	-			-	54	54	-	54	Costs of In-House Service from July. Savings on various Gx codes
Building Control	GM21	253			257	253	(4)	-	(4)	
Parking Services	GM23	91			92	99	7	-	7	
Handyman Service	GM24	60			61	60	(1)	-	(1)	
Grounds Maintenance Contract Management	GM25	73			74	75	1	-	1	
Engineers	GM31	225			220	193	(27)	28	1	Underspend on staffing -£82k balanced by lack of capital recharges +£90k
Property	GM32	258			270	237	(33)	-	(33)	Saving from vacancies
Head of Commercial & Technical Services	GM39	87			88	87	(1)	-	(1)	
<b>Sub Total - Admin</b>		<b>1,047</b>	<b>-</b>	<b>-</b>	<b>1,062</b>	<b>1,058</b>	<b>(4)</b>	<b>28</b>	<b>24</b>	
<u>Holding</u>										
ASD - Grounds Maintenance	CE39	-			-	-	-	-	-	
Grounds Maintenance	GE01	1,128			1,193	1,153	(40)	14	(26)	(£8k) balance of £11k savings identified during Base Budget Review April 2016; (£14k) fine income earmarked for future tree projects (£22k) saving seasonal staffing costs; (£6k) net small savings on various posts; (£6k) net reduction vehicle cost mainly fuel; (£4k) lower spend on purchase small plant & Vehicles; (£14k) net increase to donated seat income offset by £26k Oportunitas material costs; reduction to anticipated annual income £7k tree work not ordered from the HRA and £1k other net operational savings.
Charity Areas	GE05	201			195	176	(19)	-	(19)	(£10k) net saving on Operative covering long term sickness on the Royal Military Canal off set by £6k additional cost for Maternity Cover and (£18k) saving on temporary seasonal staff mainly due to Litter Pickers not appointed; £4k major vehicle repair (£1k) other net variances.
Royal Military Canal	GE06	91			94	105	11	-	11	£17k Long Term Sickness cover partly off set by a saving in the Charity Area (GE05); (£5k) reduced net expenditure on new and hire; repair; maintenance of equipment and ecology habitat and (£2k) other minor operational variances.
Toilet Cleaning	GE07	110			111	104	(7)	-	(7)	(£7k) reduced seasonal staffing costs and £1k other net minor variances.
Pump Maintenance Crew	GE08	10			10	11	1	-	1	£4k net increase to vehicle running costs/hire; offset by (£3k) lower cesspool pumping charges - a proportion is recharged to the Housing Revenue Account for pumping station maintenance.
Civic Centre	GX00	184			198	198	-	-	-	
3/5 Shorncliffe Road	GX01	3			3	4	1	-	1	
Hawkinge Depot	GX05	4			4	5	1	-	1	
Oss-New Romney	GX06	4			4	3	(1)	-	(1)	
Public Toilets	GX10	110			110	93	(17)	-	(17)	Variation as a result of the handyman service being brought back in house. This required a realignment of budgets between a number of cost centres
Parks & Open Spaces Buildings	GX20	40			53	27	(26)	-	(26)	Variation as a result of the handyman service being brought back in house. This required a realignment of budgets between a number of cost centres
Royal Military Canal Buildings	GX21	6			6	6	-	-	-	
Hythe Beach Huts	GX22	-			-	15	15	-	15	
Bandstand	GX23	3			3	2	(1)	-	(1)	
Sports & Recreation Buildings	GX24	17			17	35	18	-	18	Budget pressure - water supply/leak

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Charity Parks & Open Spaces	GX25	40			49	64	15	-	15	Repairs to Radnor Park Pond
Hythe Swimming Pool	GX27	118			119	128	9	-	9	Budget pressure - water supply
Car Parks	GX30	196			196	178	(18)	-	(18)	2016/17 business rates spend lower due to reallocation
Prog Planned Maintenance	GX40	107			152	128	(24)	-	(24)	Variation as a result of the handyman service being brought back in house. This required a realignment of budgets between a number of cost centres
Cemeteries Buildings	GX50	9			9	11	2	-	2	
Oxenden Road Depot	GX51	6			6	6	-	-	-	
Mountfield Rd Depot	GX52	16			16	18	2	-	2	
Misc Corporate Property	GX53	(150)			(155)	(192)	(37)	-	(37)	Increased income on Crematorium and Fishermans Beach
Christchurch Tower	GX54	-			-	1	1	-	1	
Ross Depot & Murf	GX55	17			17	7	(10)	-	(10)	2016/17 business rates lower than forecast
Fishermans Beach	GX56	-			-	-	-	-	-	
Mountfield Industrial Estate	GX60	5			5	1	(4)	-	(4)	
Miscellaneous Commercial Property	GX69	-			-	-	-	-	-	
Misc Leisure Prop (Non-Op)	GX79	3			3	-	(3)	-	(3)	
Miscellaneous Agricultural Property	GX89	-			-	(79)	(79)	-	(79)	Otterpool farm rental income
Misc Vacant Land & Buildings	GX99	1			1	-	(1)	-	(1)	
<b>Sub Total - Holding</b>		<b>2,279</b>	<b>-</b>	<b>-</b>	<b>2,419</b>	<b>2,208</b>	<b>(211)</b>	<b>14</b>	<b>(197)</b>	
<b>Total - Andy Blaszkowicz - Head of Commercial &amp; Technical</b>		<b>1,453</b>	<b>-</b>	<b>-</b>	<b>1,672</b>	<b>1,015</b>	<b>(657)</b>	<b>89</b>	<b>(568)</b>	

**N.B.**

The above excludes admin recharges, capital charges and depreciation costs.

The 'latest approved budget' is the original budget plus any approved carry forwards and virements.