



Agenda

Meeting: **Cabinet**
Date: **30 June 2016**
Time: **5.00 pm**
Place: **Council Chamber - Civic Centre Folkestone**

To: **All members of the Cabinet**

All Councillors for information

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

1. Apologies for absence

2. Declarations of interest

Members of the Council should declare any interests which fall under the following categories. Please see the end of the agenda for definitions*:

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

3. Minutes (Pages 1 - 10)

To consider and approve as a correct record the minutes of the meetings held on 25 May and 8 June 2016.

4. Corporate Plan update and Performance Indicators for 2016/17 (Pages 11 - 46)

Report C/16/11The Corporate Plan sets out the framework for delivering the Council's priorities over the next five years, outlining the strategic objectives, priorities and key actions required to meet the vision for the Council and district. This report provides an update against the actions

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within the Corporate Plan and details the performance indicators that will be monitored in 2016/17 to ensure that the Council's performance is measured and the results are used to improve service areas.

5. Customer Charter - 2016 Update (Pages 47 - 56)

Report C/16/12 informs Cabinet of the proposed 2016 update to the Corporate Customer Charter. The report recommends a number of amendments, to ensure the customer charter is updated to reflect service changes, digital delivery and social media.

6. Shepway Places and Policies Local Plan - preferred options (Pages 57 - 92)

Report C/16/13 provides an update on the progress of the Shepway Places and Policies Local Plan. It seeks Cabinet approval of the formal structure of the document, range of proposed policies and the consultation strategy and associated arrangements, prior to consideration of the document at Cabinet in September 2016.

The report also seeks Cabinet approval for the update of the Local Development Scheme (LDS) timetable for the completion of the Places and Policies Local Plan, as well as the timetable for the review of the Core Strategy Local Plan.

7. Coronation Parade - coast protection works (Pages 93 - 104)

Report C/16/24 sets out the requirement to formally approve the budget for the new coastal protection works at Coronation Parade, Folkestone scheduled to be undertaken during 2016/17 and 2017/18 and all externally funded from grants and contributions. Cabinet is requested to recommend to Full Council to approve that the scheme is added to the General Fund Medium Term Capital Programme.

8. Hythe Pool - state of repair (Pages 105 - 112)

Report C/16/15 sets out the current state of repairs at Hythe Pool and sets out the required work to enable the pool to remain open for Cabinet Members to approve

9. Proposed replacement of the Council's Complaints Procedure with a customer feedback and Complaints Policy (Pages 113 - 138)

Reports C/16/16 seeks to update Cabinet on the findings of a review of the current policy. It also sets out the rationale for replacing the current complaints procedure with a more concise Customer Feedback and Complaints Policy, a draft of this policy appearing in Appendix 2 for consideration by Cabinet.

10. Urgent Decision taken by CMT to authorise the submission of a

tender for Lifeline (Pages 139 - 142)

Report C/16/18 informs Cabinet of the decision taken under urgency powers by officers to submit a tender for Lifeline due to a short deadline.

11. Treasury Management and Actual Prudential Indicators annual report 2015/16 (Pages 143 - 158)

Report C/16/20 report reviews the council's treasury management activities for 2015/16 and also summarises the actual prudential indicators for 2015/16. The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.

12. Housing Revenue Account Revenue and Capital Budget Monitoring 2016/17 - 1st Quarter and 2015/16 Financial Outturn (Pages 159 - 170)

Report C/16/21 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 31 May 2016. The report also summarises the 2015/16 final outturn position (subject to audit) for the HRA revenue expenditure and HRA capital programme compared to both the latest approved budget.

13. General Fund Capital budget monitoring - 1st Quarter 2016/17 and 2015/16 Outturn (Pages 171 - 186)

Report C/16/22 provides a projection of the latest financial position for the General Fund capital programme, based on expenditure to 31 May 2016. The report identifies variances on planned capital expenditure for the General Fund in 2016/17. The report also summarises the 2015/16 final outturn position (subject to audit) for the General Fund capital programme compared to both the latest approved budget and the quarter 4 budget monitoring position reported to Cabinet in April 2016.

14. 2016/17 Quarter 1 Budget Monitoring and 2015/16 Provisional outturn (Pages 187 - 214)

Report C/16/23 Section A of this report sets out a projected year end financial position on the General Fund for 2016/17, based on actuals to 31 May 2016. In addition, Section B shows the provisional outturn for 2015/16. This report covers General Fund revenue alone. Capital expenditure and Housing Revenue Account expenditure are covered under separate reports on this Agenda.

Cabinet - 30 June 2016

(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 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



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Minutes

Cabinet

Held at:	Council Chamber - Civic Centre Folkestone
Date	Wednesday, 25 May 2016
Present	Councillors Miss Susan Carey, John Collier, Malcolm Dearden, Alan Ewart-James, David Godfrey, Rory Love, Philip Martin, David Monk and Stuart Peall
Apologies for Absence	Councillors Mrs Jennifer Hollingsbee
Officers Present:	Steve Arnett (Community Infrastructure Levy Officer), Andrew Hatcher (Revenues and Benefits Manager), Amandeep Khroud (Head of Democratic Services and Law), Sue Lewis (Committee Services Officer), Tim Madden (Corporate Director - Organisational Change), Alistair Stewart (Chief Executive) and Suzy Tigwell (Leadership Support Manager)
Others Present:	

NOTE: All decisions are subject to call-in arrangements. The deadline for call-in is Monday 6 June at 5pm. Decisions not called in may be implemented on Tuesday 7 June.

1. **Declarations of interest**

There were no declarations of interest

2. **Minutes**

The minutes of the meeting held on 13 April 2016 were submitted, approved and signed by the Chairman.

3. **Community Infrastructure Levy (CIL): Proposed adoption of the Council's CIL Charging Schedule.**

Report C/16/01 The Community Infrastructure Levy (CIL) Regulations (2010) as amended, outlines the process for establishing a CIL scheme in an area. At its meeting of 8th July 2015, following two rounds of public

consultation, the Cabinet approved submission of a CIL draft Charging Schedule, for Independent Examination in Public (EIP). The purpose of this report is to:

- Report back on the outcome of the EIP – the Inspector’s report of March 2016, concluded that the Council’s CIL Draft Charging Schedule provided an appropriate basis for the collection of the levy in the District.
- Present for consideration the final draft of the Council’s CIL Charging Schedule, recommending Cabinet approve the final draft, before a report is taken to Council on 20th July 2016, recommending adoption of the Charging Schedule. The proposed start date for CIL collection is 1st August 2016.
- Present for consideration the final drafts of the Regulation 123 list, Instalments Policy and discretionary Payments in Kind Policy, recommending their approval by Cabinet, and adoption by Council on 20th July.

Proposed by Councillor David Godfrey
Seconded by Councillor Malcolm Dearden and

Resolved:

- 1. To receive and note Report C/16/01.**
- 2. To note the findings of the Inspector's report on the Council's CIL Draft Charging Schedule.**
- 3. To forward the report on the proposed adoption of the Council's CIL Charging Schedule, and the final drafts of the Regulation 123 list, Instalments Policy, and Discretionary Payments in Kind Policy, for consideration and adoption by Council at their meeting of 20th July 2016.**

(Voting: For 9; Against 0; Abstentions 0)

4. Draft Parish Charter for Shepway District

Report C/16/02 sets out the draft Parish Charter for the district of Shepway, as requested by the Shepway District and Parish Joint Committee. The draft has been amended and updated based on the consultation with all town and parish councils as well as relevant officers and members within Shepway District Council.

Councillor Rory Love wished it known that he had reservations in respect of part of Key Principle 3 - Democracy and Community Leadership, his concerns related to the following wording “District Councillors will endeavour to attend parish council meetings regularly”.

The Chief Executive agreed to send a written response to all Cabinet members in respect of this issue.

Proposed by Councillor David Monk
Seconded by Councillor Stuart Peall and

Resolved:

- 1. To receive and note report C/16/02.**
- 2. To consider the consultation responses to the draft and adopt the Parish Charter on behalf of Shepway District Council.**

(Voting: For 9; Against 0; Abstentions 0)

5. Council Tax Reduction scheme 2017/18: consultation

The existing scheme for Council Tax Reduction runs until 31 March 2017. The Council is required by law to approve a scheme for the year ahead by 31 January 2017 at the latest, which has been subject to consultation.

Report C/16/04 sets out draft scheme options for the next 3 years that can form the basis for consultation.

This item was considered at the Overview and Scrutiny Committee held on 24 May 2016.

Any changes made to the document now would be put to the advisers used by Kent districts to ensure that the council does not fall foul of any challenges.

Proposed by Councillor Ms Susan Carey
Seconded by Councillor Stuart Peall and

Resolved:

- 1. To receive and note report C/16/04.**
- 2. To agree for the options to be put forward for the public consultation.**
- 3. To agree the proposed public consultation.**

(Voting: For 9; Against 0; Abstentions 0)

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Minutes

Cabinet

Held at:	Council Chamber - Civic Centre Folkestone
Date	Wednesday, 8 June 2016
Present	Councillors Miss Susan Carey, John Collier, Malcolm Dearden, Alan Ewart-James, David Godfrey, Mrs Jennifer Hollingsbee, Rory Love, Philip Martin, David Monk and Stuart Peall
Apologies for Absence	None
Officers Present:	Jeremy Chambers (Corporate Director - Strategic Operations), Nicola Everden (Solicitor), Ben Geering (Head of Planning) - (minute 7), Chris Lewis (Planning Advisor), Sue Lewis (Committee Services Officer), Tim Madden (Corporate Director - Organisational Change), Susan Priest (Corporate Director - Strategic Development) and Alistair Stewart (Chief Executive)
Others Present:	

NOTE: All decisions are subject to call-in arrangements. The deadline for call-in is Thursday 16 June 2016 at 5pm. Decisions not called in may be implemented on Friday 17 June 2016.

6. **Declarations of interest**

Councillor Mrs Jenny Hollingsbee declared an other significant interest in Report C/16/08 – Otterpool Park: A Garden Town of the future and Report C/16/09 – Otterpool Park as she has two properties that are within the curtilage of the proposed site. She therefore removed herself to the public gallery before the debate and vote on the items.

Councillor Mrs Hollingsbee informed Cabinet that she had advised another councillor of the comments she had received both for and against the reports from members of her local community.

7. **Otterpool Park: A Garden Town of the Future - Proposal**

Report C/16/08 sets out the case for a potential new garden settlement in the district and seeks Cabinet approval to submit an expression of interest for Otterpool Park, in response to the Government's prospectus for "Locally Led Garden Villages, Towns and Cities" (see appendix A).

These ambitious proposals directly respond to the priorities of the Council's Corporate Plan which includes a commitment to Shepway residents enjoying a healthy, prosperous lifestyle and benefiting from high quality and affordable housing by making sure new homes are built in the district and by developing a sustainable and vibrant local economy.

The unique location of the potential area, south of the M20, near junction 11, presents an opportunity for a new sustainable, garden settlement that is well connected and which positively embraces local landscape features, infrastructure assets and community aspirations. It has the potential to deliver transformational long-term housing growth in the district responding to housing needs in Kent and the South East more broadly.

The existing community will benefit from improved access to local services, environmental improvements to existing villages and investment in infrastructure such as local roads and sewerage, and access to more local job opportunities.

The expression of interest sets out a potential vision supported by key guiding principles as a foundation for working with land owners and the wider community to plan and deliver a new garden settlement of up to 12,000 new homes.

The new community would place particular emphasis on the principles of the garden city movement, including sustainability, quality design, cutting edge technology, accessible green space and a high quality public realm.

The expression of interest is without prejudice to any future decisions the Council might take in its capacity as local planning authority.

Members received feedback from the Leader's meeting with Parish Council's and this is attached for information.

Proposed by Councillor David Monk
Seconded by Councillor Stuart Peall and

Resolved:

- 1. That the Cabinet agrees that a proposed new garden town at Otterpool Park has the potential to be a unique opportunity to deliver the strategic objectives of the Corporate Plan relating to boosting the local economy, increasing job opportunities and providing more homes.**
- 2. That the detailed expression of interest, attached to this report, be agreed as the Council's formal submission to the Department of**

Communities and Local Government's prospectus for "Locally Led Garden Villages, Towns and Cities", subject to any changes considered necessary by the Director of Strategic Development in consultation with the Leader of the Council.

3. **That a further report be considered by Cabinet to consider the outcome of the expression of interest to Government.**

(Voting: For 9; Against 0; Abstentions 0)

8. Exclusion of the public

Proposed by Councillor David Monk
Seconded by Councillor Stuart Peall and

Resolved:

To exclude the public from the following items of business, on the grounds that it is likely to disclose exempt information, as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972: 'Information relating to the financial or business affairs of any particular person (including the authority holding that information).' 'Financial or business affairs includes contemplated as well as current activities.

(Voting: For 9; Against 0; Abstentions 0)

9. Otterpool Park

Report C/16/09 updates Cabinet on discussions relating to the above project which are of a commercial nature.

Proposed by Councillor David Monk
Seconded by Councillor John Collier and

Resolved:

1. **To receive and note report C/16/09.**
2. **To authorise the Corporate Director – Strategic Operations, in consultation with the Leader of the Council, to finalise the terms of and enter into a planning collaboration agreement with the owners of Folkestone Racecourse to regulate the working arrangements between the parties as land owners and promoters with an objective of securing a suitable outline planning permission for a new garden town.**
3. **To authorise the Corporate Director – Strategic Operations, in consultation with the Leader of the Council, to finalise the terms of and enter into any option agreements with other land owners within the area of search that are considered necessary to deliver the Councils ambition for a new garden town.**
4. **To note that a further, more detailed, development agreement is proposed between the Council and the owners of Folkestone Racecourse and to authorise the Corporate Director – Strategic**

Operations to negotiate that agreement in the best interests of the Council with further report being presented to Cabinet prior to the agreement being entered into.

- 5. To agree an initial landowner promoter budget in order to fund relevant activities of up to £1m in the first instance to be funded from the appropriate reserves with delegated authority to the Section 151 Officer in consultation with the Cabinet Member for Finance to approve the funding source.**

(Voting: For 9; Against 0; Abstentions 0)

Minute Item 7

Feedback from the Leader's meeting with Parish Councils: 7th June 2016 (Sellindge, Stanford, Saltwood, Postling, Lymgne)

The meeting with Parish Councils was well attended with some 30 or so local Councillors in attendance.

The Chief Executive and Corporate Director, Strategic Development, gave a presentation on the proposed Expression of Interest for a Garden Town at Otterpool Park which is being considered by SDC's Cabinet on 8th June 2016.

It was agreed that a summary note of the issues raised would be captured and made available for Cabinet Members to assist in their consideration of report C/16/08. The following key issues were raised:

- Many were unhappy about SDC's lack of transparency and poor communication with Parishes about the project, which has resulted in a loss of trust in the Council. They would prefer SDC to delay the process of submitting a bid to Government Garden Towns programme to allow time for PCs to consult with their communities. They are also seeking better communication in future about both the project and the planning process, including evidence and information.
- Concerns were raised about design quality, given low standards of housing design in some recent developments. Questions were asked about how SDC can prevent other landowners and developers from building poorly designed housing.
- Questions were asked about affordable housing and how that will be met.
- There was some opposition to the scale of development (with some recognising the need for some new housing).
- Concern was expressed about the potential impact on the existing villages, and whether they will be subsumed into the garden town resulting in a loss of local identity.
- Questions were asked about the potential occupiers of the new housing – there were questions raised about meeting the needs of London overspill as opposed to just local need.
- The process of the Council granting planning permission on its own land was raised, along with questions about why Otterpool Park would be different as a result of the Council's role as landowner.
- All Parish Councils asked for greater more deeper engagement as the project progresses.

Clarification was sought about next steps if the Expression of Interest is unsuccessful with the response being that a further report would be presented to Cabinet.

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This Report will be made public on 22 June 2016

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/16/11**

To: Cabinet
Date: 30 June 2016
Status: Non Key Decision
Head of service: Suzy Tigwell, Leadership Support Manager
Cabinet Member: Councillor David Monk, Leader of the Council

SUBJECT: CORPORATE PLAN UPDATE AND PERFORMANCE INDICATORS FOR 2016/17

SUMMARY:

The Corporate Plan sets out the framework for delivering the Council's priorities over the next five years, outlining the strategic objectives, priorities and key actions required to meet the vision for the Council and district. This report provides an update against the actions within the Corporate Plan and details the performance indicators that will be monitored in 2016/17 to ensure that the Council's performance is measured and the results are used to improve service areas.

REASONS FOR RECOMMENDATIONS:

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

- a) The Corporate Plan is the council's key strategic document with high profile actions to be delivered between 2013-18.
- b) The Corporate Plan is a public document, so progress against must be demonstrated in a transparent and accountable fashion.
- c) It is a requirement of the council's Performance Management Framework to provide updates on the Corporate Plan to Members.
- d) The council is committed to ensuring performance management is monitored and the results are used to improve services to achieve their strategic objectives.
- e) With the current financial pressures facing Local Government, it is imperative we use performance management to challenge our current service provision and to drive improvement in the core services and functions.

RECOMMENDATIONS:

1. To receive and note report C/16/11.
2. To consider and approve the update of the actions outlined within the Corporate Plan for 2015-16.
3. To noted the performance indicators detailed in Appendix 2 that will be collected during 2016/17
4. To consider and approve the Key Performance Indicators (KPIs) that will be reported quarterly to CMT and Members.

1. BACKGROUND

- 1.1** The council's Performance Management Framework defines the organisational approach for reporting information to Corporate Management Team and Members.
- 1.2** The Corporate Plan is the central document to the framework and updates against its delivery are required to be regularly reported to senior management, Members and the public.
- 1.3** A review of performance management has recently been completed and the reporting mechanism for 2016-17 has been finalised and was approved by Cabinet on the 24th February 2016.

2. CORPORATE PLAN UPDATE

- 2.1** Updates on the progress against the corporate outcomes from the 2013-18 Corporate Plan have recently been collated from the lead officers.
- 2.2** Appendix 1 details the Corporate Plan updates for the period January to December 2015.

3. PERFORMANCE INDICATORS 2016/17

- 3.1** Meetings have been held with Head's of Service and Service Managers to identify performance indicators that will assist in improving services and deliver the corporate objectives.
- 3.2** These performance indicators will be monitored regularly and quarterly performance reports will be provided for members and management to review.
- 3.3** Members are asked to highlight any Corporate Plan Actions or performance indicators they would like to receive additional information about in future reports and identify any concerns they may have with performance.
- 3.4** Appendix 2 details the performance indicators that will be monitored. There are two highlighted performance indicators in Appendix 2, these are currently proposed indicators and will be confirmed by the Service Manager once the government consultation for planning is approved.
- 3.5** Appendix 3 outlines the proposed Key Performance Indicators that will form part of the Corporate Performance Report reported quarterly to CMT and Members. These performance indicators have been selected as they will provide assurance that key council services are performing effectively.
- 3.6** As part of the continuous performance monitoring, CMT and Members can request for additional Performance Indicators to be included in the quarterly report. Other performance indicators collated for the council are outlined in Appendix 2.

4. RISK MANAGEMENT ISSUES

4.1 A summary of the perceived risk is as follows:-

Perceived risk	Seriousness	Likelihood	Preventative action
The reputation of the Council suffers due to the Corporate Plan not being delivered.	High	Low	Ongoing and regular reporting will ensure the actions within the plan remain on track.
The progress against the Corporate Plan is not communicated to councillors or the public	High	Low	By reporting progress to the Overview & Scrutiny Committee, Cabinet and ensuring the updates are published on the Council's website.
The performance of the Council is not monitored resulting in service failure.	High	Low	Ongoing monitoring and review of performance indicator's. With regular reporting to members and management.

5. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

5.1 Legal Officer's Comments

There are no specific legal implications in relation to this report.

5.2 Finance Officer's Comments

There are no financial implications in relation to this report.

5.3 Diversities and Equalities Implications

There are no diversity or equality implications arising from this report.

6. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Suzy Tigwell, Leadership Support Manager
Telephone: 01303 853232
Email: suzy.tigwell@folkestone-hythe.gov.uk

Dee Chambers, Policy and Improvement Officer
Telephone: 01303 853508
Email: dee.chambers@folkestone-hythe.gov.uk

Appendices:

Appendix 1: Corporate Plan outcomes update for 2015/16

Appendix 2: Performance Indicators 2016/17

Appendix 3: Quarterly Key Performance Indicators 2016/17

Appendix 1: Shepway District Council Corporate Plan Objectives Performance Update 2015/2016

This report provides an update on the progress against the actions and outcomes within the Corporate Plan.

Boost the local economy and increase job opportunities

Actions/outcomes	Lead Officers	Previous Update 2014/15	Current Status and Future Activities
<p>Increase the supply of business incubation units</p> <p><i>KPI 1: 2000 sq metres of units provided and occupied</i></p> <p><i>KPI 2: 48 businesses and 140 new jobs created</i></p>	Katharine Harvey, (Head of Economic Development)	<p>KPI 1: There are currently 12 self-employed/small businesses operating out of the Factory Floor in Tontine Street, following integration with established businesses on the 3rd floor of The Workshop building. Over the past year some businesses have moved on and others have taken their place. One company- White Fish Marketing are about to employ their first member of staff and Q2W who progressed to an office unit in February now has a second staff member.</p> <p>KPI 2: 16 business and 19 new jobs have been created to date.</p>	<p>Financial support to the Folkestone Business Hub to provide an additional 9 office units is being considered which will provide accommodation for at least 9 self employed/new businesses.</p> <p>Proposals have been made for EKSDC funds to support the development of approx 13,000sqft of new managed service office space in 3 buildings at Hawkinge West and also for leasing and managing three floors in the Civic Centre as a small business centre.</p> <p>The refocusing on the discretionary business rate scheme to encourage more direct delivery of additional business space is being considered.</p> <p>Taking forward proposals and seeking funding from Magnox for developing further business space in and around Mountfield Road, New Romney is underway.</p>
<p>Provide an information service to support start up and small businesses</p>	Katharine Harvey (Head of Economic Development)	The Enterprise First contract has been extended for 2015/16 and workshops and 1-2-1 sessions continue to be provided. The Council is also working with the Pro-actions Group to deliver additional free workshops at no cost to SDC.	Following procurement delays at Ashford BC, the accountable body for the collective East Kent district £40,000 funds for business support, this support is now due to be put in place by April 2016 and will focus on the independent retail sector.

Actions/outcomes	Lead Officers	Previous Update 2014/15	Current Status and Future Activities
KPI 3: The business survival rate increased from 60% to 70%.		The latest figures, which are for 2013, indicate that the 3 year survival rate of businesses of newly born businesses in 2010 is 56.7%.	SDC has continued to work with Enterprise First who has delivered 1-2-1 business support sessions and workshops, including a 'meet the expert' event in March.
KPI 4: The number of start ups increased from 375 to 400 per year.		The latest figures, which are for 2013, indicate that there were 400 new start-ups in Shepway in 2013.	The Proactions Group workshops have held 4 successful events to date and with a total of 117 people attending. A B2B exhibition and Channel Connections conference was organised at the Leas Cliff Hall in April by the Events Office, with support from SDC and 42 people attended.
Support the redevelopment of key Shepway sites identified in the councils core strategy local plan)	Dave Shore (Planning Policy Manager) Andy Jarrett (Head of Strategic Development Projects)	Further assessment to be undertaken as part of the Commercial Information Audit scheduled for Summer/Autumn 2015. Work is currently underway with completion on target for end of Summer 2015. Work progressing aimed at accelerate the delivery of key employment sites including : <ul style="list-style-type: none">• Mountfield Road.• Shearway Phase 2• Cheriton Park	Update of Employment Land Review Commissioned February 2016. To provide an evidence base to support the allocation of employment sites within the forthcoming Places and Policies Local Plan. Discussions held with the NDA regarding a funding bid to enable a feasibility study and master plan to be prepared for the development of a business/skills centre Mountfield Road, New Romney. Discussion with private sector regarding the redevelopment of the former Eurotunnel Exhibition Centre site at Cheriton Park LGF bid to be considered by South East Local Enterprise Partnership March 2016. Project plan for Folkestone Seafront and Harbour development to be presented to Full Council March 2016 Preparing planning application for Princes Parade for a mixed use development, which includes 150 homes, recreation centre and open space.
KPI 5: 20 hectares of additional office/ industrial premises delivered by 2031.		£5 million Local Growth Fund Round 2 allocation secured in January 2015 that will facilitate the provision of infrastructure and accelerate the delivery of the development.	
KPI 6: Development started on key strategic sites and development locations.		Detailed business case currently being prepared for approval from the SE LEP Board. Landowner currently planning the timetable and phasing of the preparatory works, including works	

Actions/outcomes	Lead Officers	Previous Update 2014/15	Current Status and Future Activities
		<p>around beach nourishment, sea defences, utilities and highways. It is envisaged the main building work will commence in 2016/17 and the LGF allocation drawn down in 2016/17.</p> <p>Permission secured through the Marine Management Organisation for beach nourishment works as part of improved flood defences.</p> <p>The refurbishment of the harbour arm is due for completion by end of July 2015. A live Music event is planned at the site for Saturday 8th August to mark this event.</p>	
		<p>Shorncliffe Garrison Application for planning permission approved by Development Control Committee on 24th March 2015.</p> <p>S106 agreement completed and decision notice issued.</p> <p>The approved full and outline applications include erection of up to 906 dwellings including affordable housing, community services and facilities, new Primary school and nursery, combined new pavilion/cadet hut facility, retained cricket pitches including mini football pitches, equipped play, public open space and toilets.</p> <p>Nickolls Quarry On-site land raising and infrastructure provision, including access provision along the A259 are ongoing.</p>	<p>Planning permission granted and S106 agreed.</p> <p>Pre-commencement conditions being discharged.</p> <p>Reserved matters application to be submitted for Somerset Barracks Spring 2016.</p> <p>First area in phase 1 residential development under construction and should be completed by August 2016.</p>

Actions/outcomes	Lead Officers	Previous Update 2014/15	Current Status and Future Activities
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 18</p>		<p>Section 106 agreement being developed.</p> <p>New Romney Two applications for planning permission are currently being considered by Shepway District Council totalling up to 227 dwellings :-</p> <p>Y14/1411/SH Outline application for up to 117 dwellings, new proposed vehicular access arrangements, parking, flood attenuation, open space including the retention of 0.7 hectares of existing playing fields and associated works. Land Adjoining Hope All Saints Garden Centre Ashford Road New Romney Kent</p> <p>Y15/0164/SH Outline application for development of up to 110 dwellings with supporting infrastructure. Land Bounded By Cockreed Lane And Rolfe Lane (also Known As Land Opposite Dorland) Cockreed Lane New Romney Kent</p> <p>Further planning application expected for the former garden centre site.</p>	<p>Approval of applications Y14/1411/SH and Y15/0164/SH approved by the Development Control Committee October 2015.</p> <p>S106 agreements being finalised.</p> <p>Reserved matters application approved for Romney Marsh Potato Company site for 56 homes.</p>
<p>Continue to build stronger relationships with businesses</p> <p><i>KPI 7: A strategic business board established where elected members will discuss the local economy with business</i></p>	<p>Katharine Harvey [Head of Economic Development]</p>	<p>SDC has established a contract with Locate in Kent which includes a regular programme of engagement with key businesses in Shepway. This will ensure that SDC has regular intelligence about these businesses and their future plans.</p> <p>The Shepway Business Advisory Board continued to meet bi-monthly and there has been a notable increase in business attendance, rising from 7 in Dec 2014 to 16 and 12 respectively in April and June this year so far. Their attitude of the Board is very positive and has responded well to</p>	<p>A programme of regular engagement with key employers is underway both by Locate in Kent, which is contracted to undertake this on behalf of SDC, and directly by the Head of Economic Development and Cllr Collier, the District Economy portfolio holder. Businesses include Saga, xChanging, Church & Dwight, LAA, Plamil, Pentland Homes, HV Wooding, Port Lympne & Howletts and Laser International.</p> <p>Attendance of businesses at the Shepway BAB has continued to increase and has averaged 18 business attendees over the last 5 meetings during 2015/16</p>

Actions/outcomes	Lead Officers	Previous Update 2014/15	Current Status and Future Activities
<i>representatives.</i>		presentations and provided constructive feedback and comment.	
KPI 8: Town centres that are prosperous and popular areas to visit and work.	Dave Shore [Planning Policy Manager]	<p>Shepway Places and Policies Local Plan Issues and Options Consultation – January to March 2015. Document included key questions related to :-</p> <ul style="list-style-type: none"> • Town centre assessments • Site identification and the amalgamation of shop units. • The provision of town centre leisure <p>Town centre consultation event held on 4th February 2015 attended by over 30 town centre representatives.</p> <p>Town Centre consultation events also held in Hythe and Lydd</p> <p>Over 50 town centre related representations received.</p>	The Shepway Places and Policies Local Plan will allocate land for a range of different uses to meet the requirements set out in the adopted Core Strategy (2013). The Plan will also provide a series of new policies for the promotion and management of sustainable development in accordance with the provisions of the National Planning Policy Framework (NPPF). The Preferred Options draft is expected to be published for public engagement for eight weeks commencing in July 2016.
<p>Provide an apprenticeship scheme</p> <p><i>KPI 9: 75 Shepway residents in the scheme per year with 50% subsequently employed (until March 2015).</i></p>	Katharine Harvey [Head of Economic Development]	During 2014/15, SDC provided financial support for 78 apprenticeships, which was above target, and so far in 2015/16 16 new apprenticeships have been supported.	There has been good progress with 64 grants allocated to date in 2015/16 and this on track to meet the 75 annual target. The subject of apprenticeships supported has been more diverse than in previous years and the split between level 2 and 3 apprenticeships is 78%:12%.

Actions/outcomes	Lead Officers	Previous Update 2014/15	Current Status and Future Activities
<p>Support further education provision in the district to create an educated workforce</p> <p>KPI 10: The council will have worked to ensure the retention of a further education offer in Folkestone.</p>	<p>Katharine Harvey [Head of Economic Development]</p>	<p>SDC has contributed £400,000 so far towards Phase 1 development of the Folkestone Campus and is due to pay the remaining £100,000 towards the extension of the construction training facility during 2015/16. Regular bimonthly meetings are taking place between EKC and SDC to ensure effective engagement and support.</p>	<p>Regular bimonthly SDC/EKC meetings continue and opportunities for joint working explored. Work on the joint Radnor Park Lodge project continues. A jointly organised skills fair was held in the spring there were 52 stands at the fair and 124 student bookings were received through the events office although more students booked through the college to attend.</p> <p>A special meeting between SDC councillors and EKC is to be arranged in the next few months to increase understanding of the current financial position of EKC and their ambitions.</p> <p>Work is being commissioned through the Romney Marsh Partnership to examine the level of skills provision and gaps in the Marsh area.</p> <p>The ED team is working to secure funding from Magnox to take forward proposals in or around Mountfield Road Industrial Estate, New Romney, to develop a new business and skills hub which would improve FE offer in the Marsh</p>

More homes

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p>Provide space for new homes within Shepway</p> <p><i>KPI 11: An average of 350-400 new houses built per year.</i></p> <p><i>KPI 12: 2,000 to 2,500 new affordable dwellings to be provided by 2031.</i></p>	Dave Shore [Planning Policy Manager]	<p>The Housing Information Audit carried out in Autumn 2014 provided an estimated of 300 dwellings being completed during 2014/15 based on 337 dwellings being under construction at the time of the audit being undertaken.</p> <p>95 actual new build affordable home completions in the district during 2014/15.</p>	105 affordable homes delivered in 2015/16 including 49 for low cost home ownership.
<p>Provide new high quality council owned housing</p> <p><i>KPI 13: 300 homes delivered over a 10 year period.</i></p>	Adrian Hammond [Housing Strategy Manager]	<p>2 new build homes completed and occupied at Tourney Road, Lydd.</p> <p>3 further units due to complete at Millfield, Hawkinge by early July.</p>	<p>11 former right to buy property acquisitions were made by 31 March 2016.</p> <p>Work underway to secure a major site by July 2016. The purchase of this site has been delayed which has prevented an onsite start in 2015/16.</p> <p>5 new build units completed.</p> <p>Work under way to secure a pipeline of development sites to enable the delivery of the council's housing programme as set out in the HRA Business Plan.</p>

More homes

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p>Increase the number of affordable homes provided by councils partner organisations</p> <p><i>KPI 14: 100 new affordable homes delivered each year, 32 of which to be low cost home ownership.</i></p>	Adrian Hammond [Housing Strategy Manager]	<p>124 affordable homes delivered by the council and its partners during 2014/15. This includes 74 homes for affordable rent and 50 homes for low cost home ownership.</p> <p>KPI 13: 50 homes delivered by the council and its partners for low cost home ownership during 2014/15.</p>	<p>50 additional affordable homes provided in the district so far in 2015/16. 20 homes delivered for low cost home ownership.</p> <p>105 additional affordable homes were provided in the district for rent and of these 49 were for low cost home ownership in 2015/16.</p>
<p>The council will establish a regeneration and housing company</p>	Susan Priest [Corporate Director Strategic Development]	<p>Oportunitas continues to progress well against the expectations detailed in its current business plan. The company has seen good yields from its investments and its grounds maintenance trading activity is performing well against the business plan.</p>	<p>The company is continuing to deliver activities against its business plan. Demand for grounds maintenance services remains strong and eleven residential units and one commercial unit are rented. In February, Cabinet approved the company's second business plan covering the period 2016/17.</p>
<p><i>KPI 15: Identified land which is suitable for housing development.</i></p>	Andy Jarrett	<p>The current Business plan (June 2014-March 2016) requires that the company acquire and let 13 residential units over the course of the business plan period. The portfolio currently consists of 6 units. Five of these properties are currently let at market rents to local families and achieving good rental yields. The company has recently purchased a 4 bedroom property which is currently undergoing minor works in preparation for the rental market. The company is currently progressing with two other purchases; a multi-unit property consisting of 5 residential and one</p>	<p>Military Road, Cheriton agreed to acquire 35 homes from the developer. This will be under construction by the end of 2016.</p> <p>3 planning applications for affordable home schemes at Digby Road, Sandgate, Brook Lane, Sellindge and Roman Way, Cheriton.</p>

More homes

Commitments	Lead Officers	Previous position	Current Status and Future Activities
		commercial unit and a 4 bedroom property. The rental yields for currently let properties as well as the projected yields for those recently purchased are the agreed yield range. Considering this fact and the number of units purchased to date, the company is performing well against the business plan in terms of its acquisition and rental programme.	
<p><i>KPI 16: This company will have made land available for businesses looking to relocate to Shepway.</i></p>		The current business plan does not allow for the purchase of commercial property. The exemption from this provision granted by Cabinet to allow for the purchase of a multi unit property containing a commercial unit has been restricted to that specific purchase only. However over the Autumn of 2015 the company will be preparing a new business plan for 2016/2017 and all potential commercially viable opportunities will be explored by the board subject to Cabinet endorsement.	
<p>Ensure vulnerable people are supported in accessing housing.</p> <p><i>KPI 17: The council will have provided a high quality homelessness service that responds to the needs of our customers.</i></p>	Bev Jackson [Housing Options Manager]	Daily bidding has been introduced in March 2015 so in order to capture the customer's view of these changes this satisfaction survey will be completed at the end of June 2015.	<p>Quarterly satisfaction surveys are being sent out via survey monkey to all households who have accessed the Housing Options/housing list service and the results of this will be reported to senior management.</p> <p>The Business Support team still offer support for vulnerable customers in bidding by asking them to call in on specific days instead of calling every day. The Team Leader has also offered voluntary agencies advice and support in supporting their vulnerable customers.</p>

More homes

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p>KPI 18: <i>The council will have prevented at least 50% of families at risk of homelessness from losing a home.</i></p>		<p>The Housing Options Team has prevented 131 cases from becoming homeless so far this year and we have procured 13 properties under the Social Lettings Agency (SLA) scheme in partnership with Ashford Borough Council.</p>	<p>There have been 256 preventions in 2015/16. There are 19 properties in the SLA.</p> <p>Since October 2015 the Housing Options team has been piloting Officers specialising in Allocations and Homelessness. This has brought more consistency to the allocation of properties and more focus to homelessness on prevention. However; this is impacted upon when we have annual leave and sickness.</p> <p>Challenges are with changes to legislation, welfare reforms, changes to supported accommodation and the recent consultation around accommodation and support for 16-25 year olds will have an impact to the service we provide. Briefing Note produced highlighting this.</p> <p>We are finding it difficult to procure 'move on' accommodation and private rented. We are currently carrying out work around engaging with landlords and how we can work with them to assist households in the community.</p> <p>We will be developing a new brand for the private sector. The LHA rate has been set for 5 years and this is not in line with the rental market. We are exploring options of how we can see this changed to bring this in line with the rental market. Currently exploring alternatives to temporary accommodation.</p>
<p>Reduce the number of long-term empty homes in the district</p> <p>KPI 19: <i>The council will have brought 35</i></p>	<p>Adrian Hammond [Housing Strategy Manager]</p>	<p>36 long-term empty homes were brought back into use as a result of intervention by the council during 2014/15. 9 units brought back into use in the first quarter of 2015/16. Works are in progress on a further 34 units and enforced sales activity is progressing on 8 units. 25 applications have been</p>	<p>So far £90k has been allocated from the agreed £400K Shepway No use Empty Loans programme, which will enable 6 long-term empty homes to be brought back into use. The PSH Team are also actively looking for empty homes which the council can acquire, renovate and then return to use. Any acquisition opportunities will need to</p>

More homes

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p><i>long-term empty private sector homes back into use each year.</i></p>		<p>received for Kent County Council's No Use Empty Loan scheme so far in 2015/16.</p> <p>According to DCLG figures there are currently 600 long-term empty properties in Shepway; a figure which has been declining by an average of 10% since 2008. The revised KPI target to return 70 homes to use each year presents an additional annual reduction of 9%.</p>	<p>meet the council's viability tests.</p> <p>44 long-term empty homes have been brought back into use as direct result of intervention by the council and its partners during 2015/16 and a further 10 long term empty homes were fully renovated and are now ready for occupation but the sale of these units have been delayed.</p> <p>The council's current Empty Homes Initiatives commenced in October 2015. The full impact of these new initiatives will be seen in 2016/17.</p>
<p>Improve housing conditions across the district</p> <p><i>KPI 20: 100 private sector homes improved each year, following intervention by the council.</i></p>	<p>Adrian Hammond [Housing Strategy Manager]</p>	<p>84 properties improved through direct intervention by the Private Sector Housing Team to remove category 1 hazards from PSH, plus 5 Home safe loans and 6 energy efficiency measures (loans/grants) plus 60 Disabled Facilities Grants to enable people to live independently in their homes and a further 12 properties improved through partnership working with the Family Mosaic Home Improvement Agency.</p> <p>Total = 167 for 2014/15.</p> <p>52 properties improved to date since 1/04/2015 through direct intervention from by the Private Sector Housing Team, plus 2 Home safe loans and 3 winter warmth loans plus 23 Disabled Facilities Grants Total of 80 to date.</p>	<p>107 homes have been improved as a result of direct intervention of the Private Sector Housing team in 2015/16. The team have also assisted through the provision of 61 Disabled Facilities Grants, 5 Home Safe Loans and 2 Winter warmth Loans.</p> <p>A total of 199 properties have been improved during 2015/16.</p>

Listening to local people

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p>Provide opportunities for residents to influence decisions and shape their local community</p> <p><i>KPI 21: A popular ward member budget scheme and ward plans produced for each of the electoral wards.</i></p>	<p>Tamasin Jarrett [Community Development Manager]</p>	<p>The 2014/15 ward budget scheme was successful with 98% of the budget being spent by the end of the year. Ward members budget scheme has opened for 2015/16. The Community Chest opened for applications on 26 June 2015.</p> <p>Induction workshops have been delivered and Guidance Document issued on Ward Profiles and Ward Plans to members.</p> <p>Councillors and officers have been briefed on the ward plan processes and it is anticipated that they will emerge in Summer/Autumn 2015.</p>	<p>At the current time – 66 applications have been received and just £19,000 of the Ward Budget scheme has been spent for 2015/16.</p> <p>Community Chest has been administered for 2015/16 with 47 applications received and £127,000 of funding awarded to various community projects.</p> <p>5 Ward Plans are complete, 5 are in progress and 3 are expected to be developed in 2016/17.</p> <p>£34,000 of the £160,000 has been awarded and 7 Business cases are being processed for the next Grant Advisory Panel meeting in March.</p>
<p><i>KPI 22: The council will have worked with partners, including Town & Parish Councils, to produce area plans</i></p>		<p>Support currently being provided to Ward Members to assemble and deliver community consultation sessions.</p>	<p>7 community consultation events have been held and 7 are in the diary to be held during March with Ward Councillors in order for Ward plans to be developed.</p>

<p>KPI 23: Where appropriate the council will have transferred its parks, open spaces (including Folkestone Parks and Pleasure Grounds) and assets to the Town and Parish Councils.</p>	<p>Andy Blaszkowicz (Head of Commercial and Technical Services)</p>	<p>The potential transfer has been considered by legal and financial consultants and the resulting reports and briefing papers have been considered by Cabinet. It was decided that the parks and open spaces would not be transferring and would remain with the District Council.</p>	<p>A play strategy brief has been created and is to go on the South East business portal to find a suitable consultant. The tender process will be followed and hopefully appoint a consultant within two months. The project will run for approximately 6 months resulting in a report to CMT by December 2016 and a full cabinet report early in 2017.</p>
<p>KPI 24: Developed a Community Participation and Empowerment Strategy which develops the role of ward councillors</p>	<p>Suzy Tigwell (Leadership Support Manager) Sarah Robson (Head of Communities)</p>	<p>Suzy Tigwell and Tamasin Jarrett working together to develop the Community Engagement & Empowerment Strategy by September 2015.</p>	<p>Suzy Tigwell and Sarah Robson are working together to create an Empowerment Strategy. The draft strategy is scheduled for 2016/17,</p>
<p>Support people into work through the Troubled Families Programme</p>	<p>Jyotsna Leney</p>	<p>Phase 1 of the TF Programme closed 31 March 2015 with the final PBR claim being submitted at the end of May 2015. As a county, 100% turn-around of the target 2560 families was achieved (unaudited @24/06/15). This unlocks participation for Phase 2, running to March 2020. Shepway turn-around was 118% - target was 225 families and 265 actually achieved; a testament to the strong team and strong partnership work in Shepway. The Phase 2 Outcome Plan has been produced and agreed, along with the new assessment paperwork and processes in order to identify families and track their progress, this being essential for future PBR claims - £16 million</p>	<p>A business case to continue the employment of the FCs has been accepted by KCC. KCC District funds remained available for Districts to bid into. Changes to staffing posed particular challenges however a Senior FC role to line manage and oversee the other 3 FCs was created and this role is developing well.</p>
<p>KPI 25: The council and its partners will have worked with at least 225 families by March 2015 to help them into work whilst also reducing incidents of anti-social behaviour and school exclusion.</p>			<p>Phase 2 is notably different to Phase 1 and following implementation of the agreed delivery model across Kent, good progress has been made in establishing the operational framework. This first year (2015/16) has been an opportunity to develop an operational understanding of the programme and how local services and partners can most effectively work together to deliver lasting change for disadvantaged families.</p>

Page 27

	<p>pounds for Kent could be unlocked between now and 2020. Phase 2 Outcomes have been expanded to now include adults involved in crime, attendance raised to 90% including authorised absence, children who need help (CP, CHIN, EHN), NEET's, debt, progress to work, DA and parents/children with a range of health problems. Target turn-around figures to 2020 for Shepway are 787 with an estimated reach of working with 1062 families in order to achieve this. It is envisaged that 20% of families will be worked with directly by TF dedicated staff and the remaining 80% via KCC Early Help teams.</p>	<p>At the beginning of March 2016, 5,813 families had been verified onto Phase 2 across the 12 districts in Kent. 474 (7%) of these families (1896 individuals / 997 dependent children) are located in Shepway.</p> <p>The three criteria affecting most families are children who need help, education and health.</p> <p>Of the 1308 families verified onto the programme prior to December 2015 who have had a full family assessment completed, the following progress has been achieved: These results relate to delivery by all commissioned streams to which the FCs will have contributed.</p> <p>156 families (66%) who had committed a crime have reduced offending by 33% (13 / 65% in Shepway). 291 families (22%) have all the children in school with above 90% attendance and less than three exclusions and no permanent exclusions (17 / 17% in Shepway). 55 families (43%) who have had missing episodes have reduced by 75% (7 / 47% in Shepway). 143 families (25%) have at least one adult move off an out of work benefit (11 / 24% in Shepway). 142 families (41%) of those that have had domestic abuse victims incidents have reduced in a six month period compared to the last (8 / 50% in Shepway). 54 families (82%) who have a domestic abuse perpetrator have had no offending or a reduction of 70% in the past six months (zero in Shepway).</p> <p>Future challenges; Continued partnership working may be affected as commissioned services, who are also delivering TF, are due to be re-commissioned in September 2016. Early Help (KCC) hubs are new and subject to change as they settle into their new systems, they deliver 80% of TF</p>
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			<p>interventions. The Early help system is expanding and unable to carry all the referrals made into triage. This in turn puts more pressure on the Family Champions to achieve outcomes quicker – and therefore may be less effective in sustainable change within the family. Extra pressure put on the Family Champions to increase their caseload.</p> <p>The Family Champions are only funded until March 2017 and therefore holding onto the family champions until this date will be challenging.</p>
<p>Use the Community Infrastructure Levy process to improve the local community</p> <p><i>KPI 26: Introduce a Community Infrastructure Levy Scheme which will have delivered improvements to local infrastructure.</i></p>	<p>Dave Shore [Planning Policy Manager] Stephen Arnett [Community Infrastructure Levy Officer]</p>	<p>Consultation on Draft Schedule and Draft Regulation 123 List – February to March 2015.</p> <p>Cabinet recommended submission of Draft CIL Charging Schedule to Planning Inspectorate, at its meeting of 22nd July 2015.</p> <p>Draft CIL Charging Schedule and supporting documents submitted to Planning Inspectorate for examination in public, on 3rd August 2015 –date for examination to be confirmed.</p>	<p>Inspectors report received March 2016 recommending adoption of the CIL charging schedule.</p> <p>CIL implementation group formed and implementation plan developed.</p>
<p>Deliver a risk based approach to tackling anti-social behaviour</p> <p><i>KPI 27: The council will have supported communities and vulnerable adults who have experienced serious</i></p>	<p>Jyotsna Leney [Interim Head of Communities] Shaun Taylor [Anti-Social Behaviour Manager]</p>	<p>The weekly multi-agency Community Safety Issues and High Risk ASB meeting commenced at the start of the year and is working well.</p> <p>The new ASB Tools and Powers 2014 came into effect in October 2014, the CSU is embedding these in their daily work.</p> <p>There has been one Community Trigger application and the CSU is supporting the individuals to a successful outcome having reviewed the case.</p>	<p>Since the new ASB Tools and Powers Legislation October 2014 – Shepway have issued 7 Criminal Behaviour Orders (the highest level in the County). The CS team has led on implementing a new PSPO for a dog control zone in New Romney. The PSPO introduced in May 2015 for street drinking, begging etc. has seen a significant reduction in issues. 3 cases are going to prosecution for non-payment of fines. A proposal is going forward for a PSPO for a road closure along Smallpox Hill predominantly used for fly tipping. The team also took the lead in a contentious unauthorised caravan encampment.</p>

<p><i>or persistent antisocial behaviour.</i></p>		<p>The Public Spaces Protection Order for begging, sleeping in open spaces, drinking in a public place and legal highs came into effect on the 18th June with positive coverage. This will assist in tackling persistent ASB issues should they occur within a community.</p>	<p>All other projects Shape, UP are progressing well.</p> <p>Future challenges will include keeping partners involved, seeking additional funding sources to sustain projects and linking the work with cross cutting agendas eg Health and Wellbeing, sports and community development efficiently and effectively. PCC elections may impact on the work of Community Safety.</p>
<p>Support the production of neighbourhood plans by Parish and Town Councils</p> <p><i>KP1 28: Adopted Neighbourhood Plans that reflect the Shepway Core Strategy Local Plan.</i></p>	<p>Dave Shore [Planning Policy Manager]</p>	<p>'Health Check' being proposed for St Mary in the Marsh Neighbourhood Plan prior to submission.</p> <p>Hythe: No further progress</p> <p>Lympne: Provisional policies discussed with assistance from officers and planning aid it is anticipated that draft policy will be submitted to the council further consideration in the next few months</p> <p>New Romney: No further progress</p> <p>St Mary in the Marsh: The draft neighbourhood plan has been submitted to the Neighbourhood Planning Independent Examiner Referral Service (NPIERS) . It is anticipated we will get the report on 17th August. The council has worked closely with the Parish Clerk who has been fully aware of the proceedings throughout this process.</p> <p>Sellindge: No further progress.</p>	<p>Continued officer support given to Lympne and St Mary in the Marsh Parish Councils regarding the preparation of their Neighbourhood Development Plans.</p>

Support an attractive and vibrant place to live

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p>Provide public spaces which are clean and well maintained</p> <p><i>KPI 29: 95% of streets assessed as above the street cleansing standard for litter.</i></p> <p><i>KP 30: Retention of Green Flag status for the Coastal Park and Royal Military Canal. Other parks identified to apply for the Green Flag award.</i></p> <p><i>KPI 31: Achieved the Blue Flag status for Sandgate and retain the Quality Coast Award for Dymchurch.</i></p>	<p>Andy Rush (Corporate Contracts Manager)</p> <p>Laura Pinkham (Grounds Maintenance Manager)</p>	<p>Tranche inspections are carried out three times annually (April – July; August – November; December – January) . The inspections are carried out by members of the Waste Team using representative sampling of streets and other public areas in the districts. These are assessed against the minimum EPA standard (Level C) for cleanliness. Inspections were carried out in July 2015 and will be available on the Q2 performance report, period July to September.</p> <p>Update Pending</p>	<p>For December to March 2016 (Tranche 3) the figures achieved are as follows:-</p> <ul style="list-style-type: none"> • Streets meeting the grade for litter – 98.7% • Streets meeting the grade for detritus – 91.7% <p>Green Flag applications for Coastal Park and Royal Military Canal have been submitted (Jan 2016). We are having a full judging visit this year which will be in April/May.</p> <p>Romney Warren & Visitor Centre has been identified as a suitable candidate for the scheme.</p> <hr/> <p>This is led by the relevant Parish Councils.</p>

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p>Enhance the district's tourism offer</p> <p><i>KPI 32: Targeted projects which increased the number of visitors and improved the reputation of Shepway</i></p> <p><i>KPI 33: The council will have worked with partners to ensure the community benefits from an attractive coastline.</i></p>	<p>Katherine Harvey (Head of Economic Development)</p>	<p>The council continues to be involved in a number of tourism-related initiatives including:</p> <p>Two LEADER programmes will operate in Shepway and will cover the majority of Shepway's countryside. The schemes will be able to support rural tourism projects and will run until 2020, with applications for grants being invited from September 2015.</p> <p>The Marsh Million Economic Project Scheme (EPS) has been progressing and the Romney Marsh Visitor Centre has been offered funding which has enabled it to extend opening times to 7 days per week and expand its programme of activities for visitors.</p> <p>The White Cliffs and Romney Marsh Countryside Partnerships, which are part-funded by the council, continue to maintain key rural/coastal sites and a year round programme of green tourism cycle rides and walks. In 2016 WCCP will deliver a Heritage Lottery Fund/SDC funded project to improve access and information at Folkestone East Cliff and Warren Country Park, one of Shepway's most important coastal sites.</p> <p>The council has worked through BOSCO with a number of local bodies and businesses including Visit Kent, Folkestone Town Council, Folkestone, Hythe and District Hotel and Catering Association, the Hythe Imperial to establish a tourism working group which has acted as useful forum for understanding local issues and taking forward joint working on projects.</p>	<p>The BOSCO – led tourism group identified the need for a Tourism Destination Management Plan which will enable the better coordination of delivery of the tourism agenda and identify key activities to realise the economic potential of the sector in the district. SDC, working with the steering group, is leading on commissioning the DMP and providing funding.</p> <p>SDC is providing £5,000 to Folkestone Town Council towards the delivery of outputs including redeveloping and launch the Visit Folkestone website, developing an App to provide information about Folkestone, producing and publishing a guide for the historical Town Trail and providing tourism training for existing volunteers currently working with the heritage centre.</p> <p>The ED team played the lead role in successfully commissioning and delivering the Dymchurch CCT plan and in contributing towards the CCT plan for Folkestone.</p>

Commitments	Lead Officers	Previous position	Current Status and Future Activities
		<p>During 2014/15 the council provided Folkestone Town Council with £5,000 to support its work in promoting tourism across Shepway.</p> <p>The council is contributing towards the costs of providing a free Tourism Business Advisory Service in Shepway managed by Visit Kent, and is working with them to promote uptake of the scheme.</p> <p>The council led on the successful submission of a bid for Coastal Community Team funding for Dymchurch which is providing £10,000 for the DCLG to support the production of an economic plan for the village which will have a strong focus on tourism.</p> <p>The council is also acting as accountable body for the Folkestone Coastal Community Team.</p>	
<p>Review and improve enforcement activity relating to dog fouling, littering, flytipping and flyposting</p> <p><i>KPI 34: Provide an environmental enforcement service that targets areas of high risk and reacts to local communities</i></p>	Liam Flannery	<p>Since the commencement of the uniformed patrols in 2013, 124 dog control Interventions, 16 littering interventions, 7 dog control fixed penalty notices (5 for fouling and 2 for dogs off leads) and 13 waste receptacle/waste out early notices have been issued.</p> <p>Dog control interventions = 225 Littering interventions = 24 Dog Control FPNs = 14 (5 Dog off lead in designated area and 9 Failure to remove dog faeces) Waste receptacle/waste out early notices = 19</p>	<p>Since the end of the XFOR contract and recommencement of in house uniformed patrols in 2013,</p> <p>Dog control fixed penalty notices = 36 (1 Dog in an excluded zone, 12 dogs off leads, 23 dog fouling) Littering fixed penalty notices = 8 Other waste offences fixed penalty notices (i.e. failure to comply with EPA section 46, 47 or CPN notices) = 1</p> <p>Fly- tipping (EPA section 33 & 34) Prosecutions = 1 Fly-tipping (EPA section 33 & 34) formal cautions = 11</p>

Deliver value for money

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p>Redesign service delivery models</p> <p><i>KPI 35: Develop a commercial approach to procurement.</i></p>	Andrew Rush [Corporate Contracts Manager]	<p>There is continued use of Pro Contract e-tendering application with link to the Kent Business Portal for most tenders.</p> <p>All tenders advertised on Kent Business Portal now advertised on the national Contracts Finder.</p> <p>The SDC profile on Pro Contract has been developed to include current contracts/future tenders.</p>	<p>The contracts register has been transferred onto Pro Contract (Kent Business Portal), which is now linked to the website.</p> <p>This allows contracts to be individually updated and keeps the information current.</p> <p>Forward plan has been developed.</p> <p>Category Management review to be considered.</p>
<p><i>KPI 36: Provide a wider variety of ways and times in which to contact the council.</i></p>	Jeremy Chambers (Corporate Director – Strategic Operations)	<p>Following the election in May, discussions have taken place with the new Cabinet Member for Customers, Communications and Digital Delivery. Officers are working on a draft strategy, which will be considered by Cabinet in due course.</p>	<p>A digital transformation board has been created to co-ordinate the redesign and digitalisation of services. The Board is currently considering the business process re-engineering and digitalisation of Finance and Procurement. The board is also looking at the digital delivery of Revenues and Benefits, Event Management, Taxi Licensing and virtual parking permits.</p>
	Mark Luetchford [Communications Manager]	<p>The new website went live on 19th May 2015. Since then work has been taking place to correct iterations as identified by council staff.</p> <p>Work is underway to load seven more self-serve processes on to the website.</p>	

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<p><i>KPI 37: Customer enquiries resolved, wherever possible, at first point of contact through the Contact Centre.</i></p>	<p>Karen Everett (Customer Services Manager)</p>	<p>Customer visits – We aim to resolve 90% of customer queries at the first point of contact in Middle Office for Revenues and Benefits. This target has been met and exceeded for customers with Council Tax queries and a Benefits change of circumstance. Officers promote the requirement to provide outstanding evidence quickly to process claims and encourage customers to use self service where available.</p> <p>The Front Office team continue to resolve as many customer enquiries (at first of contact) where possible. All Front office officers are multi skilled which reduces the need for customers to be seen by other officers/departments.</p> <p>Staff continue to encourage customers to self serve, especially the self serve transactions on the new website.</p> <p>Call centre performance for quarter 4 was 85.97% calls answered, an increase of 8.90% compared to the same period in 2013-14 (77.07%). Quarter 4 (Jan to Mar) is traditionally a busier period for the Call Centre due to Council Tax annual billing, Benefit up rating and Garden Waste renewals.</p> <p>Two officers are currently receiving Council Tax processing training, this will enable them to complete/ update more on the customer's account at the first point of contact.</p> <p>The new training officer has delivered staff training on Council Tax recovery and provided other one to one training sessions.</p>	<p><u>Contact Centre Performance 2015-16</u></p> <p>Quarter 1 33398 Calls received 29543 Calls served (88.44%)</p> <p>Quarter 2 32417 Calls received 29306 Calls served (87.80%)</p> <p>Quarter 3 27037 Calls received 24367 Calls served (90.66%)</p> <p><u>Front Office Performance 2015-16</u></p> <p>Quarter 1 6795 Customers 6120 seen in 20 mins (92.75%)</p> <p>Quarter 2 7267 Customers 6620 seen in 20 mins (91.10%)</p> <p>Quarter 3 6797 Customer 6293 seen in 20 mins (92.58%)</p> <p>Future challenges – Increase of enquires for</p> <ul style="list-style-type: none"> • Garden Waste Renewal • Annual Council Tax Billing • Annual Benefit Up rating • Police & Crime Commissioner Election • Referendum

Commitments	Lead Officers	Previous position	Current Status and Future Activities
KPI 38: Reduce office accommodation costs	Jeremy Chambers (Corporate Director – Strategic Operations) Andy Blaszkowicz (Head of Commercial & Technical Services)	Further update pending.	The 7 th and 8 th floors are let to Sleeping Giant Media. The former contact centre on the ground floor is let to EKH. Negotiations are ongoing with interested parties for the 3 rd , 4 th and 5 th floors of the Civic Centre. Hopefully all available space within the Civic Centre will be let within the next few months.
KPI 39: Consider appropriate models for redesigning services	Jeremy Chambers (Corporate Director – Strategic Operations)	Further update pending.	A digital transformation board has been created to co-ordinate the redesign and digitalisation of services. The Board is currently considering the business process re-engineering and digitalisation of Finance and Procurement. The board is also looking at the digital delivery of Revenues and Benefits, Event Management, Taxi Licensing and virtual parking permits.
Targeted action to achieve savings and efficiencies <i>KPI 40: 5% overall operational savings per year based on 2013/14 for 5 years.</i>	Joanna Miller (Head of Finance)	Finance are currently preparing the 2016/17 Budget. As part of this process work is underway to identify savings. In depth meetings with Budget Holders are scheduled for the last two weeks in September. The 2016/17 Budget will be ready for approval in February 2016.	The work for 2016/17 is complete but the finance settlement has been worse than anticipated and there is an ongoing budget deficit over the medium term. Work has commenced to meet future deficits and actions progressed to identify savings and cost reductions for the medium term (to 2020/21)
Continue to improve customer service across all services	Karen Everett (Customer Services Manager)	New external mystery shopping programme “Customer Experience” is being developed by the Kent Customer Service Networking group.	Awaiting new ‘Customer Experience’ programme from the Kent Customer Service Network Group. Will participate in the new programme once finalised.

Commitments	Lead Officers	Previous position	Current Status and Future Activities
<i>KPI 41: Maintain Customer Charter Standards</i>		The Customer Charter is currently being updated and will include a Social Media protocol. This is due for completion in January 2016.	Work has started on updating the Customer Charter; this will include an internal mystery shopping programme to monitor performance.
<i>KPI 42: Retain Corporate Customer Service Excellence Accreditation</i>		Second surveillance visit is planned for 7 August 2015. Evidence which includes major projects, customer satisfaction, performance data etc is being collated for the assessment and a draft itinerary for the day has been identified.	August 2015 - Retained the Customer Service Excellence Accreditation and achieved 2 Compliance Pluses after a successful on-site inspection. Customer Service Excellence project team have started work on completing the self assessment document for the 3 year programme which starts again in August 2016.
Increase the funding available to support corporate initiatives			
<i>KPI 43: Increase useable capital receipts.</i>	Niki Fairhurst (Property Manager)		We are working through rent reviews and lease renewals to bring rents up to current levels. We are re-letting property which becomes vacant to maintain incomes. We will be looking in to bringing back in to use or disposing of vacant property and looking at the portfolio as a whole to ensure best use and income generation for each asset.
<i>KPI 44: Maximise income and alternative funding schemes.</i>	Joanna Miller (Head of Finance)	No further updates from Finance at present.	One strand of the MTFS is for the Council to look at alternative income streams and actions to be put in place to deliver these. This includes looking at commercialisation, business rates and rental income streams. This will continue as a key strand of the Council's medium term financial planning.

<p>KPI 45: Maximise return on ICT innovation fund.</p>	<p>Jeremy Chambers (Corporate Director – Strategic Operations)</p>	<p>As per KPI 33. Following the election in May, discussions have taken place with the new Cabinet Member for Customers, Communications and Digital Delivery. Officers are working on a draft strategy, which will be considered by Cabinet in due course.</p>	<p>A digital transformation board has been created to co-ordinate the redesign and digitalisation of services. The Board is currently considering the business process re-engineering and digitalisation of Finance and Procurement. The board is also looking at the digital delivery of Revenues and Benefits, Event Management, Taxi Licensing and virtual parking permits.</p> <p>All of these work streams require investment in ICT to generate ongoing efficiencies and improved customer service.</p>
<p>Improve individual and organisational performance</p> <p>KPI 46: Live the core values, behaviours and competencies</p>	<p>Andrina Smith (Head of HR and Organisational Development)</p>	<p>A core values film has been produced for use at new starter Indication days.</p> <p>The HR Team are in the early stages of developing an employee recognition scheme and ideas are to be put forward to CMT on 15th September 2015.</p>	<p>Employee recognition scheme ideas were put forward to CMT on 15th September 2015. It was decided we needed an employee engagement survey to gain a deeper understanding of the need/ issues. This was carried out in October; a number of work streams have come out of it, including a recognition scheme that reinforces the core values. Proposals on this will go to CMT in May 2016.</p>
<p>KPI 47: Develop and promote a range of training opportunities for all staff.</p>		<p>The update to the Learning and Development Brochure has been completed.</p> <p>Five managers passed the bespoke Post Graduate Certificate in Strategic Leadership.</p> <p>Four senior managers are to commence a post graduate certificate in Management with CCCU in September 2015.</p> <p>As well as continuing to offer formal management qualifications in 2015/16 HR are also giving employees at all levels the opportunity to access bite-sized learning on a variety of topics including;</p>	<p>All Grow Our Own trainees started in 2015 and are progressing well. One has already secured a permanent role in Planning and we are looking to recruit a new trainee to start in September 2016.</p> <p>SDC has become an accredited Institute of Leadership and Management (ILM) Centre and can award ILM qualifications. 30 managers and aspiring managers are starting the ILM Level 3 Award in Management and Leadership in February which will run for 6 months.</p> <p>A new Middle Manager and Team Leader Development Programme has started for more experienced managers and will cover topics such as performance management</p>

		<ul style="list-style-type: none"> • Dementia awareness • Deafness awareness • Having great 1:1s • Building and Exhibiting confidence • Giving and receiving feedback • Effective prioritisation • Influence and rapport • Motivating self and others <p>The current completion rate for mandatory-learning training is 82% (the target is 100%). HR are currently sending monthly updates to managers to identify where staff have not completed mandatory training, so managers can facilitate an improved completion rate.</p>	<p>and employee engagement, project management, working well with CMT, and coaching conversations.</p> <p>Counter Terrorism e-learning has been rolled out across the council. Workshops for certain staff begin in March 2016.</p>
<p>KPI 48: Reduce sickness absence to an average of 6 days per employee per year.</p>		<p>The final sickness absence figure for 2014/15 was 7.44 days. Sadly, the overall sickness absence figure was affected by four long-term cancer cases in the last six months of 2014/15.</p> <p>Out of seven of our neighbouring local authorities for whom we have benchmarking information, Shepway ranks fourth for staff sickness absence levels.</p> <p>The reporting mechanism for staff sickness absence has greatly improved so that HR and Managers have live time (same day) information. Also new reporting mechanisms ensure that no staff sickness absence cases are missed. Figures are constantly monitored and as such HR are able to liaise effectively with managers to quickly identify causes for concern.</p>	<p>Year to date figures (01/04/15 – 29/02/16), 6.23 days per employee. If we average this over 12 months then the likely outcome for the full year's figures will be 6.8 days per employee.</p> <p>Benchmarking of our absence figures will be done at year end when data is available from other local authorities and national reports are published.</p> <p>Due to the nature of the rolling figures for absence there are still 5 long term absences of over 90 days each showing in our figures for serious medical reasons.</p> <p>The new reporting mechanism continues to provide greater levels of information and accuracy. By the beginning of the 2016/17 financial year the majority of staff will be using the self serve HR/payroll system meaning managers will have access to real time information on the staff data.</p>

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PERFORMANCE INDICATOR	TIME PERIOD	TARGET
BENEFITS		
Average number of days taken to process new claims for Housing Benefit	Monthly	18
Average number of days to process new claims for Housing Benefit from the date complete evidence is received.	Monthly	10
Average number of days taken to process change of circumstances for Housing Benefit	Monthly	10
Average number of days to process change of circumstances for Housing Benefit from the date complete evidence is received.	Monthly	7
Average number of days taken to process new claims for Council Tax Reduction	Monthly	18
Average number of days taken to process change of circumstances for Council Tax Reduction	Monthly	10
To serve customers in under 20 minutes of waiting	Monthly	90%
To resolve the customer's query at the first point of contact in Middle Office (Benefits)	Monthly	90%
HB processing accuracy (team average)	Monthly	85%
To process applications for Discretionary Housing Payment within an average of 2 working days	Monthly	90%
BUILDING CONTROL		
Number of building control applications received	Monthly	
Number of days taken to check full plans applications from receiving a valid application	Monthly	15 Days
Respond to Dangerous Structure notifications within 2 hours	Monthly	2 hrs
BUSINESS SUPPORT (LAURA)		
Planning and Building Control		
Input planning & building control applications within 24 hours of receipt	Monthly	24 hours
Log pre-app requests within 24 hours of receipt and any written requests for pre application advice acknowledged within 3 working days	Monthly	24 hours
		3 working days
Ensure all call-backs are answered the same day	Monthly	12 hours
Acknowledge neighbour comments within 24 hours	Monthly	24 hours
Issue decisions the same day	Monthly	12 hours
Answer all general enquiries within 20 working days and acknowledge within 3 working days	Monthly	20 working days
		3 working days
Action amendments within 24 hours	Monthly	24 hours
Acknowledge a complaint about an alleged breach of planning control within 2 working days	Monthly	2 working days
Local Land Charges		
Log all LLC searches within 24 hours	Monthly	24 hours
Respond to all LLC searches within 10 working days	Monthly	10 working days
Respond to all LLC queries within 20 working days	Monthly	20 working days
Burials		
Respond to a request for a burial service within an average of 5 working days	Monthly	5 working days
Private Sector Housing		
Monitor PSH mailbox, raising work orders and send acknowledgment with 2 working days	Monthly	2 working days
Carry out passport checks for DFG within 5 working days and once result received log on M3 within 2 working days	Monthly	5 working days/2 working days
Revenues and Benefits		
Revenues and Benefits mailbox to be indexed/completed within 2 working days	Monthly	2 working days
Indexing for incoming post to be completed within 2 working days	Monthly	2 working days
Housing		
Housing mailbox to be completed within 2 working days	Monthly	2 working days
Applications/change of circumstance to be completed within 10 working days	Monthly	10 working days
Request for documentation to be sent within 10 working days	Monthly	10 working days
Removals cleared within 30 days after deadline	Monthly	30 working days
Parking		
Respond to all FPN challenges within 20 working days	Monthly	20 working days
Issue permit within 5 working days of receipt of application	Monthly	5 working days
Parking mailbox to be indexed within 2 working days	Monthly	2 working days
Complete between 10 – 15 letters daily	Monthly	10 – 15 letters/permits a day
Licensing		
Process TENS applications within 24 hours	Monthly	24 hours
Process new applications and renewals within 10 working days	Monthly	10 working days
Licensing mailbox to be indexed within 2 working days	Monthly	2 working days
Complete between 10 – 15 letters daily	Monthly	10 – 15 letters/permits a day
Environmental Health		
Environmental Health mailbox to be indexed within 2 working days	Monthly	2 working days
Complete between 10 – 15 letters daily	Monthly	10 – 15 letters/permits a day.
BUSINESS SUPPORT (STEVE)		
Revenue system correctly set up and billed correctly.	Annual	100%
System availability	Monthly	99%
New projects delivered	Annual	5
Respond to system failures	Monthly	2 hours
COMMERCIAL AND LICENSING		
Inspections - Food Hygiene		
% of premises rated 3 or above	Monthly	95%
% of premises due for inspection, which are completed	Monthly	95%
Health and Safety - Corporate		
No of corporate accidents reported to Environment Health	Quarterly	< 40
No of corporate accidents reported to the HSE for further investigation	Quarterly	< 4
No of corporate near misses reported to Environmental Health	Quarterly	> 10
No of corporate incidents reported to Environmental Health	Quarterly	< 20
Health and Safety		
No of RIDDOR reports/complaints received	Quarterly	< 100 Riddor
No of RIDDOR reports/complaints investigated by the Council (quarterly)	Quarterly	< 100 Complaints
Engagement		
Number of businesses signed up to Health Business Awards	Annual	5
Number of schools engaged in engagement/learning events	Annual	A tbd % of 37 primary, 6 secondary and 1 special school
Licensing		
No of Licensed Premises inspected (subject to training)	Monthly	Tbc
No of Hackney Cabs and Private Hire Vehicles viewed	Monthly	Tbc
No of Hackney Cab and Private Hire Vehicle meters checked	Monthly	tbc
No of caravan sites inspected	Monthly	tbc
No of TENS issued	Monthly	Tbc
No of complaints investigated	Monthly	tbc
No of Street Traders checked for compliance	Monthly	tbc
Number of days to respond to license applications	Monthly	5 working days
Number of weeks to determine license applications	Monthly	6 weeks

COMMERCIAL UNIT		
ICT Contract		
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	
East Kent Housing		
Average time taken to re-let council dwellings exc major works	Quarterly	19 Days
Rent arrears as % of projected annual rental income	Quarterly	1.04%
% of emergency repairs completed on time	Quarterly	98%
% of routine repairs completed on time	Quarterly	90%
Creditors		
% of invoices paid within the agreed timescales	Quarterly	100% (30 Days)
Leas Cliff Hall		
Ticket sales achieved	Annual	50,000
Hythe Pool		
Annual income	Annual	£260K
COMMUNITY SAFETY		
Ward based community safety and environmental action days (1 per ward) targeting clean, green and safe issues relevant to the Ward.	Annual	13
Number of persons at-risk engaged in diversionary activities	Annual	200
Number of community litter picks	Annual	30
Number of community trigger applications	Annual	3
CPN Notices served	Annual	3
PSPO Breaches	Annual	1
COMPLAINTS AND FOI		
All standard FOI requests will be satisfactorily replied to within the statutory timeframe of 20 working days after receipt	Monthly	100%
All subject access requests will be satisfactorily replied to within the statutory timeframe of 40 days	Monthly	100%
All complaints will be acknowledged within 5 days as required in the policy	Monthly	100%
Complainants will receive the appropriate stage response within 20 days as required in the policy	Monthly	100%
COMMUNICATIONS		
Media monitoring – count and assess printed coverage in local press and TV/Radio coverage.	Monthly	tbc
Social media monitoring – count followers and level of engagement.	Monthly	Tbc
Website Analytics – count sessions, unique visitors, page views, bounce rate and use of mobile	Monthly	Tbc
CORPORATE DEBT		
Business Rates collection target is met	Annual	97.50%
Council Tax collection target is met	Annual	97.30%
Business Rates and Council Tax arrears reduction	Annual	15%
Reduction in Housing Benefit Overpayment arrears	Annual	15%
Reduction in Sundry Debts arrears	Annual	15%
Reduction in number of cheques received within Council	Annual	25%
Average number of working days we will aim to respond to enquiries.	ongoing	10 working days
CUSTOMER SERVICES		
Customers seen within 20 minutes at a Customer Service Desk	Monthly	90%
Calls served (versus volumes of calls received)	Monthly	90%
Reduce abandoned calls	Annual	2%
Reduce dissuaded calls	Annual	2%
Average wait time for calls (except at peak times)	Monthly	3 minutes
ECONOMIC DEVELOPMENT		
Apply for external funding.	Annual	Two successful applications
Investment in SDC area scheme	Annual	At least one
Delivery of business accommodation scheme.	Annual	At least one
Delivery of the engagement programme to key employers	Annual	At least 6 employees seen.
DBR grant is obtained.	Annual	At least £100,000.
Creative and digital companies are successfully attracted to locate in Shepway	Annual	At least two
Apprenticeship grants are awarded	Annual	75
Skills related events are provided	Annual	At least two.
ELECTORAL SERVICES		
Achieve a 90% return rate on household enquiry forms returned during the annual canvass	Annual	90%
We will aim to process all applications for registration and absent votes (outside of the annual canvas in the autumn)	ongoing	10 working days
ENVIRONMENTAL HEALTH		
Pollution Control		
Number of enforcement notices served (i.e. EPA section 79 - Abatement Notices, CPN, PDPA, COPA)	Quarterly	60
Compliant part A & part B environmental permits	Quarterly	100%
Compliant air quality monitoring sites	Quarterly	100%
Number contaminated land enquires successfully dealt with	Quarterly	55
Dog Control		
Stray dogs found	Quarterly	330
Stray dogs successfully returned to owner	Quarterly	280
Enforcement		
Successful prosecutions	Quarterly	5
Formal cautions issued	Quarterly	4
Fixed Penalty Notices issued	Quarterly	20
Lower Enviro Crime Patrol hours (dog fouling & littering)	Quarterly	2800hrs
GROUNDS MAINTENANCE		
Maintain a 4+ rating on trip advisor for the Coastal Park	Annual	Above 4+
5 % increase on volunteer hours	Annual	2000
Opportunitas – increase number of quotes accepted against quotes undertaken	Annual	143
HOUSING OPTIONS		
Number of homeless decisions made	Quarterly	40
Number of decisions made within 33 days	Quarterly	36
Average number of days to complete homeless decisions	Quarterly	25
Average number of people in temporary accommodation	Quarterly	35
Number of homeless prevented	Quarterly	63
Number of single homeless referred to Porchlight	Quarterly	TBC
Number of cases supported into accommodation	Quarterly	TBC
Number of protocol referrals	Quarterly	23
Number of applications on the housing list	Quarterly	TBC
Average processing time for applicants on the housing list	Quarterly	10 days
Number of properties advertised	Quarterly	TBC
Number of households housed	Quarterly	TBC
Average number of working days to provide a Housing Options interview for anyone who is threatened with homelessness within 2 months	Quarterly	10 working days
HOUSING STRATEGY		

Long-term empty homes brought back into use	Annual	70
Council new builds to start on site	Annual	35
HRA property acquisitions completed	Annual	10
Additional affordable homes delivered in the district by the council and its partner agencies	Annual	80
Affordable homes provided in the district for low cost home ownership	Annual	32
Private sector homes improved as a result of intervention by the council and its partner agencies	Annual	120
Number of days to respond to a complaint	Monthly	2 working days
HR		
Succession planning / talent management reviews with Heads of Service	Annual	2 per HoS
ILM Level 3 qualification for team leaders	1 st cohort	95% pass rate
Development sessions for middle managers & team leaders on Leadership and Management	Annual	6 sessions
Compliance with mandatory / statutory training (eg safeguarding, prevention or radicalism & terrorism)	Annual	100%
Soft skills development sessions for all staff	Annual	4 sessions
Staff correctly categorised ahead of the next auto enrolment review in January 2017	Annual	100%
Annual staff survey Net Promoter score increases	Annual	-20
Number of days absence per employee	Quarterly	Less than 7 days per employee
Staff paid on time and correctly	Quarterly	100%
Relevant staff completing DBS checks	Annual	100%
LIFELINE		
Number of calls answered within 60 seconds	Monthly	97.50%
Number of calls answered within 180 seconds	Monthly	100%
Urgent referrals installed within 2 days	Monthly	100%
Non-urgent referrals installed within 5 days	Monthly	100%
Urgent repairs carried out within 24 hours	Monthly	100%
Non-urgent repairs carried out within 5 days	Monthly	100%
PARKING		
Gross income per off-street parking space	Annual	£500
Gross income per on-street parking space	Annual	£520
Car park usage expressed as a percentage of capacity	Quarterly	10%
Number of PCNs issued	Annual	16,500
PCN recovery rate	Quarterly	70%
PLANNING		
% of major planning applications to be determined within statutory period	Monthly	50%
% of non-major planning applications to be determined within statutory period	Monthly	60-70%
National threshold for quality of decisions on applications for major development to be met or exceeded	Ongoing	Currently no more than 20% of decisions overturned at appeal, proposed to be 10%
Proposed national threshold for quality of decisions on applications for non major development to be met or exceeded		Proposed to be no more than 10-20% of decisions overturned at appeal
Breaches of planning control complaints acknowledged within 2 working days of receipt	Monthly	80%
Complainant notified of how council intends to deal with breach of planning control complaint within 20 working days of receipt	Monthly	80%
Written request for pre application advice acknowledged within 3 working days	Monthly	90%
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	Monthly	90%
REVENUES		
Council tax collection	Annual	97.30%
Council tax reduction collection rate	Annual	85%
To resolve the customer's query at the first point of contact in Middle Office (Revenues)	Quarterly	90%
STRATEGIC PROJECTS		
Strategic Development		
Total number of dwellings for which planning permission is secured.	Annual	170
Feasibility studies completed for newly identified residential schemes and/or commercial schemes	Annual	4
HRA		
Number of homes delivered	Annual	30
TROUBLED FAMILIES		
Maintain a caseload of 10 families per family champion	Annual	100%
Ensure effective and timely engagement with allocated families	Annual	80%
Ensure robust turnaround is maintained (closure of families/signposting to other services), achieve as close to 80% turnaround as possible.	Annual	100%
WASTE		
Percentage of household waste recycled	Quarterly	47%
Number of missed collections per 100,000	Quarterly	50
Percentage of streets surveyed clear of litter within the district	Quarterly	95%
Percentage of streets surveyed clear of detritus within the district	Quarterly	90%
Number of days to remove fly tipped waste on public land once reported	ongoing	3 days
Percentage of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	ongoing	100%
Average number of days to respond to requests for unwanted bulky waste collections	ongoing	5 working days
Average number of hours to remove offensive graffiti in public places.	ongoing	4 hours

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PERFORMANCE INDICATOR	TIME PERIOD	TARGET
BENEFITS		
Average number of days taken to process new claims for Housing Benefit	Monthly	18
Average number of days to process new claims for Housing Benefit from the date complete evidence is received.	Monthly	10
Average number of days taken to process change of circumstances for Housing Benefit	Monthly	10
Average number of days to process change of circumstances for Housing Benefit from the date complete evidence is received.	Monthly	7
Average number of days taken to process new claims for Council Tax Reduction	Monthly	18
Average number of days taken to process change of circumstances for Council Tax Reduction	Monthly	10
HB processing accuracy (team average)	Monthly	85%
To process applications for Discretionary Housing Payment within an average of 2 working days	Monthly	90%
BUILDING CONTROL		
Number of days taken to check full plans applications from receiving a valid application	Monthly	15 Days
BUSINESS SUPPORT		
Local Land Charges		
Respond to all LLC searches within 10 working days	Monthly	10 working days
Respond to all LLC queries within 20 working days	Monthly	20 working days
Parking		
Respond to all FPN challenges within 20 working days	Monthly	20 working days
Licensing		
Process new applications and renewals within 10 working days	Monthly	10 working days
COMMERCIAL AND LICENSING		
Inspections - Food Hygiene		
% of premises rated 3 or above	Monthly	95%
% of premises due for inspection, which are completed	Monthly	95%
Licensing		
No of Licensed Premises inspected (subject to training)	Monthly	Tbc
No of caravan sites inspected	Monthly	tbc
No of TENS issued	Monthly	Tbc
No of complaints investigated	Monthly	tbc
COMMERCIAL UNIT		
East Kent Housing		
Average time taken to re-let council dwellings exc major works	Quarterly	19 Days
% of emergency repairs completed on time	Quarterly	98%
% of routine repairs completed on time	Quarterly	90%
Creditors		
% of invoices paid within the agreed timescales	Quarterly	100% (30 Days)
COMMUNITY SAFETY		
Number of community litter picks	Annual	30
CPN Notices served	Annual	3
PSPO Breaches	Annual	1
COMPLAINTS AND FOI		
All standard FOI requests will be satisfactorily replied to within the statutory timeframe of 20 working days after receipt	Monthly	100%
All subject access requests will be satisfactorily replied to within the statutory timeframe of 40 days	Monthly	100%
All complaints will be acknowledged within 5 days as required in the policy	Monthly	100%
CORPORATE DEBT		
Business Rates collection target is met	Annual	97.50%
CUSTOMER SERVICES		
Customers seen within 20 minutes at a Customer Service Desk	Monthly	90%
Calls served (versus volumes of calls received)	Monthly	90%
Reduce abandoned calls	Annual	2%
Reduce dissuaded calls	Annual	2%

Average wait time for calls (except at peak times)	Monthly	3 minutes
ENVIRONMENTAL HEALTH		
Pollution Control		
Number of enforcement notices served (i.e. EPA section 79 - Abatement Notices, CPN, PDPA, COPA)	Quarterly	60
Compliant part A & part B environmental permits	Quarterly	100%
Compliant air quality monitoring sites	Quarterly	100%
Number contaminated land enquires successfully dealt with	Quarterly	55
Dog Control		
Stray dogs found	Quarterly	330
Stray dogs successfully returned to owner	Quarterly	280
Enforcement		
Successful prosecutions	Quarterly	5
Formal cautions issued	Quarterly	4
Fixed Penalty Notices issued	Quarterly	20
Lower Enviro Crime Patrol hours (dog fouling & littering)	Quarterly	2800hrs
HOUSING OPTIONS		
Number of homeless decisions made	Quarterly	40
Average number of people in temporary accommodation	Quarterly	35
Number of homeless prevented	Quarterly	63
Number of applications on the housing list	Quarterly	TBC
Average processing time for applicants on the housing list	Quarterly	10 days
Average number of working days to provide a Housing Options interview for anyone who is threatened with homelessness within 2 months	Quarterly	10 working days
HOUSING STRATEGY		
Long-term empty homes brought back into use	Annual	70
Council new builds to start on site	Annual	35
HRA property acquisitions completed	Annual	10
Additional affordable homes delivered in the district by the council and its partner agencies	Annual	80
Affordable homes provided in the district for low cost home ownership	Annual	32
Private sector homes improved as a result of intervention by the council and its partner agencies	Annual	120
LIFELINE		
Number of calls answered within 60 seconds	Monthly	97.50%
Number of calls answered within 180 seconds	Monthly	100%
PARKING		
Number of PCNs issued	Annual	16,500
PCN recovery rate	Quarterly	70%
PLANNING		
% of major planning applications to be determined within statutory period	Monthly	50%
% of non-major planning applications to be determined within statutory period	Monthly	60-70%
REVENUES		
Council tax collection	Annual	97.30%
Council tax reduction collection rate	Annual	85%
WASTE		
Percentage of household waste recycled	Quarterly	47%
Number of missed collections per 100,000	Quarterly	50
Percentage of streets surveyed clear of litter within the district	Quarterly	95%
Percentage of streets surveyed clear of detritus within the district	Quarterly	90%
Number of days to remove fly tipped waste on public land once reported	ongoing	3 days
Percentage of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	ongoing	100%
Average number of days to respond to requests for unwanted bulky waste collections	ongoing	5 working days
Average number of hours to remove offensive graffiti in public places.	ongoing	4 hours

This Report will be made public on 22 June 2016

Report number **C/16/12**

To: Cabinet
Date: 6 June 2016
Status: Non Key Decision
Corporate Director: Tim Madden
Head of Service: Pat Main
Cabinet Member: Councillor Love, Customer Satisfaction

SUBJECT: CUSTOMER CHARTER – 2016 UPDATE

SUMMARY: This report informs Cabinet of the proposed 2016 update to the Corporate Customer Charter. The report recommends a number of amendments, to ensure the customer charter is updated to reflect service changes, digital delivery and social media.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to consider the recommendations below; as the Customer Charter informs our customers of the standard of service they can expect when they contact the Council via all access channels. The updated customer charter will continue to demonstrate the Council's commitment to provide a consistent high level of service.

RECOMMENDATIONS

1. To receive and note report C/16/12.
2. To approve the proposed updated Corporate Customer Charter.
3. To recommend that the Overview and Scrutiny Committee review the Charter in 9 months time and ask that a further report is brought back to Cabinet in 12 months time taking this review into account.

1. INTRODUCTION AND BACKGROUND

The existing Customer Charter was introduced in 2011 and needs updating to reflect changes to service delivery, digital services and social media to ensure it reflects the standards and commitments customers expect.

2. NEW AND AMENDED COMMITMENTS

2.1 Digital Services

2016 New Commitment

- We will continue to develop online services and provide up-to-date information about council services
- We will acknowledge online applications and tell you what happens next
- We will use Plain English
- We will keep your information secure, as safeguarding your personal data and protecting your privacy is important to us

2.2 Social Media

2016 New Commitment

- We aim to respond to direct enquiries posted on our Facebook and Twitter accounts within 2 working days, if we know this is not possible, we will tell you when you can expect a full response

2.3 Customer Services

2016 Update

- We aim to answer calls within an average of 3 minutes, except at specific peak periods
- We will take the time to answer as many of your enquiries within 1 call
- We aim to see a minimum of 90% of customers within 20 minutes at our customer service desks

2.4 Call backs

2016 New Commitment

- If we promise to call you back, we will do this within 1 working day unless we advise you of a different timescale

2.5 Emails and Letters

2016 Update

- We aim to respond to emails and letters within 14 days. If we are unable to do this we will tell you when you can expect a response.

3. NEW SERVICE AREA COMMITMENTS

3.1 Electoral Services

2016 Update

- We aim to process all applications for registration and absent votes (outside of the annual canvass in the autumn) within 10 working days

3.2 Fly Tipping

2016 New Commitment

- We aim to remove fly tipped waste on public land within 3 days of being reported

3.3 Homelessness

2016 Update

- We will provide a Housing Options duty officer during office hours

3.4 Housing Waiting List

2016 Update

- We aim to process housing waiting list applications within an average of 10 working days

3.5 Housing Benefit and Council Tax Reduction

2016 Update

- We aim to process all new applications within an average of 10 days from the date we receive all the information

2016 Update

- We aim to process 90% of applications for Discretionary Housing Payment within an average of 2 working days

3.6 Parking

2016 Update

- We aim to process all applications for season tickets, permits and visitor vouchers within an average of 5 days from the date we receive the completed application

3.7 Planning

2016 Update

- We aim to acknowledge a complaint about an alleged breach of planning control within 2 working days and advise you how the council intends to deal with the matter within 20 working days of receiving the complaint

2016 New commitment

- We aim to call you back within 1 working day if our duty planning officer is unavailable when you call with a planning enquiry

2016 New Commitment

- We aim to acknowledge written requests for pre-application advice within 3 working days. A full written response will be sent within 20 working days if a meeting with a planning officer is not required. If a meeting is required a full written response will be sent within 10 working days after the meeting.

3.8 Private Sector Housing

2016 Update

- We aim to contact you within an average of 2 working days to let you know how and when we will deal with your complaint.

3.9 Street Cleansing

2016 New commitment

- We aim to meet the national street cleansing standards for the cleanliness of our streets.

4.0 LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

4.1 Legal Officer's Comment (DK)

There are no legal implications arising directly out of this report. The Council must take into account that undertakings made in the Corporate Customer Charter may be construed by the public as representations by the Council.

4.2 Finance Officer's Comments (DB)

This report relates to a proposed update to the Corporate Customer Charter. The report recommends a number of amendments to ensure that the customer charter reflects service changes, digital delivery and social media. Any improvements to the service provided, needs to be contained within existing budgets. If additional unbudgeted expenditure is required, a further report will be needed.

4.3 Equality and Diversity (KE)

The proposed amendments to the customer charter will provide better clarification for all customers on the standards they can expect from us.

4.4 Communication's Comments (ML)

This Charter will be widely communicated to our residents through various channels once approved.

5.0 CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Karen Everett – Customer Services Manager
Telephone 01303 853463 karen.everett@folkesotne-hythe.gov.uk

Appendices:

Appendix 1 – Proposed amended Corporate Customer Charter – External

Appendix 1

Customer Charter V3.1

As a council that has been awarded the nationally acclaimed Customer Service Excellence standard, we know that you will already have a high level of confidence in the way we handle your contact with us. So this Customer Charter sets out clearly the customer service you can expect from Shepway District Council.

Much of this Charter has been developed using the feedback our customers give us. We know that no one gets everything spot-on all the time. That is why we value your feedback to let us know how you feel we could do things even better. We would love to hear from you if you have a suggestion to make. And of course, if you feel we have done something really well, please tell us, so we can keep on doing it that way, both for you and for our other customers.

Cllr Rory Love

Cabinet Member for Customers, Communications, and Digital Delivery

Our key principles

We will:

- Be professional, helpful and courteous
- Take responsibility for your enquiry
- Deal with your enquiry as quickly as we can
- Provide equal access to our services
- Say sorry when we get things wrong
- Be cost efficient in all our processes, to keep costs to residents to a minimum

These principles are supported by a set of more in-depth standards we expect our staff to meet.

We ask that you treat our staff with respect

You can contact us

Via our website www.folkestone-hythe.gov.uk

By phone

Benefits and Council Tax - 01303 853555

Environmental Services (including anti-social behaviour, abandoned vehicles, dog fouling, litter, street cleaning, recycling and landfill collections) - 01303 858660

Housing (homelessness, housing advice/options and the housing waiting list) - 01303 853300

Planning & Building Control 01303 853538

Main switchboard - 01303 853000

Emergencies out of office hours - 01303 221888

In person

Civic Centre, Castle Hill Avenue, Folkestone, Kent CT20 2QY.
Monday, Tuesday, Thursday and Friday 8.30am - 5pm
Wednesday 9.30 - 5pm

New Romney One Stop Services, Magpies, Church Approach, New Romney, Kent
TN28 8AS
Tuesdays and Fridays 9am to 12.30pm

By letter

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

Our commitments to you

We will:

- Continue to develop online services and provide up-to-date information about council services
- Aim to acknowledge online applications and tell you what happens next
- Use Plain English
- Keep your information secure, as safeguarding your personal data and protecting your privacy is important to us
- Aim to respond to direct enquiries posted on our Facebook and Twitter accounts direct within 2 working days and if we know this is not possible, we will tell you when you can expect a full response
- If we promise to call you back, we will aim to do this within 1 working day unless we advise you of a different timescale.
- If we arrange to visit you we will aim to be punctual wherever possible and carry identification cards
- When you contact us by email or letter we will aim to respond within 14 days. If we are unable to do this we will tell you when you can expect a response

Customer Services

We will:

- Aim to answer calls within an average of 3 minutes (except at specific peak periods)
- Take the time to answer as many of your enquiries within 1 call
- Aim to see a minimum of 90% of customers within 20 minutes at our Customer Service Desks

Customer Feedback and Complaints

Shepway District Council values all forms of feedback on the delivery of its services

We will:

- Acknowledge your feedback within 5 working days
- Provide a full response within 20 working days
- Publicise any improvements carried out a result of customer feedback on the 'You said, We did' section of the website

When customers wish to make a formal complaint

We will:

- Acknowledge your complaint within 5 working days of receiving it
- Provide a full response within 20 working days
- Apologise if we are at fault
- Tell you what changes we have put in place

Service Commitments

Building Control

We will

- Aim to check full plans applications within 15 working days of receiving a valid application
- Respond to reports of a dangerous structure within 2 hours

Cemeteries

- We will aim to respond to a request for a burial service within an average of 5 working days

Complaints

- We will acknowledge a complaint within 5 clear working days of receiving it and will provide a full response within 20 clear working days

Council Tax, Business rates & Invoices

- We will aim to respond to enquiries within an average of 10 working days

Electoral Services

- We will aim to process all applications for registration and absent votes (outside of the annual canvas in the autumn) within 10 working days

Fly Tipping

- We will aim to remove fly tipped waste on public land within 3 days of being reported

Freedom of Information

- We will respond to an information request within 20 clear working days of receiving it

Graffiti

- We will aim to remove offensive graffiti in public places within an average of 4 hours

Homelessness

We will:

- Provide out of hours emergency service for those who may be homeless
- Provide a Housing Options duty officer during office hours
- Provide a Housing Options interview in an average of 10 working days for anyone who is threatened with homelessness within 2 months

Housing Benefit and Council Tax Reduction

We will:

- Aim to process all new applications within an average of 10 days from the date we receive all the information
- Aim to process 90% of applications for Discretionary Housing Payment within an average of 2 working days

Housing Waiting List

- We will aim to process housing list applications within an average of 10 working days

Licences

We will:

- Aim to respond to license applications within an average of 5 working days
- Aim to determine license applications within an average of 6 weeks

Lifeline

- We will aim to install new Lifeline equipment for urgent cases within an average of 2 working days and all cases within an average of 5 working days

Noise Nuisance

- We will aim to respond to a complaint about noise nuisance within an average of 48 hours

Parking

- We will aim to process all applications for season tickets, permits and visitor vouchers within an average of 5 days from the date we receive the completed application

Paying our bills

- We will aim to pay our creditors within agreed timescales

Planning

We will:

- Aim to acknowledge a complaint about an alleged breach of planning control within 2 working days and advise you how the Council intends to deal with the matter within 20 working days of receiving the complaint.
- Aim to call you back within 1 working day if our duty planning officer is unavailable when you call with a planning enquiry
- Aim to acknowledge written requests for pre-application advice within 3 working days. A full written response to be sent within 20 working days (if a meeting with a Planning officer is not required). If a meeting is required a full written response will be sent within 10 working days after the meeting.

Private Housing

- We will aim to contact you within an average of 2 working days to let you know how and when we will deal with your complaint.

Recycling & Waste

We will:

- Return to empty a missed bin by the end of the next working day if it is reported within 24 hours
- Respond to requests for unwanted bulky waste collections in an average of five working days

Street Cleansing

- We will aim to meet the national street cleansing standards for the cleanliness of our streets

Measuring our performance

We will measure how well we meet our commitments in the following ways:

- Mystery shopping
- Customer feedback
- Surveys

We will publish our results every six months on our website

This Report will be made public on 22 June 2016

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/16/13**

To: Cabinet
Date: 30 June 2016
Status: Key Decision
Head of service: Ben Geering – Head of Planning
Cabinet Member: Councillor David Monk – Leader of the Council

SUBJECT: SHEPWAY PLACES AND POLICIES LOCAL PLAN – PREFERRED OPTIONS

SUMMARY: This report provides an update on the progress of the Shepway Places and Policies Local Plan. It seeks Cabinet approval of the formal structure of the document, range of proposed policies and the consultation strategy and associated arrangements, prior to consideration of the document at Cabinet in September 2016.

The report also seeks Cabinet approval for the update of the Local Development Scheme (LDS) timetable for the completion of the Places and Policies Local Plan, as well as the timetable for the review of the Core Strategy Local Plan.

REASONS FOR RECOMMENDATION:

Cabinet is asked to agree the recommendations set out below in order to allow progress to be made on the development and delivery of the Shepway Places and Policies Local Plan and the review of the Core Strategy Local Plan.

RECOMMENDATIONS:

1. To receive and note report C/16/13.
2. To note progress and agree the draft list of allocation sites and policies to be progressed within the Places and Policies Local Plan Preferred Options Document.
3. To agree to the consultation arrangements set out in section 5 of the report.
4. To agree the revised Local Development Scheme timetable as set out in Appendix 3.

1. Background

- 1.1. In September 2013 the District Council formally adopted the Shepway Core Strategy Local Plan that set the strategic planning framework for the District and included strategic site allocations at Folkestone Seafront and Shorncliffe Garrison and broad locations for development at Sellindge and New Romney.
- 1.2. Significant progress has been made in relation to each of the sites/broad locations since the adoption of the Core Strategy, and it is necessary to identify the smaller and medium size sites to deliver a range of homes and businesses to meet the overall requirements set out in the Core Strategy. There is also the need to provide up-to-date Development Management planning policies to guide future development.
- 1.3. On 18th June 2014 Cabinet approved the Shepway Local Development Scheme (ref C/14/10) which committed the Council to producing the Places and Policies Local Plan. On 21st January 2015 Cabinet approved the Shepway Places and Policies Local Plan Issues and Options (regulation 18) consultation document (ref. C/14/69) along with a revised Statement of Community Involvement (SCI) that set out the Council's strategy for consultation in relation to planning policy documents and planning applications. The Places and Policies Issues and Options consultation ran from 29th January 2015 to 11th March 2015.
- 1.4. The six week Shepway Places and Policies Local Plan Consultation resulted in the submission of over three hundred representations from a range of interest groups including local residents, landowners and their agents, statutory undertakers and other stakeholders, town and parish councils and neighbouring local authorities. A summary of these responses was included within Cabinet report C/15/19. The individual representations received can be accessed via the following link to the Council's consultation portal:
<https://www.folkestone-hythe.gov.uk/planning-policy/places-policies-local-plan-evidence-base-documents>
- 1.5. On 16th September 2015 Cabinet agreed the recommendations set out in report C15/19. This report included the following:
 - the proposed content and structure of the Places and Policies Local Plan (Section 4);
 - future community and stakeholder engagement (Section 5);
 - the strategic 'duty to co-operate' issues as the basis for discussion with partners (Section 6);
 - the methodology for assessing potential sites for inclusion within the Strategic Housing Land Availability Assessment (SHLAA) (section 7); and
 - a revised timetable for the production of the document, taking into consideration all of the above (Section 8).
- 1.6. The Core Strategy Local Plan and the Places and Policies Local Plan are important tools for meeting the objectives of the Shepway District Corporate Plan. They will ensure that over the plan period, until 2026 there is a regular supply of residential building land in appropriate locations across the district. As well as meeting key Corporate Plan objectives for delivering new homes and jobs, supporting an attractive and vibrant place to live, the new Local Plan will

also help generate funding via the New Homes Bonus, whilst the Community Infrastructure Levy (CIL) is proposed to be introduced from 1st August 2016, augmenting the use of s106 agreements to fund appropriate infrastructure to mitigate the impact of development.

- 1.7 The Plan also will support development of appropriate sites for employment purposes so as to create opportunities for business and strengthen local communities so that they remain sustainable and an attractive and vibrant place to live and to work.
- 1.8 A key component of plan making is the preparation of Preferred Options and the consultation on these options. In formulating these Preferred Options full consideration has been given to the representations received on the Issues and Options consultation which took place between January and March 2015. It is proposed that a detailed response to these representations will be reported back to Cabinet, alongside the proposed consultation document on 14th September 2016.
- 1.9 Preferred Options will not be the last chance for comment, and responses received will influence the 'final draft' Publication. At this juncture, interested parties will then be able to make representations to the Planning Inspectorate. The next stage is the Submission of the Places and Policies Local Plan for the critical Examination in Public (EiP). This is when the Planning Inspectorate will consider comments, judge the 'soundness', and decide if Shepway can adopt the Places and Policies Local Plan.

2. Places and Policies Local Plan Progress

- 2.1 Cabinet previously agreed the framework structure, issues to address and broad content of the Preferred Options document in September 2015 (C/15/19), as well as delegating the final version of the SHLAA methodology to the Leader of the Council following public consultation.
- 2.2 The Cabinet report also considered the emerging evidence base to be compiled in support of the Plan. An update to the Employment Land Review (ELR) has recently been undertaken and is currently being finalised. This will inform relevant policies within the Preferred Options document, ensuring that consideration has been given to appropriate uses of designated employment land and ensuring policy focuses on mechanisms that will deliver employment on retained employment sites over the Plan period, in accordance with the requirements of the NPPF paragraph 22. The Employment Land Review will help to identify future need and appropriate locations for employment growth and job opportunities to be allocated via the review of the Core Strategy Local Plan. The review is due to be received at the beginning of July.
- 2.3 Further evidence, including the Heritage Strategy, Tourism Accommodation Study, Open Space study, Play Strategy and Renewable Energy study is currently being completed. These studies will further inform the emerging policies within the Preferred Options document considered by Cabinet in September.

- 2.4 In accordance with the legal requirements of the plan making process, the policies proposed within the Preferred Options document will be tested through Sustainability Appraisal (SA) and Habitat Regulations assessment (HRA). The emerging policies are currently being appraised by our consultants, which will inform changes prior to the finalisation of the document. Both the SA and HRA will also be published as supporting documents to the Preferred Options Consultation.
- 2.5 It should be noted that changes to the planning process, to be brought about by the Housing and Planning Act 2016 will further strengthen the importance of well considered and detailed site allocations planning policy, with the introduction of Permission in Principle (PiP), which is essentially likely to give some allocated sites in principle 'automatic' planning permission. Detailed permission would then be granted through a 'Technical Detailed Consent' process. The details of this will emerge through secondary legislation later in the year.

3. Places and Policies Local Plan, Preferred Options – Part 1: Places

- 3.1 Following the public consultation on the methodology, the final version of the SHLAA was agreed with the Leader of the Council. This has now been used to assess sites for residential development.
- 3.2 A call for sites was made in September 2015 with considerable response - approximately 140 sites being put forward for residential development. Sites that have been considered include those with planning permission (those that have either not started or are under construction), sites submitted by landowners or their agents, sites identified by the District Council or in Council ownership. Visits were undertaken and sites were assessed in detail by officers against the agreed methodology between September 2015 and May 2016.
- 3.3 The sites that could come forward have been split between those that are preferred sites (green) and those that, if required to meet the Core Strategy requirement, could come forward (amber). Many of these sites do, however, have unsuitable characteristics (for example, encroachment into the countryside) but which are preferable sequentially to those more sensitive sites elsewhere in the district. Of these sites the SHLAA methodology identified a pool of 58 'green' sites that had the potential to deliver 3,238 dwellings and 24 'amber' sites that could provide an additional 983 dwellings. Around 60 sites were rejected outright because of the significance of the constraints or particular issues relating to those sites.
- 3.4 Whilst the SHLAA identifies a pool of sites that are suitable against the SHLAA methodology for development it does not take in to account wider and emerging policy criteria, to be applied on a site specific basis as part of the policy formulating process. A number of the sites within the SHLAA were also relocated to the Housing Information Audit (HIA) as planning permission had been implemented or they related to strategic sites. After considering these policy issues there are now 57 sites from both the green (50) and amber (7) list that are proposed for allocation within the Places and Policies Local Plan. These sites would provide approximately 2,531 dwellings, with 1,230 provided

within the Folkestone and Hythe Urban Area, 491 provided in the North Downs and 810 within the Romney Marsh Character Area.

- 3.5 With regard to housing numbers, the Shepway Core Strategy sets out a minimum of 7,000 dwellings and an upper target of 8,000 dwellings by 2025/26. The 2015/16 Housing Information Audit identifies approximately 5,350 dwellings from completions, extant planning permissions and allocated sites since the start of the plan period (2006).
- 3.6 To meet the lower figure, the Places and Policies Local Plan would have to allocate land to accommodate 1,650 dwellings and to meet the upper figure it would need to allocate land to accommodate 2,650 dwellings. Following detailed site assessment the Places and Policies Local Plan Preferred Options will seek to allocate land for approximately 2,531 dwellings. In addition, the estimated 'windfall' allowance (i.e. sites that have not been allocated or identified) used in the Five Year Supply is 75 dwellings each year. If this is assumed over the remainder of the plan period then there could be an additional 684 dwellings built by 2025/26.
- 3.7 Taking in to account existing completions and allocations (5,350 units), the windfall allowance of 675 units across the remainder of the plan period and the proposed allocations of 2,531 units (excluding those already counted) it can be demonstrated that the Core Strategy requirement of 7,000 houses will be met, with the target of 8,000 homes by 2026 also to be met and potentially exceeded, with a sensible buffer of 7.5% available should all of the proposed allocated sites not come forward or the delivery of windfall development reduce.
- 3.8 The sites considered to be suitable are complemented by proposed policy within the emerging Places and Policies Local Plan. This is either in the form of site specific policy, where there are important issues to be considered (e.g. if any community facilities, masterplan, or historic assets are to be considered), or a general policy grouping sites where Development Management Policies would apply.
- 3.9 Appendix 1 sets out the sites that are being proposed for allocation within the Plan, together with the likely number of dwellings proposed, subject to the finalisation of policy following the consideration of emerging evidence base documents. They will also be tested through the Sustainability Assessment and Habitat Regulations Assessment process which is currently being carried out and subject to detailed consultation as the Council's Preferred Options for allocation. Detailed policy for these sites will also include other requirements, such as the delivery of onsite leisure and recreation facilities and open space.
- 3.10 Appendix 2 provides a copy of the SHLAA assessment results which has informed the proposed allocations set out in Appendix 1. This forms an evidence base document that will inform plan-making.

4. Part 2: Development Management Policies

- 4.1 Work on producing policies to meet the corporate needs as well as meeting national guidance and policy has been ongoing for a number of months, with

policies now being refined and scrutinised. Development Management policies are proposed across 8 chapters, with specific policies as set out below.

Housing

- Quality places through design
- Cohesive design
- Extension Requirements
- Internal and external space standards
- Conversion, reconfiguration and redevelopment of residential care homes and institutions
- Development of new residential institutions
- Extra Care Housing
- Accommodation for Gypsies and Travellers

Economy

- Allocated employment sites (pending ELR)
- Promoting tourism (pending tourism study)
- Upgrading and Extension to caravan sites
- Farm diversification and rural businesses
- Reuse of rural buildings
- Broadband provision and infrastructure

Community

- Creating a sense of place
- Safeguarding community facilities
- Protecting and enhancing rights of way
- Indoor recreational facilities
- Sports and recreational facilities in the countryside
- Open space standards
- Formal play space provision

Transport

- Street hierarchy and site layout
- Residential Parking
- Residential garages
- Other parking standards
- HGV parking

Natural Environment

- Enhancing and managing access to the natural environment
- Biodiversity
- Protect the districts landscape and countryside
- Light Pollution and External illumination
- Equestrian Development
- Land Stability
- Contaminated Land
- Integrated Coastal Management Zones
- Development around the coast

Climate Change

- Reducing Carbon Emissions
- Sustainable construction
- SUDS
- Renewable Energy

Health and wellbeing

- Promoting healthier food environments
- Health Impact Assessments
- Supporting healthy, fulfilling and active lifestyles

Historic Environment

- Viable use of heritage assets
- Local list of buildings (undesignated Heritage Assets)
- Areas of Special Character
- Folkestone historic gardens

- 4.2 The supporting evidence base behind these policies is currently being finalised and will be used to inform the expression of our policy requirements. In addition, 'informal' consultation with partners and consultees (such as KCC Education, Highways and Accommodation), is being undertaken to ensure that proposed policies are fit for purpose and meet with wider policy objectives in important areas such as adult and social care. It is proposed that this continues over the summer months to further inform the emerging policies ahead of consideration by Cabinet in September and then formal consultation.

5 Proposed engagement arrangements

- 5.1 It is proposed that the Preferred Options document will be finalised and brought back to Cabinet on 14th September 2016 for approval before being published for a six week period of public engagement during October and early November 2016. As with the Issues and Options engagement this stage is still under Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 as amended.
- 5.2 Following this public engagement exercise the Plan will be redrafted and prepared for Submission (Regulation 22), with Cabinet approval required for the submission draft of the plan. Before submission there will have to be a six week (minimum) consultation exercise (Regulation 19), with the responses to the consultation collated by the Local Planning Authority and provided to the Secretary of State (Planning Inspectorate).
- 5.3 An objective of the Corporate Plan is to listen to local people. Methods of engaging the community in the plan preparation process are set out in the agreed Statement of Community Involvement. The consultation process at the Issues and Options Stage, in addition to a series of public exhibitions, included a number of highly useful area/topic based meetings with key stakeholders i.e.:-

- Cluster meetings with town and parish council's based on the character areas of Folkestone and Hythe, Romney Marsh and the North Downs.
- Town Centre based events involving local traders and businesses in Folkestone, Hythe and Lydd.
- Discussion with the Shepway Business Advisory Board.

5.4 Whilst resource intensive, this approach proved to be highly useful as it allowed specific local knowledge to be fed into the plan-making process at the consultation stage.

5.5 As agreed by Cabinet in September 2015 it is proposed that a similar programme of engagement continues as part of the finalisation of the Preferred Options document over the summer months, including undertaking cluster meetings with Town and Parish Councils (and ward members) to discuss the proposed policies and allocations prior to the finalisation of the document and its consideration by Cabinet on 14th September 2016.

5.6 Whilst local plans are prepared at the local (District) level, national planning policy recognises the need for local planning authorities (both at Officer and Member level) and other stakeholders to identify and address strategic cross boundary issues through the statutory duty to co-operate. The National Planning Practice Guidance (NPPG) describes the Duty to Cooperate as follows:

'The duty to cooperate is not a duty to agree. But local planning authorities should make every effort to secure the necessary cooperation on strategic cross boundary matters before they submit their Local Plans for examination. Local authority officers and councillors have an important role to play in this process'
and that:

'...The duty requires active and sustained engagement. Local planning authorities and other public bodies must work together constructively from the outset of plan preparation to maximise the effectiveness of strategic planning policies. It is unlikely that this could be satisfied by consultation alone. Local planning authorities that cannot demonstrate that they have complied with the duty will fail the independent examination process'.

5.7 The Local Plan Examination will test whether a local planning authority has complied with the duty. If it has not, an Inspector can recommend that a Local Plan is not adopted and stop the examination.

5.8 Since September 2015 the following has been carried out to ensure we are actively engaging with partners in meeting the Duty to Cooperate:

- In December 2015 we have carried out an initial Duty to Cooperate survey;
- In October 2015 there was a joint meeting with Canterbury, Ashford, Thanet and Dover with the other bodies such as the EA and KCC;

- We have attended individual duty to cooperate meetings with KCC and Ashford, and
- We have held a discussion meeting with Ashford and Rother with regard to the Sustainable Access Strategy.

6 Revised timeline and changes to Shepway Local Development Scheme (LDS)

- 6.1 A key outcome of the SHLAA undertaken is that it is evident that there is not a significant pool of suitable sites available for development that will provide for the delivery of additional homes beyond the 8,000 home target between 2006-2026 set out in the Core Strategy Local Plan. Government policy set out within the NPPF (para 157) makes it clear that local plans should be kept up to date, drawing on an adequate, up to date and relevant evidence base (para 158).
- 6.2 As set out in Cabinet report C15/19 work has been commissioned to ensure we have an up to date and relevant evidence base to give us a clear understanding of housing need in our area. The current Strategic Housing Market Assessment (SHMA) dates from 2009. An updated SHMA is therefore currently being undertaken, in conjunction with Dover District Council, to provide a relevant robust evidence base to inform the review of the Core Strategy. A partial review of the Core Strategy would reassess housing needs to 2026 and also look to meet housing growth until at least 2036, based on an updated assessment of housing needs in the Council's Housing Market Area. Although the Core Strategy review will primary focus on growth up to 2036, it could also provide a platform for longer term growth beyond this period, as set out in Cabinet report C/16/08 which sought Cabinet approval for the submission of an Expression of Interest in response to the Government's prospectus for "Locally Led Garden Villages, Towns and Cities.
- 6.3 Local authorities are required to produce a Local Development Scheme (LDS) and these must specify the documents that will comprise the Local Plan for the area. The Shepway LDS will need to be amended to reflect the progress with the Places and Policies Local Plan, the revised timeline for the introduction of the Community Infrastrcutry Levy (CIL), and the proposed timetable for the review of the Core Strategy Local Plan.
- 6.4 A copy of the updated Local Development Scheme is attached as appendix 3 to this document. Cabinet is asked to agree the revised timetable and to authorise the Head of Planning to make any factual changes to the LDS if required.

7. RISK MANAGEMENT ISSUES

- 7.1 A summary of the perceived risks is as follows:

Perceived Risk	Seriousness	Likelihood	Preventative Action
The council falls behind in its	Medium –	Medium	The Council has maintained a five

programme for producing a new Places and Policies Local Plan.			year housing land supply. The updated SHLAA has provided significant evidence of available and suitable sites for development. Whilst this has led to a delay in formulating Preferred Options policy the assessment has provided appropriate sites to meet the requirements of the Core Strategy Local Plan.
Other local authorities do not agree the duty to co-operate has been met or don't agree to implement its provisions.	Medium	Medium	Continued dialogue with partner authorities through the various discussion forums that exist.

8. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

8.1 Legal Officer's Comments (DK)

Local plans such as the Shepway Places and Policies Local Plan must be prepared in accordance with the Council's Local Development Scheme ('LDS') in accordance with section 19 of the Planning and Compulsory Purchase Act 2004 ('PCPA'). In turn the Council, acting in its capacity as the local planning authority, is responsible for preparing and maintaining the LDS in accordance with section 15 of the PCPA. The Council must also monitor progress made in preparing its local development documents against the timetable set out in its LDS.

8.2 Finance Officer's Comments (DB)

This report relates to the development and delivery of the Shepway Places and Policies Local Plan and the review of the Core Strategy Local Plan.

Paragraph 1.6 indicates that future income from the Government in the form of the New Homes Bonus should result from this. Although there are no direct financial implications from this report, there could be a major indirect financial effect.

Paragraph 1.6 also shows that Community Infrastructure Levy (CIL) is proposed to be introduced from 1st August 2016, augmenting the use of s106

agreements to fund appropriate infrastructure to mitigate the impact of development.

8.3 Diversities and Equalities Implications (BG)

This report does not specifically highlight any equalities implications although future consultations will need to reach 'hard to reach groups', such as Gypsy and Travellers, and the Plan will be subjected to an Equality Impact Assessment.

9. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Ben Geering, Head of Planning
Telephone: 01303 853457
Email: ben.geering@folkestone-hythe.gov.uk

David Whittington, Planning Policy Team Leader
Telephone: 01303 853375
Email: david.whittington@folkestone-hythe.gov.uk

APPENDICES

Appendix 1 – Proposed site allocations (work in progress)

Appendix 2 – SHLAA sites

Appendix 3 – Revised LDS

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Appendix 1

Proposed List of Allocation Sites (work in progress)

SHLAA Ref	Address	Size	Proposed allocation within Preferred Options Document
Folkestone and Hythe Urban Area			
Folkestone (inc. Cheriton & Sandgate)			
27B	Shepway Close, Folkestone	0.79ha	24
346	Former Gas Works, Ship Street, Folkestone	1.5ha	100
46	Ingles Manor, Castle Hill Avenue, Folkestone	1.9ha	46
637	Brockman Family Centre	0.87ha	26
687	Cherry Pickers, Cheriton	0.223ha	20
425C	Affinity Water, Land at Cherry Garden Avenue, Folkestone	2.875ha	70
45	Car and Coach Park, Marine Parade, Folkestone	0.7ha	65
342	Rotunda Car Park, Lower Sandgate Road, Folkestone	1.02ha	100
382	East Station Goods Yard, Southern Way, Folkestone	1.2ha	68

458	Highview School, Moat Farm Road, Folkestone	0.9ha	27
113	Former Encombe House, Sandgate	1.6ha	36
636	Shepway Resource Centre, Sandgate	0.64ha	41
103	Royal Victoria Hospital, Radnor Park Avenue, Folkestone	1ha	42
625	3-5 Shornccliffe Road, Folkestone	0.15ha	20
405	Coolinge Lane Land, Folkestone	4.54ha	40
Hythe			
137	Smiths Medical, Boundary Road, Hythe	3.2ha	80
142	Hythe Pool, South Road, Hythe	0.5ha	50
621	Land opposite 24 Station Road, Hythe	1.25ha	40
313	Foxwood School, Seabrook Road, Hythe	6.3ha	150
153	Princes Parade, Hythe	7.2ha	150
1018	St Saviour's Hospital, Hythe	1.15ha	35
622	Saltwood Care Centre, Tanners Hill, Hythe	2ha	TBC

North Downs			
Hawkinge			
244	Former Officers Mess, Aerodrome Road, Hawkinge	3.75ha	70
334	Mill Lane r/o Mill Farm, Hawkinge	1.1ha	14
404	Land adj Kent Battle of Britain Museum, Aerodrome Road, Hawkinge	5.5ha	100
Sellindge			
402	The Piggery, Main Road, Sellindge	0.3ha	8
618	Land west of Jubilee Cottage, Swan Lane, Sellindge	0.9ha	15
1005	Land at Barrow Hill, Sellindge	0.69ha	15
1007	Silver Spray, Sellindge	0.45ha	5
627	Land rear of Brook Lane Cottages, Brook Lane, Sellindge	0.454ha	11
Lyminge			
605	Land South of Canterbury Road, Lyminge	2.1ha	30

Densole			
1003	Land adjoining 385 Canterbury Road, Densole	3.232ha	25
Lympne			
209	Lympne Airfield	28.5ha	125
Etchinghill			
418	Etchinghill Nursery, Etchinghill	1.6ha	30
419	Land adjacent the Golf Course, Etchinghill	0.74ha	11
Elham			
1004	Land at Duck Street, Elham	0.3ha	5
Stelling Minnis			
635	Camping and Caravan Site, Minnis Lane	0.47ha	11
Stanford			
613	Land rear Barnstormers, Stone Street, Stanford	0.5ha	5

Westernhanger			
204A	Folkestone Racecourse (parts), Westenhanger	0.75ha	11
Romney Marsh			
New Romney (inc. Littlestone)			
1020	Land to the South of New Romney	22ha	400
403	Land west of Ashford Road, New Romney	3.22ha	60
638	Marsh Academy, Station Road, New Romney	0.98	29
230	Land RO The Old School House, Church Lane, New Romney	0.4ha	10
379	Land off Victoria Road West, Littlestone	10.00ha	70
437	Cherry Gardens, New Romney	0.53ha	10
Lydd			
390	Peak Welders, Romney Road, Lydd	0.7ha	18
195	Station Yard, Station Road, Lydd	0.87ha	30

306a & 306b	Land at Kitewell Lane, Lydd	0.51ha	9
451b	Kitwell Lane, RO Ambulance Station, Lydd (Site A)		8
St Mary's Bay			
4	Former Sands Motel, St Mary's Bay	4ha (1.6ha proposed for housing)	85
Greatstone			
462	Land rear Varne Boat Club, Coast Drive, Greatstone	0.23ha	5
1013	Car Park, Coast Drive Greatstone	0.47ha	16
Brookland			
431	The Old Slaughterhouse, 'Rosemary Corner', Brookland	0.27ha	5
407a & 609	Land North and South Pod Corner, Brookland	0.72ha	35
Brenzett			

612	Land adjacent Moore Close, Brenzett	2.07ha	20
Total			2531

Character Area	Settlement	Number of units proposed to be allocated in Preferred Option Document
Folkestone & Hythe Urban Area	Folkestone	648
	Hythe	505
	Sandgate	77
		Total for Character Area 1230
North Downs	Hawkinge	184
	Sellindge	54
	Lyminge	30
	Densole	25
	Lympne	125
	Etchinghill	41
	Elham	5
	Stelling Minnis	11
	Stanford	5
	Westenhanger	11
	Total for Character Area 491	
Romney Marsh	New Romney	579
	Lydd	65
	St Mary's Bay	85
	Greatstone	21
	Brookland	40
	Brenzett	20
	Total for Character Area 810	

Appendix 2

Sites Assessed in the SHLAA

Preferred Sites (Green)

SHLAA Ref	Address	Size	Capacity
27B	Shepway Close, Folkestone	0.79ha	50
346	Former Gas Works, Ship Street, Folkestone	1.5ha	100
46	Ingles Manor, Castle Hill Avenue, Folkestone	1.9ha	46
637	Brockman Family Centre	0.87ha	26
687	Cherry Pickers, Cheriton	0.223ha	15
425C	Affinity Water, Land at Cherry Garden Avenue, Folkestone	2.875ha	120
45	Car and Coach Park, Marine Parade, Folkestone	0.7ha	65
342	Rotunda Car Park, Lower Sandgate Road, Folkestone	1.02ha	100
382	East Station Goods Yard, Southern Way, Folkestone	1.2ha	70
458	Highview School, Moat Farm Road, Folkestone	0.9ha	27
113	Former Encombe House, Sandgate	1.6ha	36

636	Shepway Resource Centre, Sandgate	0.64ha	41
405	Coolinge Lane Land, Sandgate	4.54ha	30
137	Smiths Medical, Boundary Road, Hythe	3.2ha	122
142	Hythe Pool, South Road, Hythe	0.5ha	50
621	Land opposite 24 Station Road, Hythe	1.25ha	40
313	Foxwood School, Seabrook Road, Hythe	6.3ha	100
153	Princes Parade, Hythe	7.2ha	150
209	Lympne Airfield	28.5ha	125
418	Etchinghill Nursery, Etchinghill	1.6ha	30
419	Land adjacent the Golf Course, Etchinghill	0.74ha	10
402	The Piggery, Main Road, Sellindge	0.3ha	5

618	Land west of Jubilee Cottage, Swan Lane, Sellindge	0.9ha	15
1005	Land at Barrow Hill, Sellindge	0.69ha	15
1007	Silver Spray, Sellindge	0.45ha	5
204A	Folkestone Racecourse (parts), Westenhanger	0.75ha	20
462	Land rear Varne Boat Club, Coast Drive, Greatstone	0.23ha	5
1013	Car Park, Coast Drive, Greatstone	1.02 gross; 0.47 for allocation	16
403	Land west of Ashford Road, New Romney	3.22ha	60
4	Former Sands Motel, St Mary's Bay	4ha (1.6ha proposed for housing)	85
390	Peak Welders, Romney Road, Lydd	0.7ha	22
195	Station Yard, Station Road, Lydd	0.87ha	30
431	The Old Slaughterhouse, 'Rosemary Corner', Brookland	0.27ha	5

1003	Land adjoining 385 Canterbury Road, Densole	3.232ha	25
1004	Land at Duck Street, Elham	0.3ha	5
244	Former Officers Mess, Aerodrome Road, Hawkinge	3.75ha	50
334	Mill Lane r/o Mill Farm, Hawkinge	1.1ha	13
404	Land adj Kent Battle of Britain Museum, Aerodrome Road, Hawkinge	5.5ha	100
635	Camping and Caravan Site, Minnis Lane	0.47ha	10
1020	Land to the South of New Romney	22ha	400
103	Royal Victoria Hospital, Radnor Park Avenue	1ha	42
1018	St Saviour's Hospital, Hythe	1.15ha	35
638	Marsh Academy, Station Road, New Romney	0.98ha	29
230	Land RO The Old School House, Church Lane, New Romney	0.4ha	14

306a	Land at Kitewell Lane, Lydd	0.51ha	18
306b			
625	3-5 Shorncliffe Road, Folkestone	0.15ha	20
605	Land South of Canterbury Road, Lyminge	2.1ha	25
437	Cherry Gardens, New Romney	0.53ha	10
407a	Land N Pod Corner, Brookland	0.72ha	15
Total			2,447

Amber Sites

SHLAA Ref	Address	Size	Capacity
303A	Land south of Little Densole Farm	2.2ha	50

602	Land between Valebrook Close and Valestone Close, Horn Street, Folkestone	2.98ha	45
338	Black Bull Allotments, Dolphins Road, Folkestone	1.6ha	65
640	Land adj. 43 Horn Street	1.2ha	8
328	Sellindge East	19ha	50
610	Grove House land, Main Road, Sellindge	2.4ha	25
627	Land rear of Brook Lane Cottages, Brook Lane, Sellindge	0.454ha	10
379	Land off Victoria Road West, Littlestone	10.00ha	70
436	Land at Church Road, New Romney	0.44ha	10
1014	Craythorne Farm, New Romney	0.17ha	5
335	Fisher Field, Dungeness Road, Lydd	0.45ha	12
620	Land at Harden Road, Lydd	1ha	30
329	Pepperland Nurseries, Boarmans Lane, Brookland	1.72ha	9

609	Land adjacent Framlea, Rye Rd, Pod Corner, Brookland	0.63ha	15
612	Land adjacent Moore Close, Brenzett	2.07ha	25
373	Land west of Cockreed Lane, New Romney	4.7ha	100
613	Land rear Barnstormers, Stone Street, Stanford	0.5ha	6
617	Black Horse Caravan Site, 385 Canterbury Road, Densole	3.663ha	30
451b	Kitwell Lane, RO Ambulance Station, Lydd (Site A)		4
1015	Brickyard Poultry Farm, New Romney	1.4ha	28
388	Land west of Canterbury Road, Hawkinge	1ha	20
656	Silver Spring, Park Farm	4.31ha	250
622	Saltwood Care Centre, Tanners Hill, Hythe	2ha	90
155	Rectory Field, Eversley Road, Hythe	1.75ha	30
158	Vale Farm (The Piggeries) Horn Street, Folkestone	4.1ha (1.3ha developable)	26
Total			1,013

Unsuitable Sites (red)

Ref	Address
688	Upper Works Site, Castle Hill
608	West Grove, Wellington Place, Sandgate
603	Land off Spanton Crescent, Hythe
444	Land NW of Rectory Lane, Saltwood
463	Hotel Imperial Golf Course Lands, Hythe
630	Land adj. 10 Spring Lane, Seabrook, Hythe
624	Bluewater Caravan Site, Dymchurch Road, Hythe
626c	Land at Lyell Close, Hythe
601	Burmarsh Road land, 'Sunnyside', Hythe West
175	Land South West of Nickolls Quarry
632	Elms Farm, Ashford Road, Newingreen
326	Land adj. The Willows, Ashford Road, Newingreen
690	Red House Farm, Ashford Road, Newingreen
1009	Land North of Littlestone Golf Course (Site 1), Littlestone

1010	Land at Coast Road (Site 2), Littlestone
1011	Land at Coast Road (Site 3), Littlestone
1012	Land at St Andrews Road (Site 4), Littlestone
435	Land north of Avonlea, Dymchurch Road, New Romney
607	Land adj to Church Lane, New Romney
1001	Land at Canterbury Road, Hawkinge
387	Hawkinge
399	adj 252 Canterbury Road, Hawkinge
616	Land north east of Hawkinge Cemetery, Hawkinge
423	Land at Peene
634	Mill House, Oak Hill, Swingfield
327	Land off Teddars Leas Road, Etchinghill
423a	Land east of former railway, Teddars Leas Road, Etchinghill
633	Hilltop Farm, Woodland Road, Lyminge

691	Land adj Lyndon Hall, Lyminge
428a	Land at Somerfield Court Farm, Barrowhill (Northern) Sellindge
428b	Land at Somerfield Court Farm, Barrowhill (Southern) Sellindge
619	Land west of Trust Cottages, Moorstock Lane, Sellindge
628	Rhodes House, Main Road Sellindge
1006	Otterpool Quarry, Sellindge
1008	Land at Great Priory Woods, Sellindge
613	Land rear Barnstormers, Stone Street, Stanford
204b	Folkestone Racecourse (parts) Westenhanger
614	Land at Newingreen Estate, Stone Street, Stanford
347	Land west of High Knocke, Dymchurch
349	Land r/o Crimond Avenue 'Redoubt and Fleet Hythe' Dymchurch North
350A	Pear Tree Lane Land, Dymchurch

350B	Pear Tree Lane Land, Dymchurch
351A	Land N Hythe Road, Dymchurch
351B	Land N Hythe Road, Dymchurch
352	Land NE Nesbit Road 'Jesson Farmland', St Mary's Bay
380	Land off Jenners Way, St Mary's Bay
391	The Old Rectory, Burmarsh
611	Former Piggery, Brooker Farm, Newchurch
600	Land West of Burmarsh, Burmarsh
378	Land at Mulberry Cottage, Lydd
662	Land north of Sycamore Close, Lydd
631	Land at West Place, Brookland
216a & 216b	Station Approach, New Romney

681	Commercial Land, Station Approach, New Romney
1016	Land north of Boarmans Lane, Brookland
1021	Land NE of New Romney
1017	Land south of Boarmans Lane, Brookland
316 (Revised)	East Hawkinge Lands
261	Limuru, Cowgate Lane, Hawkinge
604	Land east of Eastbridge Road, Dymchurch
674	Digby Road, CT20 3NB
423b (South)	Land east of former railway, Teddars Leas Road, Etchinghill

Appendix 3

Revised Local Development Scheme

'Places & Policies' (Further) Local Plan

Role / Subject	<p>The second part of the Development Plan, flowing from the Core Strategy, this Local Plan will make new land allocations and refine development management policies. It is anticipated this will cover both specific 'Places' i.e. sites for development or protection, and generic 'Policies' the basis for determining most planning applications.</p> <p>It will allocate land to deliver objectives in the Core Strategy (additional to the strategic allocations within the Core Strategy) and to allow appropriate sustainable development to take place across the District. There will be new housing sites at places identified in the Core Strategy settlement hierarchy; there will be new local environmental and economic designations e.g. to support the identified town/ local centres in the Core Strategy.</p> <p>The Plan and its revised Development Management policies will replace the remaining saved policies in the Shepway Local Plan Review 2006 and reflect NPPF/NPPG.</p> <p>It will be justified through the SA process.</p>
Coverage	Shepway District
Status	Local Plan document.
Timetable:	
Evidence gathering	ongoing
Commencement of public consultation on options	January 2015
Commencement of public consultation on draft plan	October 2016
Submission for Examination in Public	July 2017
Adoption (if found 'sound' at Examination).	April/May 2018

Shepway Policies Map

Role / Subject	<p>The map showing the all applicability of all geographic (sub-district) Local Plan policies, for example settlement boundaries, site-specific allocations, retail frontages, key local environmental characteristics etc.</p> <p>Formerly known as the Proposals Map, this well used resource was adopted in its current form in 2013 alongside the Core Strategy. It is currently in the form of a website; and in terms of printed documents, a Shepway Policies Map 2013 booklet is available. This contains a the new Legend, 2013 mapping provisions and confirmation of those many parts of the hard copy 2006 Proposals Map which are still applicable.</p> <p>The Policies Map must reflect the Local Plan and therefore the 2013 version will be replaced on adoption of the Places & Policies Local Plan. Milestones in its production and drafting will therefore stem from the parallel stages above; although an independent integrated mapping resource (as opposed to individual changes) may not be produced in the early stages.</p>
Coverage	Shepway District
Status	Local Plan document.
Timetable:	
Commencement of public consultation on draft plan	October 2016
Submission for Examination in Public	July 2017
Adoption (if Places & Policies Local Plan found 'sound' at Examination).	April/May 2018

Community Infrastructure Levy- Charging Schedule

Role / Subject	<p>The Community Infrastructure Levy (CIL) allows local authorities to charge new development and then pool funding from developments to deliver funding for infrastructure, alongside other sources. This is associated with a national scaling back of the use of 'Section 106' legal agreements in April 2015. Specifically, a 'Charging Schedule' will be produced to set out Levy rates (£/sqm) by use and area etc, as shown to be economically viable. The Schedule will, by the time it comes into force, be accompanied by a 'Regulation 123' list that will set out the types of infrastructure on which CIL will be spent in Shepway.</p>
Coverage	Shepway District
Status	Binding Charging Schedule
Timetable:	
Evidence Gathering	Ongoing
Public involvement on Preliminary Draft Schedule	August- October 2014

Publication of Draft Schedule and Draft Regulation 123 List for Public Representations	February to March 2015
Submission of Final Schedule for Examination in Public	August 2015
Schedule Adoption	July 2016
CIL collection starts in Shepway	1 st August 2016

Authorities Monitoring Report (AMR) inc. 5 yr housing supply

Role / Subject	<p>These are produced annually to assess the progress and effectiveness of Local Plans. It assesses whether the targets set are being achieved, both in terms of the performance of existing policy and progress in the delivering the LDS.</p> <p>It can also undertake other key reporting that is required:</p> <ul style="list-style-type: none"> • Details of Shepway's performance against the NPPF requirement to maintain a 5 year supply of deliverable housing sites. • Actions for Local Plan production under the Duty to Cooperate. • Meeting the requirements to report financial expenditures once CIL is in force (the 2016 AMR could report on the first full financial year applicable).
Coverage	Shepway District
Status	Evidence
Timetable	
Survey and Data Collection	April-August Annually
Drafting AMR	September-November Annually
AMR Published	December/January Annually

Core Strategy Partial Review

Role / Subject	<p>The overall long term planning strategy for the District, setting out the framework for future homes and economic development together with strategic site allocations and environmental policies.</p> <p>The Core Strategy was adopted in 2013. The proposed review of the Core Strategy will identify how additional housing and employment needs will be met over an extended plan period.</p>
Coverage	Shepway District
Status	Local Plan document.
Timetable:	
Evidence gathering	Ongoing

Commencement of public consultation on options	Q4 2016
Commencement of public consultation on draft plan	Q1 2018
Submission for Examination in Public	Q1 2019
Adoption (if found 'sound' at Examination).	Q4 2019

This report will be made public on 22 June 2016

Report number **C/16/24**

To: Cabinet
Date: 30 June 2016
Status: Non Key decision
Head of service: Andy Blaszkwicz, Commercial and Technical Services
Cabinet Member: Councillor Philip Martin, Property Management and Environmental Health

SUBJECT: Coronation Parade – Coast Protection Works

SUMMARY: This report sets out the requirement to formally approve the budget for the new coastal protection works at Coronation Parade, Folkestone scheduled to be undertaken during 2016/17 and 2017/18 and all externally funded from grants and contributions. Cabinet is requested to recommend to Full Council to approve that the scheme is added to the General Fund Medium Term Capital Programme.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because Full Council is required to approve proposed changes to the General Fund Medium Term Capital Programme.

RECOMMENDATIONS:

1. To receive and note report C/16/24.
2. To recommend to Full Council that the £5.145m budget for the Coronation Parade coast protection works, entirely funded from external grants and contributions, is approved to be added to the General Fund Medium Term Capital Programme from 2016/17.

1. INTRODUCTION

- 1.1 Extensive works are required to maintain the integrity of the coastal defences at Coronation Parade. This includes renovation works to the arch structure and new cathodic protection scheme (phase 1) and construction of a new rock revetment and cliff stabilisation works (phase 2).
- 1.2 Due to funding only recently being confirmed this project was not added to the existing Medium Term Capital Programme when it was last reviewed and updated by Cabinet and Full Council as part of the budget process for 2016/17..
- 1.3 This report provides details of the coastal defence works planned for Coronation Parade, outlines the scheme is funded entirely from grants and contributions secured from third parties and requests that Cabinet seek approval from Full Council to add the scheme to the General Fund Medium Term Capital Programme from 2016/17.

2. Background

- 2.1 The series of arches that run along Sunny Sands is called Coronation Parade. This 340m long structure was built in the late 1930s as a sea defence. It stops the cliff behind the promenade from coastal erosion and protects a number of homes, businesses and assets. At the western end is The Stade Southern Water Pumping Station. At the eastern end of Coronation Parade is the internationally important NGT Interconnector Station that through eight cross channel undersea power cables, allows electricity to be shared between the UK and Europe. (*Appendix 1 shows location detail*).

3.0 Corrosion Protection and Concrete Repairs to Coronation Parade (Phase 1)

- 3.1 The concrete arches and access way are generally in a poor condition being adversely affected by chloride attack which has caused corrosion of the reinforcement, cracking and spalling of concrete. Reinforcement bars are exposed in many places and in some parts have been entirely eroded away. There is extensive concrete spalling, rust staining, efflorescence and cracking of the reinforced concrete structure throughout. The deck of the promenade is cracked and the soffits of the arches are hazardous due to spalled sections of concrete, making them a potential danger to the public.
- 3.2 Alkali Silica Reaction (ASR) has been found to be affecting the concrete structure, however it is considered to be relatively minor in extent bearing in mind the age of the structure and insignificant compared to the corrosive effects of chloride attack on the reinforcing steel.
- 3.3 The work requires the sea wall arched structure to be competent and robust to resist marine action and have a design life of 100 years. In addition, in order to allow continuing maintenance of the NGT Interconnector Station, the promenade/access way supported by the

arches is to allow safe access by 25 tonne vehicles with a 12 tonne maximum axle loading.

- 3.4** Works comprise of patch repairs to the concrete structure, cathodic protection of the reinforcement by way of impressed current probe anode strings placed into holes drilled into the structure. To protect the promenade/access way and waterproof the structure, an asphalt wearing course will be laid. Timber fenders (subject to Planning Permission being granted) will be attached to the front for protection against mechanical abrasive action from the beach.

4.0 Phase 1 timescales

- 4.1** Works commenced at the end of May to take full advantage of the spring / summer weather. This was agreed by Corporate Management Team 5th April 2016.
- 4.2** The works are programmed to last 32 weeks. Access to the site is from The Stade.
- 4.3** The Contractors compound is situated at The Stade and is fenced off with Herras fencing. Other suitable sites were assessed but this is the closest and most practical area to allow access to Coronation Parade. (*see Appendix 1 for location plan*)
- 4.4** The promenade will be closed to the public but access will be provided to the Southern Water Pumping Station at the western end and the NGT Interconnector Station at the far eastern end. The area to the front of the promenade (a 6m stretch of beach running parallel with the promenade) is also fenced off.
- 4.5** The project team will work closely with the contractors to minimise any closures and this report details worse case scenarios. Temporary access will be created in the form of ramps or steps to allow continued access to the beach, if necessary.

5.0 Rock Revetment Construction – Phase 2

- 5.1** The project sets out to provide protection from coastal erosion to the residents of Folkestone, to prevent the historic structure of the parade to become outflanked and importantly to protect housing and the Interconnector facility, including the undersea cables. Various options were considered including an offshore breakwater, extending the promenade and grading the slopes however due to the conditions at Folkestone and the costs involved these were scoped out early on in the project. The most practical option for Coronation Parade is a rock revetment to prevent outflanking erosion of the defences.
- 5.2** Investigation shows that by extending the rock revetment a short distance into The Warren Site of Special Scientific Interest (SSSI), it will guarantee the continuing life of the NGT interconnector, residences and the Southern Water pumping station.

- 5.3** A major threat in the long term is the outflanking of the defences due to erosion of the cliff in the SSSI area east of Bakers Gap. In the long term, an option which just includes repairs to the Bakers Gap revetment without extending the defences will not have significant benefits, as outflanking will still occur at the east end of the defences. This is because it is such a short length it makes little difference when considering the long-term erosion lines. The resulting outflanking will threaten any works carried out to the main arched sea defences and the connector station.
- 5.4** The proposal is to construct a 60m long rock armour revetment, extending a short distance of 35m into the SSSI. The construction will consist of 3-6T main rock armour at a gradient of 1 in 2 on a 300mm layer of bedding rock and geotextile membrane, with the toe keyed into the beach by at least 1m. The crest level will be +6.1m OD with a 4m wide berm. Due to the long-term issue of outflanking erosion, allowance has been included for taking up and relocating the revetment to the base of the cliff every 25 years. (See *Appendix 2 for Rock Revetment detail*).
- 5.5** No provision has been made in the estimates for cliff rock fall netting and therefore, for public safety reasons the public should be barred from access to this length of coastal defence.
- 5.6** The site of the rock revetment is at the foot of the cliffs at the eastern end of Coronation Parade (*shown in Appendix 1*). An excavator, rock grabs and dumper trucks will access the construction area via the sandy foreshore and across the area of boulders which dominate the eastern end of the site. The removal of boulders to form a path to the rock site will be necessary. The boulders will be moved to a sandy area of the beach. The path shall not extent into the SSSI. The boulders will be replaced at the end of the construction phase.
- 5.7** Due to the level of the foreshore being within the inter-tidal zone, it will not be possible to store the plant on the beach. Instead a site compound will be set up on the harbour arm as per phase 1. It may be necessary to fence part of the beach entirely (thus closing this part of the beach to public access on Health and Safety grounds), as the rock will be delivered by a side tipping ship onto the sandy foreshore, due to it being too dangerous for the vessel to access near to the existing rock armour. Further discussion with the ship navigator will determine whether the beach may be left partially open with fences and a banksman or closed entirely. Once the rocks are deposited on the beach they will be moved by truck to the revetment site and placed using the rock grab.
- 5.8** The works are programmed for the summer of 2017 for the duration of 3 months. A planning Application will be made shortly, upon a receipt of "Letter of Comfort" from Natural England, in their consideration and assessment of the impact on the SSSI.
- 6.0 Project team**
- 6.1** The project will be managed by the Engineering Team at Canterbury City Council as part of the East Kent Engineering Partnership. They are best placed to carry out this element of the works on behalf of SDC as they have

comprehensive understanding of the project and have already completed all the design work, prepared the specifications and undertaken the procurement exercise.

6.2 Shepway in-house Engineers with the assistance of external engineering consultants will carry out the Client function of the project.

6.3 Regular project meetings will be scheduled in with all parties to ensure the scheme is progressed in accordance with the programme and the to specification.

7.0 Financial Considerations

7.1 The projected profiled costs and funding is summarised in the table below:

	2016/17 £'000	2017/18 £'000	Total £'000
Cost, including contingency	2,570	2,575	5,145
Funding			
Environment Agency	(2,070)	(2,075)	(4,145)
National Grid	(500)	(500)	(1,000)
Total Funding	(2,570)	(2,575)	(5,145)

*Costs include site investigation, surveys and site supervision
Figures include inflation at 2.5%*

7.2 Formal funding agreements are in place with both the Environment Agency and the National Grid for the total cost of the scheme. In line with the council's own formal requirements, eligible expenditure on this scheme can now be incurred.

8.0 Procurement exercise

8.1 Expressions of Interest were invited from interested parties to be on a select tendering list for the included works that was advertised on the Kent Business Portal.

8.2 The contract (phase 1) was awarded to Concrete Repairs Ltd for a tender sum of £1 964, 531.32.

9.0 Stability of Slopes

9.1 As a separate work stream, the EKEP are currently undertaking a feasibility study for stabilising the slope behind the promenade, with the view to seek additional funding. This work is currently ongoing.

10.0 Communications

10.1 An extensive communications campaign has been undertaken including a public exhibition (to remain at Sunny Sands kiosk throughout duration of works), letter drops to affected households, information in local publications

including Shepway Today, website and social media updates and extensive signage on site.

11.0 CONCLUSIONS

- 11.1 The report has detailed the extensive works required to maintain the coastal defences at Coronation Parade.
- 11.2 The Engineering team has secured external funding for 100% of the project to ensure no financial burden is placed upon the Council.
- 11.3 Cabinet is asked to recommend to Full Council to formally approve that this scheme is added to the General Fund Medium Term Capital Programme from 2016/17.

12.0 RISK MANAGEMENT ISSUES

- 12.1 A summary of the perceived risks follows:

Perceived Risk	Seriousness	Likelihood	Preventative action
Works not added to capital programme	High	Low	Unable to undertake essential coastal defence work to Coronation Parade. This risk has been fully mitigated by formal funding agreements being put in place
Works not progressed as per timeline	High	Low	Loss of essential external funding.

13.0 LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

- 13.1 Legal Implications (DK):

Legal Services have been informed that Canterbury CC has competitively procured the works and services in accordance with the Public Contracts Regulations 2015 (and associated legislation) on behalf of the East Kent Engineering Partnership. The works are the subject of funding agreements due to be entered into between the Council and each of the National Grid, the Flood Defence Grant in Aid and the Environment Agency Local Levy. Legal Services have advised on the texts of various grant funding agreements and confirm that they are due to be executed subject to agreement from the relevant funders. Therefore entering into the relevant works contract should be subject to the Council having actually entered into unconditional Grant Funding Agreements with each of the relevant funders.

13.2 Financial Implications (LW):

The main financial implications are covered in section 7 of the report. The formally funding agreements in place are sufficient to enable the expenditure already committed for this scheme to be fully met from these with no burden falling on the council's resources.

At this stage no additional budget provision has been identified for any on-going maintenance arising for this scheme and, if relevant, this will need to be addressed as part of the General Fund budget process for 2017/18 and beyond.

13.3 Diversities and Equalities Implications (AB):

There are no equalities issues arising directly from the contents of this report.

14.0 CONTACT OFFICER AND BACKGROUND DOCUMENTS

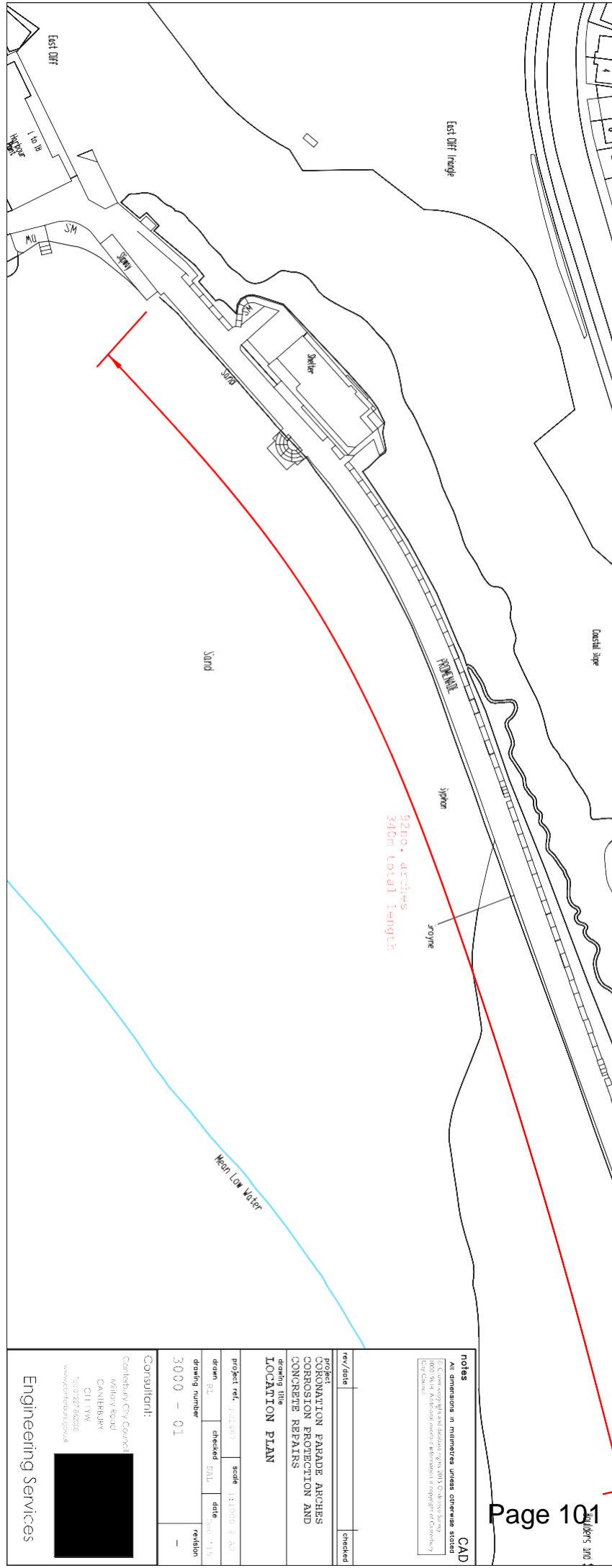
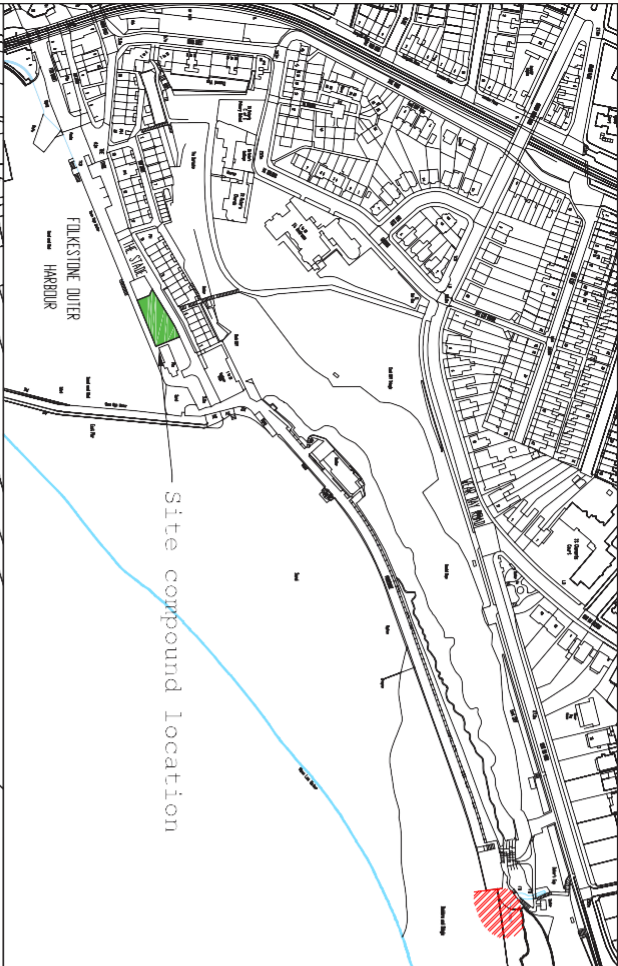
Councilors with any questions arising out of this report should contact the following officer prior to the meeting:

Andy Blaszkowicz, Head of Commercial and Technical Services
Tel: 01303 853684
Email: andy.blaszkowicz@folkestone-hythe.gov.uk

Appendices:

Appendix 1: Location Plan
Appendix 2: Rock Revetment Detail

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Notes
 All dimensions in millimetres unless otherwise stated
 CAD
 1:10000 R A3

rev/size	checked	date

Project:
 CORONATION PARADE ARCHES
 CORROSION PROTECTION AND
 CONCRETE REPAIRS
Drawing title:
 LOCATION PLAN

project ref.	scale	1:10000 R A3
drawn: BL	checked: SML	date: 11/15
drawing number:	revision:	
3000 - 01	-	-

Consultant:
 Canterbury City Council
 Military Road
 Canterbury
 CT1 1YW
 Tel: 01227 66200
 www.canterbury.gov.uk

Engineering Services

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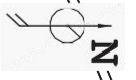
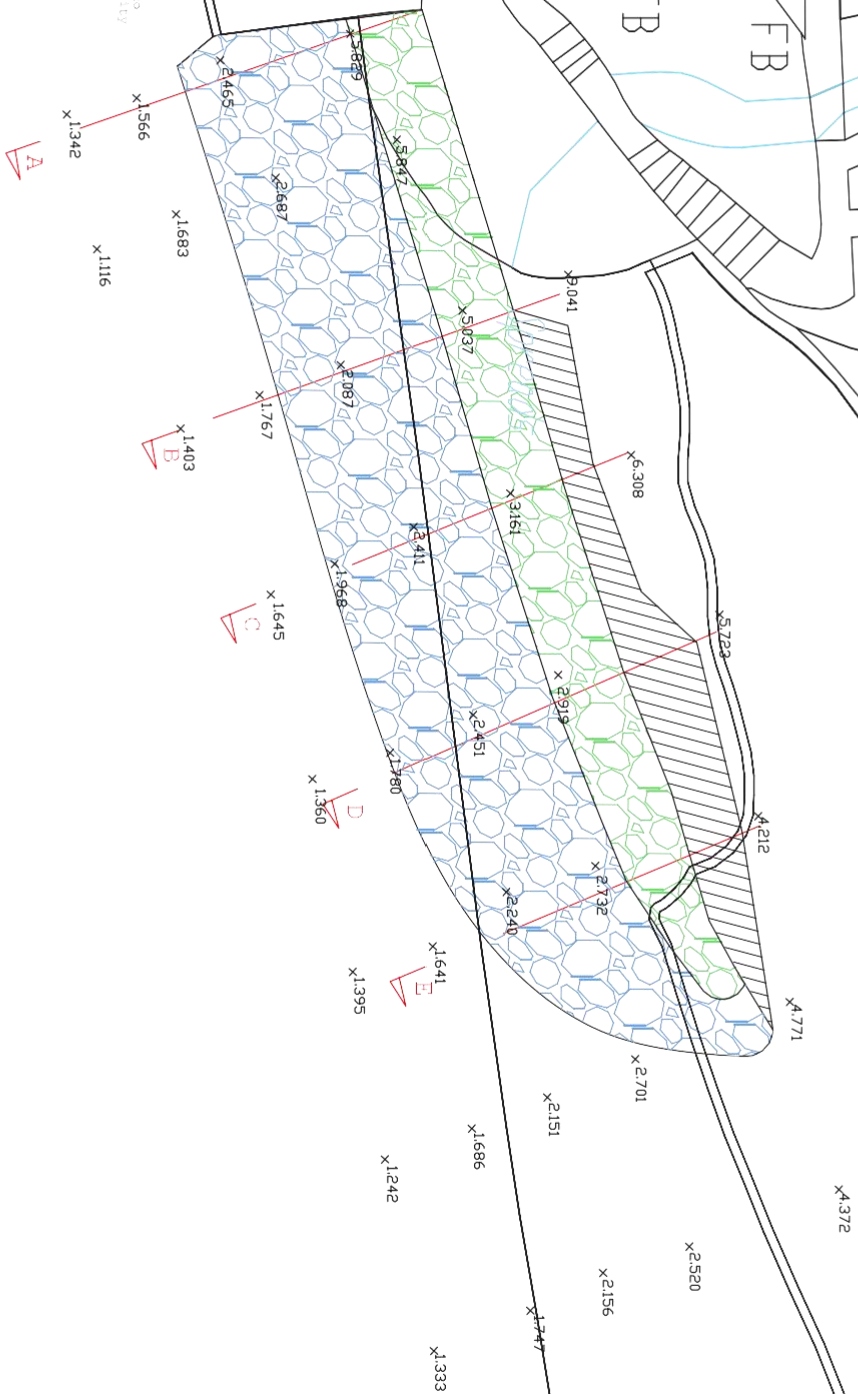
Baker's Gap

Shelter

F B

F B

National Grid Transco
Interconnector Facility
collecting generation
from the site
extending west



REVISION PLAN
DATE: 11/2009

*For revetment cross sections
see drawing 3087 - 05

notes
All dimensions in millimetres unless otherwise stated
Coordinates are in metres unless otherwise stated
Scale: 1:100
4m wide revetment from
1/2 slope

rev/size	checked
project	CORONATION PARADE ROCK REVISION
drawing title	REVISION PLAN
project ref.	3087
scale	1:100
date	
drawing number	3087 - 03
revision	

Consultant:
CORONATION CIVIL ENGINEERS
15/16/17/18/19/20/21/22/23/24/25/26/27/28/29/30/31/32/33/34/35/36/37/38/39/40/41/42/43/44/45/46/47/48/49/50/51/52/53/54/55/56/57/58/59/60/61/62/63/64/65/66/67/68/69/70/71/72/73/74/75/76/77/78/79/80/81/82/83/84/85/86/87/88/89/90/91/92/93/94/95/96/97/98/99/100/101/102/103/104/105/106/107/108/109/110/111/112/113/114/115/116/117/118/119/120/121/122/123/124/125/126/127/128/129/130/131/132/133/134/135/136/137/138/139/140/141/142/143/144/145/146/147/148/149/150/151/152/153/154/155/156/157/158/159/160/161/162/163/164/165/166/167/168/169/170/171/172/173/174/175/176/177/178/179/180/181/182/183/184/185/186/187/188/189/190/191/192/193/194/195/196/197/198/199/200/201/202/203/204/205/206/207/208/209/210/211/212/213/214/215/216/217/218/219/220/221/222/223/224/225/226/227/228/229/230/231/232/233/234/235/236/237/238/239/240/241/242/243/244/245/246/247/248/249/250/251/252/253/254/255/256/257/258/259/260/261/262/263/264/265/266/267/268/269/270/271/272/273/274/275/276/277/278/279/280/281/282/283/284/285/286/287/288/289/290/291/292/293/294/295/296/297/298/299/300/301/302/303/304/305/306/307/308/309/310/311/312/313/314/315/316/317/318/319/320/321/322/323/324/325/326/327/328/329/330/331/332/333/334/335/336/337/338/339/340/341/342/343/344/345/346/347/348/349/350/351/352/353/354/355/356/357/358/359/360/361/362/363/364/365/366/367/368/369/370/371/372/373/374/375/376/377/378/379/380/381/382/383/384/385/386/387/388/389/390/391/392/393/394/395/396/397/398/399/400/401/402/403/404/405/406/407/408/409/410/411/412/413/414/415/416/417/418/419/420/421/422/423/424/425/426/427/428/429/430/431/432/433/434/435/436/437/438/439/440/441/442/443/444/445/446/447/448/449/450/451/452/453/454/455/456/457/458/459/460/461/462/463/464/465/466/467/468/469/470/471/472/473/474/475/476/477/478/479/480/481/482/483/484/485/486/487/488/489/490/491/492/493/494/495/496/497/498/499/500/501/502/503/504/505/506/507/508/509/510/511/512/513/514/515/516/517/518/519/520/521/522/523/524/525/526/527/528/529/530/531/532/533/534/535/536/537/538/539/540/541/542/543/544/545/546/547/548/549/550/551/552/553/554/555/556/557/558/559/560/561/562/563/564/565/566/567/568/569/570/571/572/573/574/575/576/577/578/579/580/581/582/583/584/585/586/587/588/589/590/591/592/593/594/595/596/597/598/599/600/601/602/603/604/605/606/607/608/609/610/611/612/613/614/615/616/617/618/619/620/621/622/623/624/625/626/627/628/629/630/631/632/633/634/635/636/637/638/639/640/641/642/643/644/645/646/647/648/649/650/651/652/653/654/655/656/657/658/659/660/661/662/663/664/665/666/667/668/669/670/671/672/673/674/675/676/677/678/679/680/681/682/683/684/685/686/687/688/689/690/691/692/693/694/695/696/697/698/699/700/701/702/703/704/705/706/707/708/709/710/711/712/713/714/715/716/717/718/719/720/721/722/723/724/725/726/727/728/729/730/731/732/733/734/735/736/737/738/739/740/741/742/743/744/745/746/747/748/749/750/751/752/753/754/755/756/757/758/759/760/761/762/763/764/765/766/767/768/769/770/771/772/773/774/775/776/777/778/779/780/781/782/783/784/785/786/787/788/789/790/791/792/793/794/795/796/797/798/799/800/801/802/803/804/805/806/807/808/809/810/811/812/813/814/815/816/817/818/819/820/821/822/823/824/825/826/827/828/829/830/831/832/833/834/835/836/837/838/839/840/841/842/843/844/845/846/847/848/849/850/851/852/853/854/855/856/857/858/859/860/861/862/863/864/865/866/867/868/869/870/871/872/873/874/875/876/877/878/879/880/881/882/883/884/885/886/887/888/889/890/891/892/893/894/895/896/897/898/899/900/901/902/903/904/905/906/907/908/909/910/911/912/913/914/915/916/917/918/919/920/921/922/923/924/925/926/927/928/929/930/931/932/933/934/935/936/937/938/939/940/941/942/943/944/945/946/947/948/949/950/951/952/953/954/955/956/957/958/959/960/961/962/963/964/965/966/967/968/969/970/971/972/973/974/975/976/977/978/979/980/981/982/983/984/985/986/987/988/989/990/991/992/993/994/995/996/997/998/999/1000

Engineering Services

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This report will be made public on 22 June 2016

Report number **C/16/15**

To: Cabinet
Date: 30 June 2016
Status: Non key decision
Head of service: Andy Blaszkwicz, Commercial and Technical Services
Cabinet members: Councillor Philip Martin, Property Management and Environmental Health

SUBJECT: HYTHE POOL – CURRENT STATE OF REPAIR

SUMMARY: This report sets out the current state of repairs at Hythe Pool and sets out the required work to enable the pool to remain open for Cabinet Members to approve.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below so that essential works are completed this summer and the pool can remain open.

RECOMMENDATIONS:

- 1) To receive and note report C/16/15.
- 2) To approve the funding necessary to carry out essential works.
- 3) To note that a further report will be brought back to Cabinet in the event of any further failures.

1. INTRODUCTION

- 1.1 Following health and safety compliance works in August 2015, which included asbestos removal, electrical compliance works and a new training pool liner, further works that were previously identified have become more pressing following several 'incidents' in recent months.

2. CURRENT SITUATION

- 2.1 There are currently three separate issues causing concern at the pool; the roof, the main pool liner and the chlorine storage solution in the plant room.

2.2 The roof continues to degrade and further holes are becoming apparent leading to significant leaks in periods of rainfall. The polycarbonate roofing sheet material has reached the end of its life and the supporting structure timbers below are in visibly poor condition. This was demonstrated in recent storms where a hole appeared through the roof which led to a £3000 temporary patching repair. The fixings have all become loose due to prolonged condensation and water ingress in the supporting timbers and in windy conditions the roof lifts up and drops back down again. The lights are attached to the supporting timber structure and also suffer from water ingress during periods of rainfall. This has caused the lights to short out on several occasions. An independent engineering survey has been commissioned alongside an internal health and safety inspection. Both reports recommend that the roof surface is replaced if the pool is to remain open and further investigation is undertaken to ascertain the structural integrity of the supporting roof structure.

2.3 The main pool liner has a significant split which has led to an area of the shallow end being cordoned off to prevent access. There are also many other smaller holes throughout the pool. This is leading to increased costs in water supply, gas for heating the pool and effluent costs as well as posing a significant health and safety risk.

2.4 There was a recent incident in the plant room where the 1000ltr sodium hypochlorite tank split following a delivery. This led to Kent Fire and Rescue attending the site and ambulances treating two staff members with oxygen after they came into contact with chlorine gas. Fortunately the safety systems did their job and the leak was contained within the plant room but this incident highlighted further issues with the age of plant and equipment within the pool. We currently have a temporary system set up to chlorinate the pool but a permanent solution is required.

2.5 These are the current most pressing issues that need immediate rectification if the pool is to remain open and safe to members of the public and staff. This report is not addressing other potential issues or failures that could occur in the future.

3.0 Scope of Works

3.1 The scope of works falls into three distinct strands. The chlorine storage system, a new pool liner and a new roof. Each of these strands will be

separately quoted and contracted in accordance with contract standing orders.

- 3.2** There are other associated works to each of the above; for example, possible asbestos works, removing and refitting electrical fittings etc. For the sake of simplicity the report will concentrate on the three main strands.
- 3.3** The chlorine storage system can be fitted independently of the other two tasks as it is in a different area of the pool (plant room). This is anticipated to be uncomplicated and straight forward.
- 3.4** Fitting a new pool liner (Phase 1) is more complicated mainly due to the risk of collapse when the pool is emptied. Professional engineering advice has been sought and it is unlikely that this will happen although we must consider the potential risk. Due to this risk and the costs associated with the replacement of the roof the pool liner works will take place prior to any works orders being placed for the roof.
- 3.5** The roof works (phase 2) will commence as soon as the pool liner works are complete. The property team has considered various roofing sheet materials which vary in thickness and cost. The main benefits of the thicker material are reduced condensation and increased lifespan but the costs increase significantly. The report concentrates on the most cost effective material due to the new pool being built at Princes Parade within five years. If the timescale for the new pool is not realistic then it would be worth considering a thicker roofing material.
- 3.6** It may be prudent to carry out a survey of the timber roofing structure once the polycarbonate surface has been removed. A provisional sum has been allowed for this.

4.0 Financial Considerations

4.1 The table below shows the full project cost breakdown.

Hythe Pool Essential works Summer 2016								
		contractor	QTY	Unit	Value	Pre-lims	Prov sum	Total
			1		-			-
1.00	New Large Pool Liner	HILDEN SWIMMING POOLS	1	Item	30,838.00			30,838.00
2.00	Pool Edge Protection	TBA	1	Item	3,000.00			3,000.00
3.00	External and Internal Scaffolding (Note no temp roof, swimming pool will be open to the elements during the works)	TBA	1	Item	32,500.00			32,500.00
4.00	Existing Pool Lighting Disconnected	TBA	1	Item	500.00			500.00
5.00	Timber Roof Purlin Replacements (including survey)	TBA	1	Item	-		12,500.00	12,500.00
6.00	Various Plant and Skips for Roof Works	TBA	1	Item	-		7,500.00	7,500.00
7.00	Supply and install single skin trilitite /36/saa1/sr fire rating superlife profile 32/1000 singleskin, together with all sealants and stainless steel fasteners	TBA	800	m2	54,400.00			54,400.00
8.00	Stripping out the existing polycarbonate rooflights	TBA	800	m2	3,600.00			3,600.00

9.00	Aluminium verge flashing and c sections with all stainless fixings and sealants	TBA	36	lm	1,548.00			1,548.00
10.00	Aluminium eaves flashing and c sections with all stainless fixings and sealants	TBA	80	lm	2,480.00			2,480.00
11.00	Install 40 x 5'Twin LED Enclosed IP Rated Fittings above Swimming Pool	TBA	1	item	3,500.00			3,500.00
12.00	Asbestos watching brief and enabling works	TBA	1	item	3,000.00			3,000.00
13.00	Contingency	TBA	1	item	-		15,000.00	15,000.00
14.00	Consultant Fees - Project Coordination & CDM Principal Designer	Martello	1	item	-	9,000.00		9,000.00
			1		-			-
	Cost Plan Total				135,366.00	9,000.00	35,000.00	179,366.00

4.2 The above table does not include the chlorine storage system works as these will be carried out separately. This is an additional £4000.

4.3 The full anticipated cost of the project is therefore £184,000.

4.4 The project sum includes a £15,000 contingency which should cover most eventualities. It should be noted that there are certain unknowns at this stage that could add to the project costs; for example – serious damage to the main roof structure. This is not anticipated but Cabinet should be aware.

4.5 If it was decided to use the thicker roofing material which carries a twenty year guarantee this would add an additional £32,000 to the project cost. It should also be noted there is an 8 week lead in period for this material which would affect the project timeline.

4.6 A further provisional sum should also be considered for filling the pool up. The capacity of the pool is 510,000 litres. If the pool can be filled using a hosepipe then this will carry the usual costs of water and effluent charges (c. £1700) but if the pool needs filling up more quickly then there is the option to tanker the water in. This would be an additional cost of £7000.

4.7 It is also worth noting that there is no guarantee that further failures in other areas of the pool building will not occur in the future. The most significant of these would be the boiler system (c£50k), the pool pump system (c£75k) or the pool hall fans (c£75k).

5.0 Project timeline

5.1 The table below details the main works, phase 1 being the pool liner works and phase 2 being the roofing works.

Project Timeline	Week No.
Task	
SDC Hythe Swimming Pool Enabling Works (phase 1)	week 1
Swimming Pool Liner	week 2-4

Review of External Swimming Pool Walls	Week 2
Orders Placed With All Sub Contractors for Phase 2 Works	week 3
Scaffolding Works	week 5
Electrical Disconnections	week 6
Structural Inspections and Purlin Replacement Works	Week 7-8
External Roofing Works	Week 6-10
New Lighting	week 9-10
Dismantle Scaffolding	week 11-12
Site Clear	week 12

5.2 The table details a 12 week project timeline. If week 1 commenced on Monday 11th July the project would be completed week commencing Monday 26th September.

6. CONCLUSIONS

6.1 The report has detailed the current state of repair at the pool and the scope of works that are required to keep the pool open until the new pool has been built at Princes Parade.

6.2 Cabinet is asked to approve the scope of works, project timeline and the budget required to undertake the works.

7. RISK MANAGEMENT ISSUES

7.1 A summary of the perceived risks follows:

Perceived Risk	Seriousness	Likelihood	Preventative action
Works not authorised	High	Low	Close pool
Pool structure collapses when emptied	High	Low	Close pool or provide additional funding to reinforce structure
Significant damage to roof main structure	High	Low	Provide additional funding
Further failures to main plant or structure of building at later date	High	Medium	Provide further contingency funding should further failures occur

8. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

8.1 Legal Officer's Comments (DK):

Whilst there are no legal implications arising directly out of this report, Cabinet must be aware of the following:

- 8.1.1 There are health and safety implications in the event of failure to remedy various defects to the facilities which must be addressed in the event the pool is to be open to members of the public.
- 8.1.2 In accordance with the Council's Contract Standing Orders (CSOs), if the contract value of any of the contracts is in excess of £10,000, the contractor must be chosen by inviting at least 3 companies to give quotations for the relevant project; in the event of inability to do so, the Council will have to waive application of the CSOs.
- 8.1.3 These legal implications are on the basis none of the contracts due to be entered into will be for a sum of in excess of £100,000.

8.2 Finance Officer's Comments (DB):

This report sets out the works required to enable Hythe Pool to remain open. These include the main pool liner (phase 1) and the roof (phase 2). In addition the chlorine storage solution in the plant room requires work.

It seeks approval for the funding to carry out the works.

The cost is set out in paragraph 4.1. The total sum required for phases 1 and 2 is about £180,000. This increases to £184,000 when the cost of the chlorine storage system works is included. It is noted that there is a contingency amount of £15,000.

These one-off costs could be funded from one of the Council's earmarked reserves. However, this would mean that another scheme would not proceed.

Paragraph 4.7 shows additional works that may be required in the future totalling £200,000. They are likely to be considered as capital expenditure. They could, therefore, be considered in future Capital Programmes. They would be considered with other capital schemes for the Council's capital resources.

It is noted that the pool will need to be closed for 12 weeks. Consideration needs to be given, and advice sought from Human Resources regarding arrangements for the contracted staff. There is currently 8 contracted salaried staff, costing £13,500 per month. For the period of the closure, this would be £40,500. In addition it is estimated, based on 2015/16 income, that there will be a loss of income of about £54,000.

- 8.4 **Diversities and Equalities Implications (AB):** Consideration should be given to relocation of users with disabilities during the pool closure.

9.0 CONTACT OFFICER AND BACKGROUND DOCUMENTS

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

Andy Blaszkowicz, Head of Commercial and Technical Services
Tel: 01303 853684
Email: andy.blaszkowicz@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

- Betterage and Milsom Planned Maintenance Cost Report August 2014
- Knapp Hicks Structural Inspection of Roof Structure Report April 2016
- SDC Corporate health and Safety Report – Hythe Swimming Pool Roof April 2014

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This Report will be made public on 22 June 2016

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/16/16**

To: Cabinet
Date: 30 June 2016
Status: Non-key Decision
Head of service: Amandeep Khroud – Head of Democratic Services and Law
Cabinet Member: Councillor Rory Love, Customers and Digital Delivery

SUBJECT: PROPOSED REPLACEMENT OF THE COUNCIL'S CORPORATE COMPLAINTS, COMPLIMENTS AND COMMENTS PROCEDURE WITH A CUSTOMER FEEDBACK AND COMPLAINTS POLICY

SUMMARY: This report seeks to update Cabinet on the findings of a review of the current policy. It also sets out the rationale for replacing the current complaints procedure with a more concise Customer Feedback and Complaints Policy, a draft of this policy appearing in Appendix 2 for consideration by Cabinet.

REASONS FOR RECOMMENDATIONS:

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

- 1) the Council's ambition is to promote a new and more dynamic approach to customer feedback
- 2) the current policy is not aligned with best practice as defined by the Customer Service Excellence accreditation scheme
- 3) the wording and structure of the current policy is cumbersome and restrictive in terms of gathering wider customer feedback.

RECOMMENDATIONS:

1. To receive and note Report C/16/16.
2. To approve the draft Customer Feedback and Complaints Policy as set out in Appendix 2.

1. BACKGROUND

- 1.1 The council's current complaints procedure was approved by Cabinet on 21 December 2011 (report C/11/72, minute 85).
- 1.2 The Local Government Ombudsman (LGO) recommends the periodic review of such policies as an example of good practice. It appears that there has been no review of the policy since its implementation in 2011.
- 1.3 The Council's ambition is to promote a new and more dynamic approach to customer feedback. It values and welcomes customer feedback which enables the Council to work with its customers to continually improve its services in line with customer expectations.
- 1.4 In addition, the Council is currently seeking re-accreditation to the Customer Service Excellence Award. It therefore appeared that it would be an appropriate time to review the current Corporate Complaints, Compliments and Comments Procedure.
- 1.5 The review has now concluded and a number of necessary improvements were identified. All improvements are suggested in order to more closely align our approach to measuring customer satisfaction with the principles contained in the CSE accreditation framework and LGO best practice. With the number of necessary changes, it is proposed the current policy is replaced with a new Customer Feedback and Complaints Policy.

2. REVIEW OF THE CURRENT PROCEDURE

- 2.1 The current procedure is shown in Appendix 1.
- 2.2 Despite the fact that the policy is referred to as the 'Corporate Complaints, Compliments and Comments Procedure, there is little mention within the current policy as to the means by which a customer can pass on a compliment relating to our services. In addition, there is no specific route by which customers are able to make more general comments on Council services or for customers to make any suggestions for improvement. Currently, the only formal route available for a customer to comment on council services is through the complaints process.
- 2.3 The current policy was written before the Council began participating in the CSE awards programme. Therefore there is some deviation between the principles of CSE and those contained in the policy. There is no direct link between the Customer Charter and the policy either.
- 2.3 The current policy is somewhat verbose. The document is difficult to read and the current policy presents our processes as overly complicated.
- 2.4 There is no indication within the current policy as to how customer feedback is used by the council as part of its wider commitment to improve service delivery, nor is the role of the LGO in the complaints process made particularly clear.

- 2.5 The current policy reads in such a way as to indicate that Stage 2 of the complaints procedure is an inevitable part of the process of resolving a complaint. The aim of the Complaints Team should be to resolve all complaints at Stage 1 and only in exceptional circumstances, where there has been a shortfall in the complaint handling process, should it be necessary to review that process and progress to a Stage 2. The current wording does not reflect this approach.
- 2.6 There are a number of issues in the operational handling of complaints that originate in the lack of clarity within the current policy. For instance, a number of complaints received by the Council concern decisions made by officers using other policies. Customers then use the complaints process to challenge these policies. This presents a complex scenario where departments such as Planning receive a large number of complaints which do not concern the quality of service, but seek to challenge the decision making process.
- 2.7 The current procedure defines a complaint as: “An expression of dissatisfaction with the quality of a service provided by the council.” This definition would therefore require any negative comment regarding service provision to be handled under the policy. It also leaves doubt as to how complaints regarding contractors should be handled; this is problematic as customer’s make no distinction between a service provided by the council and a service provided on behalf of the council by a third party.

3. PROPOSED CUSTOMER FEEDBACK AND COMPLAINTS POLICY

- 3.1 The policy has been simplified. There are no references to internal procedures and it is written to address the customer directly. In addition the wording of the new policy is aligned with the requirements of CSE accreditation.
- 3.2 The new policy links much more closely with the revised Customer Charter, thereby expressly linking the management of customer expectations with the collection of customer feedback.
- 3.3 The new policy makes reference to the Council’s commitment to use all customer feedback. It explains the reporting of statistics to members and senior officers.
- 3.4 In the earliest stages of drafting the new policy, there was some debate on whether the policy should lay out separate routes to receive Compliments and Comments as distinct elements. However, this resulted in the policy become more complicated and fragmented; compliments and comments are essentially forms of feedback. The new policy seeks to capture these types of information as part of general customer feedback. Information from this route can be analysed and evaluated and any resulting actions expressly linked to a programme of ‘You said, We did’ publicity.
- 3.5 Although complaints can be considered under the umbrella of customer feedback, the Local Government Ombudsman is clear that such feedback

should be handled formally under its own process. Therefore the two stage complaint process has been retained, as have the response times. These response times have in turn formed the model by which information gathered through customer feedback is acknowledged, ensuring consistency throughout the policy.

- 3.6 The new policy has used an expanded definition of a complaint based on LGO guidance “an expression of dissatisfaction about a council service (whether that service is provided directly by the council or by a contractor or partner) that requires a response.” This therefore brings the actions of any of our partners within the remit of the complaints policy. In addition it makes it clear that a response is required for the complaint to fall within the policy.
- 3.7 The new policy retains a two stage complaints process as detailed in LGO best practice, albeit in a clearer form compared to the original policy.
- 3.8 The council has an unreasonably persistent complainants and unreasonable complainant behaviour policy. Although not often used it is considered that a reference to this policy should be included in the new policy the main complaints policy.
- 3.9 The new policy contains information on what happens if a complaint is found to be justified and the role of the Local Government Ombudsman, which was lacking in clarity in the original policy.

5. RISK MANAGEMENT ISSUES

6.1

Perceived risk	Seriousness	Likelihood	Preventative action
That should the current policy continue in place, it would not reflect best practice and the quality of feedback would hinder efforts at continuous improvement in customer satisfaction.	Medium- the end result may mean more complaints progress to the LGO.	Low	If the Council replaces the policy and puts in place a system to regularly revise it, this should mitigate any associated risks

7. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

7.1 Legal Officer’s Comments (DK)

7.2

There are no legal implications arising out of this report.

7.2 Finance Officer's Comments (DB)

Any implications for this report need to be funded from existing budgets.

7.3 Diversities and Equalities Implications (JH)

There are no diversity or equality implications arising directly from this report.

8. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Jordan Hall, Compliance and Information Governance Manager
Telephone: 01303 853253
Email: Jordan.hall@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

Appendix 1: Current Corporate Complaints, Compliments and Comments Procedure

Appendix 2: Proposed Customer Feedback and Complaints policy

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CORPORATE COMPLAINTS, COMPLIMENTS AND COMMENTS PROCEDURE

Issue 1
Approved by Cabinet 21112111, minute 85

CORPORATE COMPLAINTS, COMPLIMENTS AND COMMENTS PROCEDURE

Contents

Paragraph Number	Title	Page
1	Introduction	1
2	Customer feedback team	1
3	Defining complaints	2
4	How can you contact us?	2
5	What the procedure covers	3
5.1	Complaints about the attitude or behaviour of staff	3
5.2	Complaints about data protection requests and issues	3
5.3	Complaints about the chief executive, a corporate director or head of service	4
5.4	Contracted services	4
5.5	Complaints about services delivered through partnership arrangements	4
5.6	Anonymous complaints	5
5.7	Compliments	5
5.8	Comments	5
6	What the procedure does not cover	5
6.1	Insurance claims	6
6.2	Complaints made 12 months after the date you learned that something went wrong	6
6.3	Complaints relating to freedom of information and environmental information requests	6
6.4	Complaints about councillors	6
6.5	Complaints subject to legal proceedings	7
7	Advocacy and representation	7
8	Involvement of councillors in the procedure	7
9	Accessibility and equal opportunities monitoring	7
10	The Procedure	8
10.1	Stage 1 (Local resolution)	8
10.2	Stage 2 (Formal investigation)	9
11	Local Government Ombudsman	9
12	Putting things right	9
13	Recording and monitoring	10
14	Satisfaction surveys	10
15	Unreasonable and unreasonably persistent complainants	10
16	Record keeping and data sharing	11

1. Introduction

11 Our aim is to put you first and provide you with the best possible service. To make this aim a reality it is important that you have the opportunity to tell us what you think about the services we provide. The corporate complaints, compliments and comments procedure is one way you can do this. You can tell us when we get things wrong so we can put them right. You can also tell us when we get things right, make comments about the things we do and suggest new ways of doing things.

12 We understand that sometimes it is difficult to complain. If you do need to make a complaint we will take your concerns seriously. We will apply the principles of the council's customer charter namely we will

- Be professional, helpful and courteous;
- Take responsibility for your enquiry;
- Deal with your enquiry as quickly as we can;
- Provide equal access to our services;
- Say sorry when we get things wrong and
- Be cost efficient in all our processes, to keep costs to resident to a minimum.

What we ask in return is that you treat our staff with respect.

13 This procedure sets out how we will deal with your complaints, compliments and comments. The purpose of the procedure in relation to complaints is to resolve your complaint and compensate you where appropriate. If your complaint is about a councillor it will be dealt with by the standards committee. For more information see section 6.

14 This procedure has 2 stages in relation to complaints. We will try to resolve the majority of complaints at stage 1. At stage 1 a manager from the service you are complaining about will usually respond to your complaint and try to put things right. If you are not happy with the outcome you can ask for your complaint to be investigated at stage 2. Stage 2 complaints will usually be investigated by a senior manager.

15 It is important that all complaints, compliments and comments are made under these procedures so we can monitor performance across the council, identify topics and trends and improve our services accordingly.

2. Customer Feedback Team

21 In relation to its complaints function the team is made up of the Operational Improvement Team and the Business Support Manager (systems & operational improvements). The team oversees all of the complaints, compliments and comments procedures the council operates. The team provides advice and information to complainants, members of staff and councillors.

- 22 The team can provide information about the council's complaints procedures in other formats. The team can also provide advice on the support available for staff involved in complaints.
- 23 The team records and acknowledges all complaints made under the Council's complaints procedures, provides support to staff responding to complaints and monitors the progress of complaint investigations. The team uses the information it collects about complaints to identify any topics and trends and help improve services.
- 24 The team also carries out satisfaction surveys with people who have used the complaints procedure. This is to ensure people are satisfied with the way we handle complaints.
- 25 The team is also the central point of contact for the Local Government Ombudsman.
- 26 You may contact the team by telephone, e-mail, in writing or in person. You should contact

Operational Improvement Team
Customer Contact
The Civic Centre
Castle Hill Avenue
Folkestone
Kent CT20 2QY

Telephone: 01303 853658

E – [mail: complaints@shepway.gov.uk](mailto:complaints@shepway.gov.uk)

Please arrange an appointment prior to visiting to ensure someone is available to meet with you.

3. Defining complaints

- 3.1 The council defines a complaint as: **"An expression of dissatisfaction with the quality of a service provided by the council"**

4. How can you contact us?

- 4.1 We have tried to make it as easy as possible for you to tell us what you think. If you know the member of staff who delivers your service you can speak to them about the problem.
- 4.2 You can fill out a complaints form, available in all council buildings and on our website, write to us, e-mail complaints@folkestone-hythe.gov.uk or you can use our on-line complaints form.
- 4.3 You can also telephone or make your complaint in person.

5 What the procedure covers

5.1 This procedure covers compliments*, comments* and complaints about:

- a failure to provide accurate information;
- delays in decision making;
- delays in providing services;
- failure to deliver services (including the complaints procedure);
- the quality of services;
- the lack of services;
- a failure to follow the Council's policies and procedures (including the complaints procedure);
- the lack of proper procedures;
- the attitude or behaviour of staff*;
- a Council policy being discriminatory*;
- data protection requests and issues*;
- contracted services*;
- services delivered through partnership arrangements*; and
- anonymous complaints*;

This list does not cover everything but provides a good idea of the kinds of complaints the Council might receive.

**Further details are provided in this section 5*

5.2 Complaints about the attitude or behaviour of staff

Where your complaint relates solely to the attitude or behaviour of a member of staff we may deal with it under the council's employment procedures. The responding or investigating officer will consider with the member of staffs line manger whether the attitude or behaviour on the face of it reveals a possible breach of the council's H.R. policies. If it does or where an investigation reveals such a breach the normal disciplinary policies will apply. You will be informed if this course of action is being followed.

Any member of staff named or identified in a complaint will be invited to assist in the investigation. Any member of staff who is interviewed during a complaint investigation is welcome to have a colleague or union representative present

5.3 Complaints about data protection requests and issues

Complaints about data protection requests and issues can be dealt with under the council's complaints procedure. You can refer a complaint about a data protection request or issue to the Information Commissioner at any time; however, we ask that you give us the opportunity to resolve the matter in the first instance. The Information Commissioner's contact details are:

Information Commissioner's Office Wycliffe House Water Lane Wilmslow
Cheshire, SK9 5AF Telephone: (01625) 545700 Website: www.ico.00v.uk

Enquiries: www.ico.00v.uk/Globalionline enciuiries.asox

5.4 Complaints about the chief executive, a corporate director or a head of service

We will refer complaints about the chief executive to the leader of the council. The leader of the council will decide how to deal with your complaint and provide you with a response.

The chief executive will decide how to deal with any complaint about a corporate director and provide a response. Similarly a corporate director will decide on how any complaint about a head of service should be dealt with

5.5 Complaints about contracted services

If you receive a service from a contractor on behalf of the council you can use the council's complaints procedure.

If the contractor has their own complaints procedure we will usually give them the opportunity to put things right. If you are not happy with the way they deal with your complaint you can ask the council to look into the matter and it will then be dealt with as a stage two complaint.

Contractors should be aware that the council is subject to the Freedom of Information Act 2000, the Environmental Information Regulations 2004 and the Data Protection Act 1998. The council may be requested to disclose information in relation to complaints about a service provided by a contractor and, although every effort will be made to consult the organisation concerned, the decision to disclose or withhold information will ultimately be made by the council.

5.6 Complaints about services delivered through partnership arrangements

We understand the difficulties people can face when trying to make a complaint about a service provided through a partnership. Where there is a shared responsibility for the delivery of services we will make sure that it is as easy as possible for you to make a complaint. We will make sure that the complaints procedure is well publicised and that staff are aware of how to access the appropriate complaints procedure.

if your complaint is about the council we will deal with it under these procedures. If we receive your complaint and it concerns another organisation involved in the partnership we will forward it to them and contact you to explain what will happen.

5.7 Anonymous complaints

We will not normally investigate anonymous complaints but may do so. In exercising this discretion the factors we would take into include:

- the seriousness of the issues raised;
- the credibility of the concern; and
- the likelihood of confirming the allegation from attributable sources.

5.8 Compliments

Compliments are a great way of telling us when we get things right. **If** you pay someone a compliment in person they will pass the details on to the complaints team to be recorded.

If you pay someone a compliment via the complaints team, they will record it, send you an acknowledgement and pass it on to the appropriate person.

Compliments can help us share good practice and improve services.

5.9 9 Comments

Comments are also a great way of sharing your ideas about particular projects or services in general. If you pass your comments on to a member of staff they will pass the details on to the complaints team to be recorded.

If you make a comment via the complaints team, they will record it, send you an acknowledgement and pass it on to the appropriate service.

6 What the procedure does not cover

Some things are not covered by this procedure because they are either covered by another policy or procedure or are outside the Council's control. They include:

- requests for service (for example, the **first time** you ring to report a faulty street light or illegal dumping);
- complaints about the actions of a third party (for example, a noisy neighbour);
- matters where a separate means of resolution exist (for example, an appeals process, courts or tribunals);
- matters dealt with under the council's human resources policies;
- insurance claims against the council*;
- requests for information;
- complaints that have already been investigated at stage 2 of the council's corporate complaints procedure;
- complaints that have been investigated by the Local Government Ombudsman;
- complaints made 12 months after the date you learned that something went wrong (in some cases we may be able to consider your complaint)*;
- complaints relating to freedom of information and environmental information requests*;
- complaints about councillors*;

- complaints outside the council's jurisdiction (for example, complaints about utilities;
- companies, private business or other government bodies) and;
- complaints subject to legal proceedings*

**Further details are provided in this section 6*

6.1 Insurance Claims

We will not usually look into your complaint if the issue is something which should be dealt with as an insurance claim against the Council.

6.2 Complaints made 12 months after the date you learned that something went wrong

Though not exclusive, we may accept your complaint for one or more of the following reasons:

- You are a vulnerable adult or child and did not complain because you were scared of what might happen.
- We believe that there would be a benefit to you in looking into your complaint.

6.3 Complaints relating to freedom of information and environmental information requests

Complaints about freedom of information and environmental information requests will be the subject of an internal review undertaken by the democratic services manager. If you are unhappy with the outcome of the review you can refer the matter to the Information Commissioner.

Information Commissioner's Office Wycliffe House Water Lane Wilmslow Cheshire SK9 5AF Telephone: (01625) 545700 Website: www.ico.gov.uk
Enquiries: www.ico.gov.uk/Globalionline_enquiries.aspx 12

6.5 Complaints about councillors

Complaints about the behaviour of district and parish/town councillors are dealt with under the council's code of conduct for councillors, which is available on our website. If you make a complaint to the council it must be about why you think a councillor has not followed the councillors' code of conduct.

For more information on the Councillor's code of conduct or to make a complaint online visit: www.folkestone-hythe.gov.uk

Alternatively send your complaint to Estelle Culligan, Solicitor to the council, Civic Centre, Castle Hill Avenue, Folkestone, Kent CT20 2QY - 01303 853539, Estelle.culligan@folkestone-hythe.gov.uk

6.6 Complaints subject to legal proceedings

We will not usually look into your complaint if you have or intend to take legal action in relation to the issue. If we have started to look into your complaint we may put it on hold until after the legal proceedings have finished.

In certain circumstances we may look into your complaint, for example, where putting it on hold would result in you losing a service or not being provided with a service to meet your needs.

7. Advocacy and representation

7.1 You might prefer a friend or relative to make a complaint on your behalf. If someone is complaining on your behalf you must tell us you have given your consent for us to share your personal information with them. The easiest way to do this is to fill in one of our complaints forms or by using our on-line form.

7.2 If you are acting on behalf of someone we will decide whether or not you are acting in their best interest before investigating the complaint.

8. Involvement of councillors in the procedure

8.1 If you have any concerns it may be helpful to discuss them with your local councillor. Your councillor can help you decide on the best course of action.

8.2 This may involve putting you in touch with the appropriate council officer or making an enquiry on your behalf.

8.3 In cases where you need to make a complaint your councillor should refer you to the complaints team. They can make a complaint on your behalf and support you through the process. If your councillor does make a complaint on your behalf we will copy them in to all correspondence unless they request otherwise.

8.4 Whether or not you seek advice from a councillor you can expect a high quality service.

9. Accessibility and equal opportunities monitoring

91 We are committed to making sure that everyone has equal access to all our services, including the complaints procedure.

92 To help make sure our complaints procedure is easily accessible we:

- use plain language;
- accept complaints over the phone or in person, in writing, by e-mail, via our website or by any other reasonable means;
- provide information and responses in Braille, large print, audio, easy read format and other languages where needed; and

- provide translators (including sign language translators) where needed.
- 93 We will respond fully to any formal request for information under S138 Equality Act 2010 from us if you think you have been discriminated because we have breached an equality duty or rule.
- 94 After you have made a complaint we may ask you for further relevant equality data such as your age, gender, ethnic origin and whether or not you consider yourself to be a disabled person. We appreciate you providing this information as it helps us ensure our services can meet the diverse needs of the people of Shepway.

10 . The Procedure

10.1 Stage 1 (Local Resolution)

If your issue is not something we can resolve immediately as part of our day to day business, we will usually deal with it as a stage 1 complaint. Stage 1 is where we try to resolve your complaint locally within the service you are complaining about. We aim to resolve the majority of complaints at stage 1 of the corporate complaints procedure.

At stage 1 we will send you an acknowledgement within **5 working days** of the date we receive your complaint.

We will appoint a responding officer to look into your complaint. This will usually be a senior manager from the service you are complaining about.

The responding officer will contact you with a thorough response within **20 working days** of the date we receive your complaint.

If you are unhappy with the outcome at stage 1 you should contact the complaints team within **20 working days** of the date of your stage 1 response to request moving your complaint to stage 2.

If it is not going to be possible to respond to your stage 1 complaint within 20 working days the responding officer will contact you and explain the reason why.

If you have not received a response by the time the stage 1 target date is up and you have not heard from the responding officer you should contact the complaints team.

We may need to agree to extend the timescales where people are unavailable due to sickness absence, annual leave or other commitments or where we are waiting for an advocate or translator to be appointed. This will be the exception and not the rule. The responding officer will agree any extension with you and contact you confirming the decision where appropriate. If you do not receive a response by the agreed date you should contact the complaints team.

10.2 Stage 2 (Formal Investigation)

If you are unhappy with the outcome of your stage 1 complaint we will formally investigate your complaint at stage 2 of the corporate complaints procedure. This is the final stage of the council's corporate complaints procedure.

At stage 2 we will send you an acknowledgement within **5 working days** of the date we receive your complaint.

We will appoint an investigating officer to look into your complaint. This will usually be a senior manager from a service other than the one you are complaining about.

The Investigating Officer will contact you with a thorough response within **20 working days** of the date we receive your complaint.

If you are unhappy with the outcome of the investigation you can refer your complaint to the Local Government Ombudsman. We will include contact details for the Local Government Ombudsman in our stage 2 response.

If it is not going to be possible to investigate your complaint within 20 working days the Investigating Officer will contact you and explain the reason why.

We may need to agree to extend the timescales where people are unavailable due to sickness absence, annual leave or other commitments or where we are waiting for an advocate or translator to be appointed. This will be the exception and not the rule. The investigating officer will agree any extension with you and contact you confirming the decision where appropriate. If you do not receive a response by the agreed date you should contact the Complaints Team.

11. Local Government Ombudsman

11.1 If you are unhappy with the outcome of your stage 2 complaint under the Council's corporate complaints procedure you can refer your complaint to the Local Government Ombudsman.

11.2 You can refer your complaint to the Ombudsman at any time. **However, the Ombudsman is unlikely to consider your complaint unless we have investigated it fully under the Council's complaints procedure.**

12. Putting things right

12.1 When you make a complaint we will ask you what you would like us to do to put things right. We will take your views into account but it may not always be possible to give you exactly what you want. Where this is the case, we will discuss the matter with you.

12.2 If we uphold your complaint you can expect an apology and for us to put things right quickly. We may also propose a number of other actions and

although we will consider each complaint on its merits we will try to ensure we offer similar remedies for similar situations.

- 12.3 Remedies may include a review of our practices and procedures to ensure that the same thing does not happen again; we may take a specific action or offer you compensation.

13. Recording and reporting

- 13.1 The complaints team is responsible for making sure complaints, compliments and comments received by the council are dealt with in line with the relevant complaints procedure. The complaints team will record all information in relation to complaints, compliments and comments. The complaints team will use this information to identify topics and trends so that we can learn from the things you tell us and improve our services accordingly.

- 13.2 Complaints will be reported quarterly to the corporate management team of the council, six monthly to the community overview sub – committee and cabinet with an annual report to cabinet including the Local Government Ombudsman's comments on the performance of the council.

14. Satisfaction surveys

- 14.1 Once we have dealt with your complaint we might ask you to complete a satisfaction survey. This is about how you feel we handled your complaint. For example, whether or not we kept you informed, met timescales and so on, it is not about the outcome of your complaint. We would appreciate you taking the time to fill this in and help us improve the way we handle complaints.

15. Unreasonable and unreasonably persistent complaints

- 15.1 We do not normally limit contact with our offices. However, if you display unreasonable behaviour, for example, offensive or threatening behaviour towards our staff we may take action to limit your contact. Similarly if you are unreasonably persistent for example, you contact our offices so many times that it hinders our handling of your complaint we may take action to limit your contact.

- 15.2 If we do find your behaviour unreasonable we will tell you why and ask you to change it. If you continue to behave unreasonably we will take action to restrict your contact with our offices. We have a policy on managing unreasonable behaviour which we will use if necessary.

16. Record keeping and data sharing

- 16.1 During the complaints process a file containing correspondence and other relevant documentation (such as written notes, transcripts of

conversations, etc) will be maintained by the responding/investigating officer.

- 16.2 Following the conclusion of each stage of the council's complaints procedure the responding/investigating officer will send their response and any supporting documents to the complaints team.
- 16.3 All records will be kept in line with the council's retention periods.
- 16.4 During the complaints process it may be necessary to share your personal details with council officers. We will only share details that are relevant to your complaint. Such details will only be recorded by the responding/investigating officer and the complaints team.
- 16.5 If you are classified as an unreasonable or unreasonably persistent complainant vexatious complainant some of your personal details will be communicated to complaints officers, chief officers' personal assistants, councillors, senior managers and customer services staff. This may include your name, contact details, a physical description (to assist staff who have face-to-face contact with complainants) and details of the behaviour that has resulted in the application of the policy.
- 16.6 All personal data will be securely stored and will be processed in line with the council's data protection policy and the provisions of the Data Protection Act 1998.

CUSTOMER FEEDBACK AND COMPLAINTS POLICY

Introduction

Shepway District Council is committed to delivering high levels of customer service to all our customers, as outlined in our Customer Charter.

We value and welcome customer feedback. It enables us to co-design our services with our customers, helping ensure we meet and exceed our customers' expectations. It enables us to identify what we do well and where we could make improvements. Compliments for outstanding service enable us to give credit to the staff involved, and share their good practice across the Council, so other customers benefit from the same excellent service.

Sometimes we recognise the Council gets it wrong and a customer will make a complaint. We will always thoroughly investigate any we receive and see what lessons we can learn to serve you better.

This policy sets out our approach for dealing with customer feedback and formal complaints about the services we, or our contractors, provide. If you wish to ask questions or comment on matters of policy, you should contact the relevant Cabinet Member, or your ward councillor or the appropriate officer if you require more information.

What is Customer Feedback?

Customer feedback is any comment you wish to make based on your experience of using Council services. Customer Feedback enables the Council to understand what works well and should therefore be repeated in the delivery of other similar types of services, as well as to identify improvements we need to make to the delivery of our services. By gathering Customer feedback, we meet our ambition to refine our services to meet and exceed our customers' expectations.

All customer feedback is reported quarterly to the Council's Senior Management and Members for review, as well as to the Service areas themselves.

How do you pass feedback on?

Customer Feedback may be given in a number of ways, including

- Online (through our online feedback form at <https://www.folkestone-hythe.gov.uk/council-transparency/complaints-compliments-feedback>)
- By telephone (through our customer contact team on 01303 853555)
- *By letter to the Civic Centre, Castle Hill Avenue, Folkestone, Kent CT20 2QY or by Emailing to the following email address feedback@folkestone-hythe.gov.uk* By Feedback Form available at the Civic Centre Offices
- Directly to the staff to which it relates

Feedback can be given directly to the staff to which it relates, but it may not then be shared more widely to enable other teams to learn the same lessons. Feedback may also be made anonymously, but we would not be able to contact you:

- to clarify any points you have made,
- to thank you for suggesting changes to our procedures,
- or to let you know directly what we've changed as a result of your comments.

Any feedback received by us will be acknowledged within **5 working days** from the date of receipt (unless anonymous) and each piece of feedback will be allocated a unique reference.

Any improvements that have been carried out as a result of a comment will be placed on the council's website under the 'You said, We did' section so that all our customers can see the positive impact feedback has on the delivery of the Council's services.

What is a Complaint?

Sometimes you might be dissatisfied with the service you have received from the Council, in which case you may feel the need to make a formal complaint.

The Council defines a complaint as 'an expression of dissatisfaction about a Council service (whether that service is provided directly by the Council or by a contractor or partner) that requires a response'.

A complaint is not a request for service or an enquiry about a service.

A request for service may become a complaint if the Council fails to meet our service standards after receiving the initial enquiry.

Please note that the Council also has policies in place that address unreasonable complainant behaviour and persistent complainants. In exceptional circumstances complaints may be handled under these policies.

How can you make a Complaint?

For a complaint to be treated under this policy, it will need to be made in one of the following ways:

- Online (through our [online complaints form](#))
- *By letter to the Civic Centre, Castle Hill Avenue, Folkestone, Kent CT20 2QY or by Emailing to the following email address complaints@folkestone-hythe.gov.uk*
- By telephone (through our customer contact team)
- Through a representative (in writing or by email)

If you are making a complaint please provide as much information as possible. This enables the Investigating Officer to fully address the issue being raised.

Can you make an Anonymous complaint?

We will not normally investigate anonymous complaints but may do so depending on the circumstances. In exercising this discretion the factors we would take into account, include:

- The seriousness of the issue raised
- The credibility of the concern and the likelihood of confirming the allegation from attributable sources.

How we deal with your complaint

We will acknowledge your complaint within 5 working days from the date of receipt (unless anonymous). The acknowledgement will either be by email or by letter. A unique reference number will be allocated to the complaint. The acknowledgement will advise our customer which Service Manager will be investigating their complaint.

The Complaints Procedure

Shepway District Council has a two stage complaints process.

What happens at Stage 1?

After you have raised your complaint it will be logged centrally and a unique reference number will be allocated to it. The complaint will be sent to the manager of the relevant service area to investigate and compose a response within **20 working days** of the date of receipt of the complaint. If it is not going to be possible to do this we will contact you to let you know the reason why and keep you informed of progress. The Council aims to resolve any complaint at Stage 1. If you believe that the response you received at Stage 1 has not fully and satisfactorily addressed your complaint, you may take the complaint to Stage 2 for further investigation. You will need to tell us specifically where you believe we let you down in our Stage 1 investigation before we can consider your complaint at Stage 2.

What happens at Stage 2?

All Stage 2 complaints will be logged under the unique reference number that was allocated from your Stage 1 complaint. At Stage 2 the investigating officer is a senior manager who is completely independent of the service area to which the complaint relates.

The investigating Officer will carry out a thorough investigation and will provide a response within **20 working days** from the date of receipt of the Stage 2 complaint.

There may be the need to agree to extend the timescales where people are unavailable owing to sickness absence, annual leave, etc, or where we are waiting

for an advocate or other specialist to be appointed. If this is the case we will provide you with a written explanation and a new date.

Complaints about the attitude or behaviour of staff

Where the complaint relates solely to the attitude or behaviour of a member of staff it may be dealt with under the council's employment procedures. The responding officer or investigating officer will consider with the member of staff's line manager whether the attitude or behaviour reveals a possible breach of the council's personnel policies. If it does, our normal disciplinary policies will apply.

What about when the Council gets it wrong?

When a complaint is found to be justified the Council will:

- apologise to you
- explain what has been or will be done to put the mistake right
- explain how the error occurred and what has been done to prevent it happening again

Redress

In some cases, the most appropriate remedy to a complaint is for us to apologise to you for getting it wrong. In other cases, it will be appropriate for us to put right something that we did wrong, or do something that we failed to do.

We will offer whatever redress we believe to be right for the circumstances that will best serve the interests of our customer and uphold the principles of good customer service. For example, practical action will be considered as part or all of a remedy where a complaint is about failure to take some specific action such as carrying out repairs to a tenant's house.

Consideration will also be given to any practical action suggested by you.

There will be circumstances where we are unable to put our customer back into the position they would previously have been in because of the amount of time lapsed or because of other events which may since have occurred. In such circumstances, we may consider restorative or financial compensation. When considering any redress we will be fair, consistent and mindful of public money.

Local Government Ombudsman

If after having followed our complaints process you are still unhappy with the response you have received, you can contact the Local Government Ombudsman, an independent service set up by the Government to investigate complaints about most council matters.

PLEASE NOTE: It is unlikely that the ombudsman will investigate a complaint against the council unless the complaint has been through the council's complaints process.

Complaints not covered by this policy

The following issues cannot be considered under this policy

- Complaints against the Electoral Registration Officer or Returning Officer
- Complaints relating to Electoral registration
- Complaints against Councillors
- Matters relating to Insurance claims or legal proceedings
- Complaints more than 12 months old
- Complaints related to issues subject to legal proceedings

These types of complaints fall outside of the council's complaints procedure because:

- there are other processes more suitable for dealing with them such as statutory appeal or tribunal process
- they are outside of our control
- there are separate legal or regulatory requirements covering these services
- the council does not wish to prejudice any legal proceedings

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This report will be made public on 22 June 2016

Report Number **C/16/18**

To: Cabinet
Date: 30 June 2016
Status: Non - key Decision
Head of Service: Andy Blaszkowicz
Cabinet Member: Councillor Malcolm Dearden, Transport and Commercial

Subject: Urgent Decision taken by CMT to authorise the submission of a tender for Lifeline.

SUMMARY:

This report informs Cabinet of the decision taken under urgency powers by officers to submit a tender for Lifeline due to a short deadline.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to note the decision taken by officers to submit the tender.

RECOMMENDATIONS:

1. To receive report C/16/18.
2. To note the decision of the CMT to authorise the submission of a tender for Lifeline.

1. BACKGROUND

- 1.1** Lifeline was presented with an opportunity to bid for a contract with Oxfordshire Council to monitor their Telecare clients. The tender had to be submitted on the 24th May.
- 1.2** This tender fits well with the work that we currently undertake and would provide additional revenue growth to the service area.
- 1.3** A considerable amount of officer time was put into preparing this bid and there was not an appropriate Cabinet meeting to seek approval.
- 1.4** The contract with Oxfordshire Council is for a period of five years. The bid submitted was £175,500.00 P.A which is calculated at £0.75 per client per week for the anticipated number of clients which is 4,500. There is an annual uplift linked to RPI. The evaluation was split 60/40, 60% quality and 40% price. We expect to be highly competitive with our bid.

2. PROCESS

- 2.1** Part 8.1 of the Constitution of The District Council of Shepway is the Delegation to Officers. Paragraph 2.3 refers to orders/agreements for work, goods and services and summarises that contractual arrangements may be entered into up to the value of £40,000. Contractual arrangements exceeding this value require Cabinet approval.
- 2.2** Paragraph 1.2 gives Chief Officers the right to make decisions if it is impractical for the Cabinet to do so because of the urgent nature of the decision to be made.
- 2.3** Paragraph 1.5 states that any emergency action taken under delegated powers must be reported to the relevant body as soon as possible.

3. LEGAL / FINANCIAL AND OTHER CONTROLS / POLICY MATTERS

3.1 Legal Officer's Implications: (DK)

On the basis the Council does not anticipate trading for a net profit, there are no legal implications arising directly out of this report.

The Service Provider is required to give various warranties, and undertakings in favour of the buyer in the contract, however Legal Services consider these are reasonable.

Legal Services have been informed that the Council is registered with, and that it holds the appropriate level of accreditation with the Telecare Services Association relevant to the Services as required by the invitation to tender.

3.2 Finance Implications: (DB)

This report relates to an opportunity to bid to provide a monitoring service to the Telecare clients of Oxfordshire Council. Paragraph 1.4 shows that we have bid £175,500 per annum. This is based on a charge of 75p per client/week. All income

generated by this contract would need to be included in the Budget Strategy for 2017/18.

The existing charge for the Lifeline service is included in the Fees & Charges schedule. The estimated direct cost of this service is about 69p per client/week. As stated in the report, existing staffing will support the current level of Oxfordshire clients at no extra cost. However, it is noted that if the number of clients increases to more than 5,000, an additional part-time worker will be recruited. The cost for this post would be funded from the £0.06 surplus.

4. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

Andy Blaszkowicz, Head of Commercial and Technical Services
Telephone: 01303 853684
Email: Andy.blaszkowicz@folkestone-hythe.gov.uk

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This report will be made public on 22 June 2016

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/16/20**

To: Cabinet
Date: 30 June 2016
Status: Non-Key Decision
Head of Service: Pat Main, Interim Head of Finance
Cabinet Member: Councillor Susan Carey, Finance

SUBJECT: TREASURY MANAGEMENT AND ACTUAL PRUDENTIAL INDICATORS ANNUAL REPORT 2015/16

SUMMARY: This report reviews the council's treasury management activities for 2015/16 and also summarises the actual prudential indicators for 2015/16. The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.

REASONS FOR RECOMMENDATION:

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

- a) Both CIPFA's Code of Practice on Treasury Management in the Public Services and their Prudential Code for Capital Finance in Local Authorities, together with the Council's Financial Procedure Rules, require that an annual report on treasury management is received by the Council after the close of the financial year.
- b) CIPFA's Prudential Code for Capital Finance requires the actual prudential indicators for the financial year to be reported.

RECOMMENDATION:

1. To receive and note Report C/16/20.

1. INTRODUCTION

- 1.1 The annual treasury report is a requirement of the council's reporting procedures. It covers the treasury activity for 2015/16 compared to the approved strategy for the year. It also summarises the actual prudential and treasury indicators for 2015/16 compared to those approved by Full Council.
- 1.2 The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The council is required to comply with both Codes through Regulations issued under the Local Government Act 2003.
- 1.3 Full Council approved the original Treasury Management Strategy for 2015/16 on 19 February 2015 (Report A/14/33 refers). On 4 November 2015 Cabinet received an update on the council's treasury management activities and projections against the approved Prudential Indicators for 2015/16 (Report C/15/44 refers). Full Council approved an update to the Strategy on 18 February 2016 to accommodate changes required in light of the decision to use borrowing to fund the strategic land acquisition of Otterpool Farm (Report A/15/22).
- 1.4 The council's formal treasury management reporting arrangements comply with the requirements of the CIPFA's Treasury Management Code and also provide the opportunity for proper scrutiny of the council's treasury management activities.

2. ECONOMIC BACKGROUND

(Commentary supplied by Arlingclose Ltd, the council's Treasury Advisor)

- 2.1 **Growth, Inflation, Employment:** The UK economy slowed in 2015 with GDP growth falling to 2.3% from a robust 3.0% the year before. CPI inflation hovered around 0.0% through 2015 with deflationary spells in April, September and October. The prolonged spell of low inflation was attributed to the continued collapse in the price of oil from \$67 a barrel in May 2015 to just under \$28 a barrel in January 2016, the appreciation of sterling since 2013 pushing down import prices and weaker than anticipated wage growth resulting in subdued unit labour costs. CPI picked up to 0.3% year/year in February, but this was still well below the Bank of England's 2% inflation target. The labour market continued to improve through 2015 and in Q1 2016, the latest figures (Jan 2016) showing the employment rate at 74.1% (the highest rate since comparable records began in 1971) and the unemployment rate at a 12 year low of 5.1%. Wage growth has however remained modest at around 2.2% excluding bonuses, but after a long period of negative real wage growth (i.e. after inflation) real earnings were positive and growing at their fastest rate in eight years, boosting consumers' spending power.
- 2.2 **Global influences:** The slowdown in the Chinese economy became the largest threat to the South East Asian region, particularly on economies with a large trade dependency on China and also to prospects for global

growth as a whole. The effect of the Chinese authorities' intervention in their currency and equity markets was temporary and led to high market volatility as a consequence. There were falls in prices of equities and risky assets and a widening in corporate credit spreads. As the global economy entered 2016 there was high uncertainty about growth, the outcome of the US presidential election and the consequences of June's referendum on whether the UK is to remain in the EU. Between February and March 2016 sterling had depreciated by around 3%, a significant proportion of the decline reflecting the uncertainty surrounding the referendum result.

2.3 UK Monetary Policy: The Bank of England's MPC (Monetary Policy Committee) made no change to policy, maintaining the Bank Rate at 0.5% (in March it entered its eighth year at 0.5%) and asset purchases (Quantitative Easing) at £375bn. In its *Inflation Reports* and monthly monetary policy meeting minutes, the Bank was at pains to stress and reiterate that when interest rates do begin to rise they were expected to do so more gradually and to a lower level than in recent cycles.

Improvement in household spending, business fixed investment, a strong housing sector and solid employment gains in the US allowed the Federal Reserve to raise rates in December 2015 for the first time in nine years to take the new Federal funds range to 0.25%-0.50%. Despite signalling four further rate hikes in 2016, the Fed chose not to increase rates further in Q1 and markets pared back expectations to no more than two further hikes this year.

However central bankers in the Eurozone, Switzerland, Sweden and Japan were forced to take policy rates into negative territory. The European Central Bank also announced a range of measures to inject sustained economic recovery and boost domestic inflation which included an increase in asset purchases (Quantitative Easing).

2.4 Market reaction: From June 2015 gilt yields were driven lower by the a weakening in Chinese growth, the knock-on effects of the fall in its stock market, the continuing fall in the price of oil and commodities and acceptance of diminishing effectiveness of central bankers' unconventional policy actions. Added to this was the heightened uncertainty surrounding the outcome of the UK referendum on its continued membership of the EU as well as the US presidential elections which culminated in a significant volatility and in equities and corporate bond yields.

10-year gilt yields moved from 1.58% on 31/03/2015 to a high of 2.19% in June before falling back and ending the financial year at 1.42%. The pattern for 20-year gilts was similar, the yield rose from 2.15% in March 2015 to a high of 2.71% in June before falling back to 2.14% in March 2016. The FTSE All Share Index fell 7.3% from 3664 to 3395 and the MSCI World Index fell 5.3% from 1741 to 1648 over the 12 months to 31 March 2016.

2.5 Selected interest rates for both borrowing and investments are shown later in this report within sections 4 and 5 respectively.

3. TREASURY POSITION AT 31 MARCH 2016

3.1 At the beginning and the end of 2015/16 the council's summarised treasury position was as follows:

	31 March 2015 Principal	Rate/Return	Average Life yrs	31 March 2016 Principal	Rate/Return	Average Life yrs
Authorised Borrowing Limit	£66.6m	-	-	£69.6m	-	-
Total Debt	£62.3m	3.83%	15.7	£60.1m	3.69%	15.3
CFR	£60.4m	-	-	£65.2m	-	-
Over / (under) (borrowing)	£1.9m	-	-	(£5.1m)	-	-
Total Investments	(£38.8m)	1.00%	0.5	(£31.6m)	1.20%	1.2
Net Debt	£23.5m	-	-	£23.5m	-	-
Debt & CFR Attributable to:-						
1. General Fund						
Total Debt	£10.6m	5.25%	23.2	£9.5m	5.01%	24.7
CFR	£13.0m	-	-	£17.8m	-	-
Over / (under) borrowing	(£2.4m)	-	-	(£8.3m)	-	-
2. HRA						
Total Debt	£51.7m	3.53%	15.3	£50.6m	3.44%	13.6
CFR	£47.4m	-	-	£47.4m	-	-
Over / (under) borrowing	£4.3m	-	-	£3.2m	-	-

(CFR = Capital Financing Requirement, the measure of the council's underlying borrowing need)

3.2 The figures in the table above are based on the actual principal amounts borrowed or invested and may differ from those shown in the council's Statement of Accounts by such items as accrued interest.

4. BORROWING ACTIVITY 2015/16

4.1 The Debt and Borrowing Strategy

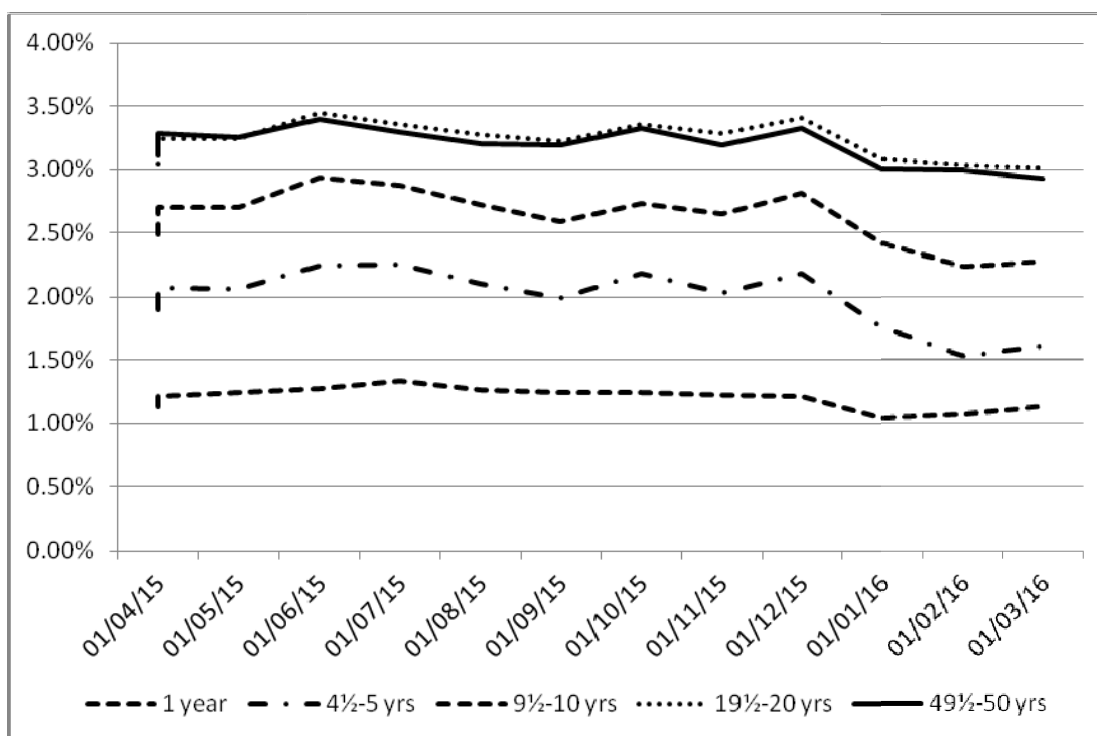
4.1.1 The following key factors were approved as part of the borrowing strategy for 2015/16:-

- £5.3m of new capital expenditure approved to be funded from borrowing.
- No new borrowing required to replace existing maturing debt.

- Opportunities for debt rescheduling to continue to be monitored.
- Public Works Loan Board (PWLB) Interest rates for 2015/16 forecast to rise slowly during the year.

4.2 Interest Rates for Borrowing

4.2.1 The graph below shows how PWLB certainty rates, the rates the council can borrow have broadly remained unchanged over the year, close to their historical low values.



4.3 Borrowing to Finance New Capital Expenditure

4.3.1 Capital expenditure of £5.3m for the acquisition of Otterpool Farm was met from internal borrowing using the council's available cash resources. Internal borrowing is currently cheaper than borrowing from the PWLB and, by using available cash resources, reduces the various risks associated with investments. In the longer term it may be necessary to refinance the internal borrowing with external borrowing. This borrowing need has resulted in an increase to the council's Capital Financing Requirement (CFR) at 31 March 2016 to £65.2m, reflected in the table at 3.1 above. The CFR also forms one of the Capital Prudential Indicators (No.2) included in the appendix to this report.

4.4 Maturing Debt

4.4.1 During 2015/16 £2.17m of planned debt maturities occurred.

4.5 Debt Rescheduling

- 4.5.1 Opportunities to undertake debt rescheduling were monitored throughout the year. However, as expected, PWLB interest rates did not reach a level where it would have been beneficial to undertake debt rescheduling to create a net saving in borrowing costs.

4.6 Temporary Borrowing

- 4.6.1 The council can borrow temporarily at times to meet cash outflows not covered by receipts and to finance capital expenditure which will ultimately be met from long term loans or grant receipts due. During 2015/16 the only temporary borrowing taken up was a series of relatively small loans from Folkestone Town Council. In summary the average balance of temporary borrowing held was £0.57m at an average interest rate of 0.25%. This compares favourably with the benchmark rate of 0.49% for 7 day LIBOR during 2015/16.

4.7 Summary of Debt Transaction

- 4.7.1 The council's total debt at 31 March 2016 is £60.1m whereas its CFR is £65.2m, meaning it is under-borrowed by £5.1m. The overall position of the debt activity resulted in the average interest paid in 2015/16 being 3.69%, marginally lower than the 3.73% provided in the approved estimate for the year. The cost of interest on the council's borrowing is included in the financial summary shown later in section 6 of this report.

5. INVESTMENT ACTIVITY 2015/16

5.1 Investment Policy and Strategy

- 5.1.1 The council's investment policy is governed by DCLG Guidance, which has been implemented in the Annual Investment Strategy approved by Council on 19 February 2015. The investment policy sets out the approach for choosing investment counterparties based on credit ratings provided by the three main rating agencies supplemented by additional market data.

- 5.1.2 The key objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time – the investment return being a secondary objective.

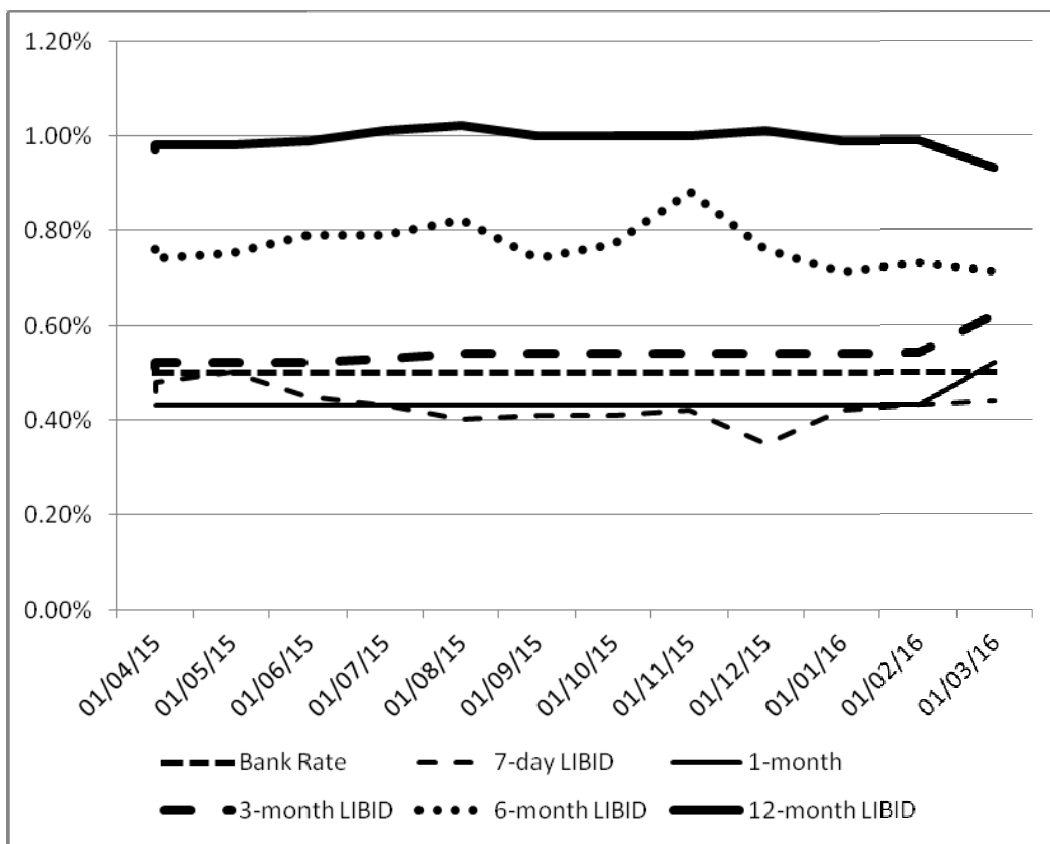
5.2 Investment Resources

- 5.2.1 The council's longer term cash balances comprise primarily revenue and capital resources, although these will be influenced by cash flow considerations. The council's core cash resources comprised as follows:

Balance Sheet Resources	31 March 2015 £m	31 March 2016 £m
Balances	9.9	11.6
Earmarked reserves	11.6	14.4
Provisions	-	-
Usable capital receipts	6.8	6.4
Total	28.3	32.4

5.3 Interest Rates for Investments

5.3.1 The graph below shows that short term interest rates for investments remained relatively unchanged throughout the year.



5.4 Investment Activity

5.4.1 The council's investment activity for 2015/16 is summarised in the table below:

Category	Balance 1.4.15	Deposits Made	Deposits Redeemed	Valuation Changes	Balance 31.3.16
	£m	£m	£m	£m	£m
Money Market Funds	6.2	146.4	(151.8)	-	0.8
Short Term Deposits	29.6	27.6	(42.7)	-	14.5
Long Term Deposits	-	11.0	-	-	11.0
Property Fund	3.1	2.0	-	0.2	5.3
Total	38.9	187.0	(194.5)	0.2	31.6

5.4.2 The council's equated investment balances and return for 2015/16, with comparatives for 2014/15, is summarised in the table below:

Investment Category	2014/15		2015/16	
	<i>Equated Balance in year</i>	<i>Average interest rate</i>	<i>Equated Balance in year</i>	<i>Average interest rate</i>
Total investments	<i>£41.75m</i>	<i>1.00%</i>	£45.02m	1.20%

5.4.3 It is pleasing to note the average return of 1.20% on all investments during 2015/16 exceeded the benchmark figure for the 7 day LIBID rate of 0.36%. A summary of the council's net interest cost is included in section 6 of the report, below.

5.4.5 **CCLA Local Authorities' Property Fund** - The council added a further £2m to its investment in the CCLA LA Property Fund at the end of April 2015 increasing its nominal holding in it to £5m. At the 31 March 2016 the council held 1,827,379 units in the Fund at a bid (selling) value of £2.8836 per unit meaning the investment was valued at £5.269m, providing a welcome capital gain of £269k over the cash sums invested. The fund has performed very well during the year providing a net dividend yield to the council of 4.77% measured against its net asset value. This equates to a net return of 5.11%, net of management fees, compared to the cash sum invested. The Fund's property portfolio is a mixture of commercial, retail and light industrial units spread across the country and aims to deliver returns based on rental income and capital appreciation.

5.4.6 At the 31 March 2016 the following investments were held:

Counterparty	Amount £	Terms	Interest Rate
Managed Fund			
CCLA Property Fund	5,269,430	Commercial Property Fund	4.77%*
Fixed Term Deposits			
Lloyds Bank	2,000,000	1 year fixed to 06/07/2016	1.00%
Lloyds Bank	1,000,000	1 year fixed to 18/08/2016	1.00%
Lloyds Bank	2,000,000	1 year fixed to 10/04/2016	1.00%
Peterborough City Council	3,000,000	2 years fixed to 29/09/2017	0.92%
Lancashire City Council	5,000,000	2 years fixed to 16/11/2017	1.00%
Wakefield Council	5,000,000	1 month fixed to 04/04/2016	0.50%
Other Deposits			
Royal Bank of Scotland	3,001,748	Certificate of Deposit 2 years to 12/05/2017	1.48%
Royal Bank of Scotland	2,000,593	Certificate of Deposit 1 year to 02/06/2016	0.89%
Santander	2,500,000	60 day Notice Account to 23/05/2016	0.75%
Temporary/Liquid			
Standard Life	836,000	Money Market Fund instant access	0.50%
Total Investments	31,607,771		

*net of fees

5.4.7 The council's investment activity during the year conformed to the approved strategy.

6. FINANCIAL SUMMARY

6.1 The following table summarises the council's net interest cost for its treasury management activities in 2015/16:

	2014/15 Actual	2015/16 Latest Estimate	2015/16 Actual	2015/16 Variance Estimate to Actual
	£'000	£'000	£'000	£'000
Interest Paid	2,400	2,266	2,232	(34)
Interest Received	(423)	(491)	(543)	(52)
Net Interest	1,977	1,775	1,689	(86)
<u>Net Impact</u>				
General Fund	197	117	22	(95)
H.R.A	1,780	1,658	1,667	9
	1,977	1,775	1,977	(86)

6.2 The main reasons for the reduction in the net interest costs are:

	£'000
i) Additional interest received from higher than anticipated investment balances in year	52
ii) A reduction in the interest on borrowings	34
Total reduction	<u>86</u>

7. TREASURY MANAGEMENT ADVISORS

7.1 Quotations were sought during the latter part of 2015/16 for a new Treasury Management Advisors contract to commence from 1 April 2016.

7.2 Arlingclose Limited were successful in their quotation and bid submission for the contract and they replaced Capita Asset Services as the council's Advisor from 1 April 2016.

8. COMPLIANCE WITH APPROVED INDICATORS

8.1 Full Council approved the various Prudential Indicators for capital, borrowing and treasury activities in 2015/16 as part of the Treasury Management Strategy Statement. It can be confirmed the council operated within these limits during the year. Details can be found in Appendix 1.

9. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

9.1 Legal Officer's Comments (DK)

There are no legal implications arising directly out of this report other than those clearly stated in the report itself.

9.2 Finance Officer's Comments (LW)

This report has been prepared by Financial Services and relevant financial implications are included within it.

9.3 Diversities and Equalities Implications

The report does not cover a new service or policy or a revision of either and therefore does not require an Equality Impact Assessment.

10. CONTACT OFFICER 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 (Capital and Treasury Management)
Telephone: 01303 853593 Email: lee.walker@folkestone-hythe.gov.uk*

The following background documents have been relied upon in the preparation of this report:

Arlingclose Ltd – Model Treasury Management Annual Report Template

Appendices:

Appendix 1 – Prudential and Treasury Indicators

APPENDIX 1 – PRUDENTIAL AND TREASURY INDICATORS

1. Prudential Indicator – Capital Expenditure and Financing

	2014/15 Actual	2015/16 Latest Estimate	2015/16 Actual
	£'000	£'000	£'000
Non-HRA capital expenditure	4,070	9,618	8,292
HRA capital expenditure	3,859	6,460	4,951
Total capital expenditure	7,929	16,078	13,243
Resourced by:			
Capital receipts	(1,001)	(2,019)	(1,671)
Capital grants	(2,389)	(1,077)	(1,273)
Capital Reserves	(448)	-	-
HRA Major Repairs Reserve	(2,981)	(3,338)	(2,561)
Revenue	(1,110)	(4,381)	(2,469)
Borrowing	-	(5,263)	(5,269)
Total financing	(7,929)	(16,078)	(13,243)

The latest estimate is that approved by Full Council on 18 February 2016 and includes the decision to use borrowing to acquire Otterpool Farm. Cabinet has been kept informed on the council's capital expenditure and financing position during 2015/16 through the regular budget monitoring reporting process.

2. Prudential Indicator – Capital Financing Requirement

The Capital Financing Requirement (CFR) is the council's underlying need to borrow for a capital purpose. It is increased each year by any new borrowing required (see 1, above) and decreased by any statutory revenue charge for repayment of debt (the Minimum Revenue Provision [MRP].) and any voluntary provision to repay debt. The 2015/16 budget is that approved by Full Council on 18 February 2016. This indicator includes the provision to repay borrowing for the HRA under the new Self-financing regime introduced by the government from 2012/13.

	31 March 2015 Actual	31 March 2016 Estimate	31 March 2016 Actual
	£'000	£'000	£'000
Opening balance	61,893	60,413	60,413
unfinanced capital expenditure	-	5,263	5,269
Less, MRP	(580)	(514)	(514)
Less, HRA financing movement	(900)	(900)	-
Closing balance	60,413	64,262	65,168

3. Prudential Indicator – Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. The revenue stream for non-HRA is the amount to be met from government grant and council tax payers and for HRA is rent and other income.

%	2014/15 Actual	2015/16 Approved	2015/16 Actual
Non-HRA	6.65%	11.46%	7.22%
HRA (inclusive of settlement)	15.30%	28.78%	21.33%

The reduction in both of the actual indicators is due to less direct revenue funding being required to fund the respective capital programmes and has been reported to Cabinet as part of the budget monitoring process during 2015/16.

4. Prudential Indicator - Incremental Impact of Capital Investment Decisions

This indicator identifies the revenue costs associated with new schemes introduced to the Medium Term Capital Programme, recommended in the budget report for 2015/16, compared to the council's existing approved commitments and current plans.

£	2014/15 Actual	2015/16 Approved	2015/16 Actual
Council Tax – Band D	0.00	0.59	0.59
Weekly Housing Rents	0.02	0.09	0.09

5. Prudential Indicators – Borrowing Limits

In order to ensure that borrowing levels are prudent over the medium term the council's external borrowing must only be for a capital purpose. The total borrowing should not therefore, except in the short term, have exceeded the CFR for the previous year (2014/15) plus the any planned increase to the CFR over 2015/16 and 2016/17. The table below highlights the council's borrowing position against the CFR.

Borrowing Limits £m	31 March 2015 Actual	31 March 2016 Approved	31 March 2016 Actual
Borrowing	62.3	59.5	60.1
CFR	60.4	64.3	65.2
Approved Limits			
Authorised Borrowing Limit	66.6	69.6	69.6
Maximum gross borrowing position	63.2	n/a	62.3
Operational Boundary	64.1	67.1	67.1
Average gross borrowing position	63.0	n/a	60.9

The Authorised Limit is the "Affordable Borrowing Limit" required by section 3 of the Local Government Act 2003. The council does not have the power to borrow above this level.

The council's Chief Finance Officer confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, the Authorised Limit, was not breached.

6. Treasury Indicator – Maturity Structure of Borrowing

Maturity profile	2014/15 Actual £m	2014/15 Actual %	2015/16 Approved Upper Limit	2015/16 Actual £m	2014/15/16 Actual %
Under 12 months	2.8	4.5%	30%	0.6	1.0%
12 months – 24 months	0.1	0.1%	40%	1.7	2.8%
24 months – 5 years	4.7	7.5%	50%	4.3	7.2%
5 years – 10 years	15.6	25.0%	80%	18.3	30.5%
10 years – 20 years	26.0	41.8%	100%	22.0	36.7%
20 years and above	13.1	21.1%	100%	13.1	21.8%

7. Treasury Indicator – Funds Invested for greater than 364 days

Investments	2014/15 Actual £m	2015/16 Approved Limit £m	2015/16 Actual £m
Longer than one year	3.0	16.0	16.0
Less than one year	35.8	No limit	15.6
Total investments	38.8	-	31.6

8. Treasury Indicator – Interest Rate Exposures

%	2014/15 Actual	2015/16 Approved Limit	2015/16 Actual
Interest Rate Exposures			
	Upper	Upper	Upper
Limits on fixed interest rates:			
• Debt	99.9%	100%	99.9%
• Investments	39.8%	100%	41.2%
Limits on variable interest rates;			
• Debt	0.1%	20%	0.1%
• Investments	60.2%	80%	58.8%

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This Report will be made public on 22 June 2016

Folkestone

Hythe & Romney Marsh
Shepway District Council



www.shepway.gov.uk

Report Number **C/16/21**

To: Cabinet
Date: 30 June 2016
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 – 1ST
QUARTER AND 2015/16 FINANCIAL OUTTURN

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 31 May 2016. The report also summarises the 2015/16 final outturn position (subject to audit) for the HRA revenue expenditure and HRA capital programme compared to both the latest approved budget.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because Cabinet needs to be kept informed of the Housing Revenue Account position and take appropriate action to deal with any variance from the approved budget and be informed of the final 2015/16 position.

RECOMMENDATIONS:

1. To receive and note Report C/16/21.

1. INTRODUCTION

- 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 31 May 2016. Some caution therefore needs to be exercised when interpreting the results. However, a thorough budget monitoring exercise has been carried out.
- 1.3 This report also brings the 2015/16 financial monitoring to a conclusion. It sets out the HRA's financial position at year end (subject to audit) and compares it against the latest approved budget. The report covers both revenue and capital spend for last year (see section 4).
- 1.4 The formal Statement of Accounts for 2015/16 is being audited over July and the audited set will be submitted to Audit and Standards Committee in September 2016 for approval.

2. HOUSING REVENUE ACCOUNT REVENUE 2016/17 (see Appendix 1)

- 2.1 The table below provides a summary of the projected outturn compared to the latest budget for 2016/17.

	Latest Budget £'000	Projection £'000	Variance £'000
Income	(16,113)	(16,169)	(56)
Expenditure	11,266	11,316	50
HRA Share of Corporate Costs	235	226	(9)
Net Cost of HRA Services	(4,612)	(4,627)	(15)
Interest Payable/Receivable etc	1,597	1,597	0
HRA Surplus/Deficit	(3,015)	(3,030)	(15)
Repayment of Debt	900	0	(900)
Revenue Contribution to Capital	3,399	5,532	2,134
Decrease/(Increase) to HRA Reserve	1,284	2,502	1,219

- 2.2 The table shows that overall at quarter 1 there is a projected increase in net expenditure of £1,219,000 on the HRA.

The main reasons for this are as follows:-

	£'000
Increase in revenue contribution to capital (see 2.3 below)	2,134
Increase in repairs and maintenance (see 2.4 below)	120
Increase in charges for services and facilities	8
Decrease in repayment of debt (see 2.5 below)	(900)
Decrease in supervision and management (see 2.6 below)	(70)
Increase in dwelling rents (see 2.7 below)	(64)
Decrease in HRA share of corporate costs	<u>(9)</u>
Total net projected Housing Revenue Account increase	<u>1,219</u>

- 2.3 The increase in revenue contribution to capital relates to the slippage of the capital programme in 2015/16 and mainly relates to the new build/acquisition programme underspend. 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 increase in repairs and maintenance relates to a £60k increase in void repairs due to the current level of higher category void works that are necessary to ensure properties are available to be re-let to tenants and a required carry forward of £58k within planned maintenance relating to external decorations.
- 2.5 The decrease in the repayment of debt relates to a change in strategy within the HRA Business Plan. The detailed HRA Business Plan went to Cabinet on 23rd March 2016 and 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.
- 2.6 The underspend within supervision and management relates to premises insurance. This is following the re-tender for insurance, a competitive bid from our 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.
- 2.7 The increase in dwelling rents income relates to guidance received from CLG 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 wasn't sufficient time to amend the detailed budgets.
- 2.8 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.
- 2.9 Overall, the HRA reserve at 31 March 2017 is expected to be £3.363m compared with £4.581m in the latest budget.

3. HOUSING REVENUE ACCOUNT CAPITAL 2016/17 (see Appendix 2)

3.1 The original budget for HRA capital programme in 2016/17 is £8,759,000 and the projected outturn for the year is £12,306,000, an overspend of £3,547,000 relating to the proposed carry forwards from 2015/16. For information, appendix 2 outlines the current schemes contained within the programme.

3.2 The reasons for the increase in expenditure is as follows:-

	£'000
New Build Programme (see 3.3 below)	3,533
Lift Replacement (see 3.4 below)	117
Environmental Works	13
Total slippage in expenditure from 2015/16	<u>3,663</u>
Fire Protection Works underspend (see 3.5 below)	<u>(116)</u>
Total increase in expenditure 2016/17	<u>3,547</u>

3.3. Carry forward required due to the council's first phase of the new build programme due to start on-site in 2015/16. However, this will now be in 2016/17 due to the ongoing discussions and feasibility works relating to the relevant sites.

The detailed reports on the relevant sites will be brought to Cabinet at the appropriate time.

3.4 Carry forward required due to works delayed at Phillipa House due to residents consultation.

3.5 Underspend due to essential works identified following an independent fire risk assessment that was carried out by Savills Housing Consultants which identified the need for urgent and essential works to properties within the HRA stock. A large part of these works were carried out in 2015/16 and therefore less expenditure will be needed in 2016/17.

3.6 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.

2016/17 HRA	1-4-1 Capital Receipts	Revenue Contribution	Major Repairs Reserve	Total
	£'000	£'000	£'000	£'000
Projected Outturn	3,011	5,532	3,763	12,306
Approved	1,598	3,399	3,762	8,759
Variation	1,413	2,133	1	3,547

4. HRA REVENUE AND CAPITAL 2015/16 OUTTURN

4.1 Final Revenue outturn compared to latest approved budget

4.1.1 The Narrative Report of the unaudited Statement of Accounts 2015/16 reports the following year end position. This report however expands further on the detail.

HRA Net Revenue Expenditure 2015/16	Latest Approved Budget 2015/16	Final Outturn 2015/16	Variance Budget to Outturn
	£'000	£'000	£'000
Income	(16,306)	(16,252)	54
Expenditure	8,722	(4,127)	(12,849)
HRA Share of Corporate Costs	229	187	(42)
Net Cost of HRA Services	(7,355)	(20,192)	(12,837)
Interest Payable/Receivable	1,648	1,660	12
HRA Surplus/Deficit	(5,707)	(18,532)	(12,825)
Other items of Income & Expenditure	(26)	15,096	15,122
Repayment of Debt	900	0	(900)
Revenue Contribution to Capital	6,221	1,823	(4,398)
Decrease/(Increase) to HRA Reserve	1,388	(1,613)	(3,001)

4.1.2 The above table shows that the final position is £3,001k better than the latest approved budget.

4.1.3 The large decrease in expenditure and the large increase in other items of income & expenditure mainly relates to the valuation of the housing stock. The housing stock is externally valued and increased by 7% during 2015/16 along with the 5 year revaluation exercise that took place, both of these changes are shown within other items of income & expenditure and then reversed out under expenditure.

4.1.4 The main reasons for the £3,001k underspend, compared to the latest approved budget, are as follows:

HRA	Variance
Net Revenue Expenditure	£000
Depreciation/major repairs reserve adj	2,374
General management costs	43
Charges for services and facilities	41
Non dwelling rents	30

Interest payable/receivable	11	
Special management	<u>6</u>	2,505
Revenue contribution to capital expenditure	(4,398)	
Repayment of debt	(900)	
Provision for bad or doubtful debts	(77)	
Repairs and maintenance	(65)	
HRA Share of Corporate Costs	(42)	
Dwelling rents	(16)	
Rents, rates and taxes	<u>(8)</u>	(5,507)
Final year end movement compared to latest approved budget		<u>(3,001)</u>

4.3 Final Capital outturn compared to latest approved budget

4.3.1 The table below shows that the final position on the HRA Capital programme is £4,074k less than the latest approved budget.

HRA Capital Programme 2015/16	Latest Approved Budget 2015/16	Final Outturn 2015/16	Variance Budget to Outturn
	£'000	£'000	£'000
HRA Capital programme	9,025	4,951	(4,074)

4.3.2 The main reasons for the £4,074k variance, compared to the latest approved budget are as follows:

HRA Capital Programme	Variance £000	
New Builds/Acquisitions	(3,728)	
Heating Improvements	(496)	
External Enveloping	(222)	
Lift Replacement	(142)	
Treatment Works	(14)	
Environmental Works	(14)	
Other net variances	<u>(6)</u>	(4,622)
Fire Protection Works	316	
Void Capital Works	140	
Thermal Insulations	45	
Re-roofing	30	
Disabled Adaptations	<u>17</u>	548
Variance		<u>(4,074)</u>

5. CONCLUSION

- 5.1 The HRA revenue outturn 2015/16 is £3,001k better than the latest approved budget.
- 5.2 The HRA capital outturn 2015/16 is £4,074k better than the latest approved budget.
- 5.3 The financial results are subject to audit.
- 5.4 The projected outturn for both the HRA revenue expenditure and capital programme for 2016/17 reflects the position based on actual expenditure and forecasts at 31 May 2016.

6. RISK MANAGEMENT ISSUES

- 6.1 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.

7. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

7.1 Legal Officer's Comments (DK)

There are no legal implications arising from this report.

7.2 Finance Officer's Comments (LH)

This report has been prepared by Financial Services. There are therefore no further comments to add.

7.3 Diversities and Equalities Implications (DA)

The report does not cover a new service/policy or a revision of an existing service or policy therefore does not require an EIA.

8. 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@folkestone-hythe.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 31 May 2016

[Appendix 2](#) Housing Revenue Account capital budget monitoring report at 31 May 2016

HOUSING PORTFOLIO	LATEST APPROVED BUDGET £000	PROJECTED OUTTURN £000	VARIANCE £000	REASON
INCOME				
Dwelling rents	14,741	14,805	-64	Due to Sheltered Accommodation rents being exempt from 1% rent reduction
Non-dwelling rents	347	347	0	
Charges for services and facilities	974	966	8	
Contributions from general fund	51	51	0	
Total Income	16,113	16,169	-56	
EXPENDITURE				
Repairs and maintenance	3,108	3,228	120	Carry forward required on external decorations £58k; increase in void repairs £62k Premises insurance underspend due to lower premiums
Supervision and management	3,968	3,898	-70	
Rents, rates and taxes	20	20	0	
Depreciation charges of fixed assets	3,989	3,989	0	
Debt management expenses	32	32	0	
Bad debts provision	149	149	0	
Total Expenditure	11,266	11,316	50	
Net	-4,847	-4,853	-6	
HRA Share of Corporate and Democratic Costs	235	226	-9	
Net Cost of HRA Services	-4,612	-4,627	-15	
Interest payable	1,737	1,737	0	
Interest and investment income	-115	-115	0	
Premiums and discounts	-25	-25	0	
(SURPLUS)/DEFICIT	-3,015	-3,030	-15	
MOVEMENTS IN HRA BALANCE FOR 2016/17				
Repayment of debt	900	0	-900	Due to change in HRA Business Plan strategy
Revenue contribution to capital	3,399	5,532	2,134	Carry forward required due to delay in new build programme
Surplus/deficit for the year	-3,015	-3,030	-15	
Increase/Decrease in Net Movement in HRA Balance	1,284	2,502	1,219	
HRA Reserve balance brought forward	-5,865	-5,865	0	
HRA Reserve balance carried forward	-4,581	-3,363	1,219	

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PORTFOLIO AND SCHEMES	LATEST APPROVED BUDGET	PROJECTED OUTTURN	VARIANCE	COMMENTS
HOUSING PORTFOLIO	£'000	£000	£000	
1. Planned Improvements				
Replacement Windows and Doors	185	185	0	
Re-roofing	200	200	0	
Heating Improvements	575	575	0	
Kitchens Replacements	500	500	0	
Bathroom Improvements	200	200	0	
Voids Capital Works	280	280	0	
Disabled Adaptations	350	350	0	
Rewiring	90	90	0	
Lift Replacement	180	297	117	Carry forward required due to delay in lift replacement at Phillipa House
Thermal Insulation	50	50	0	
Fire Protection Works	250	134	-116	Priority works completed in 15/16, therefore programme has been re-profiled
	2,860	2,861	1	
2. Major Schemes				
External Enveloping *	389	389	0	
Garages Improvements	35	35	0	
Treatment Works	20	20	0	
	444	444	0	
3. Environmental Improvements				
Environmental Works	250	263	13	Carry forward required due to re-tender of arches
New Paths	15	15	0	
Play Areas	10	10	0	
	275	288	13	
4. Other Schemes				
New Builds	5,179	8,712	3,533	Carry forward required due to delay in programme
	5,179	8,712	3,533	
TOTAL	8,759	12,306	3,547	
FUNDING				
Major Repairs Reserve	3,762	3,763	1	
Revenue Contribution	3,399	5,532	2,133	
1-4-1 Capital Receipts	1,598	3,011	1,413	
TOTAL FUNDING	8,759	12,306	3,547	

* 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 22 June 2016

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/16/22**

To: Cabinet
Date: 30 June 2016
Status: Non-Key Decision
Head of Service: Pat Main, Interim Head of Finance
Cabinet Member: Councillor Susan Carey, Finance

SUBJECT: GENERAL FUND CAPITAL BUDGET MONITORING – 1st QUARTER 2016/17 AND 2015/16 OUTTURN

SUMMARY: This monitoring report provides a projection of the latest financial position for the General Fund capital programme, based on expenditure to 31 May 2016. The report identifies variances on planned capital expenditure for the General Fund in 2016/17. The report also summarises the 2015/16 final outturn position (subject to audit) for the General Fund capital programme compared to both the latest approved budget and the quarter 4 budget monitoring position reported to Cabinet in April 2016.

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/16/22.

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 1st quarter of 2016/17, based on expenditure to 31 May 2016, compared to the latest budget, approved as part of the Medium Term Capital Programme by Full Council on 18 February 2016 (minute 86 refers). This report also compares the 2015/16 outturn (subject to audit) for the capital programme to both the latest approved budget and the projected position at quarter 4. The projected position at quarter 4 of 2015-16 was reported to Cabinet on 13 April 2016 (minute 88 refers). Specifically, this report identifies:

- i) variances on planned expenditure for 2016/17 arising from both the 2015/16 outturn and other projected changes for the overall capital programme and explanations of these differences,
- ii) the impact any changes to the overall capital programme will have on the financing resources required to fund it.

2. 2015/16 FINAL OUTTURN COMPARED TO THE LATEST APPROVED BUDGET AND QUARTER 4 PROJECTION

2.1 The following table provides a summary of the final outturn for the General Fund capital programme in 2015/16 compared to both the latest budget and the quarter 4 projected position. Full details are shown in Appendix 1 to this report. The final outturn figures are subject to the audit of the accounts.

General Fund Capital Programme 2015/16	Latest Budget 2015/16	Quarter 4 Projection 2015/16	Final Outturn 2015/16	Variance Q4 to Outturn	Variance Budget to Outturn
	£'000	£'000	£'000	£'000	£'000
Service Units					
Commercial & Technical Services	849	934	823	(111)	(26)
Democratic Services & Law	88	88	84	(4)	(4)
Finance	2,247	877	878	1	(1,369)
Communities	1,171	1,210	1,212	2	41
Strategic Development Projects	5,263	5,282	5,295	13	32
Total General Fund Capital Expenditure	9,618	8,391	8,292	(99)	(1,326)
Capital Funding					
Grants and Contributions	(1,077)	(1,339)	(1,273)	66	(196)

General Fund Capital Programme 2015/16	Latest Budget 2015/16	Quarter 4 Projection 2015/16	Final Outturn 2015/16	Variance Q4 to Outturn	Variance Budget to Outturn
Capital Receipts	(1,937)	(1,124)	(1,103)	21	834
Revenue	(1,341)	(661)	(647)	14	694
Borrowing	(5,263)	(5,267)	(5,269)	(2)	(6)
Total Funding	(9,618)	(8,391)	(8,292)	99	1,326

2.2 The following table summarises the reasons for the net reduction in the final outturn expenditure compared to the latest approved budget:

	2015/16 Budget to Outturn Variances	£'000
1	Reprofiling of Oportunitas capital funding to 2016/17, as reported at quarter 4 of 2015/16	(1,347)
2	Net impact of reprofiling of other schemes between 2015/16 and 2016/17	(50)
3	Hythe to Folkestone Beach Management Coast Protection Schemes – extra funding secured from the Environment Agency enabling additional beach recycling works to be undertaken during the Spring of 2016 to increase the standard of flood protection to the whole 8km stretch of coastline.	104
4	Other net savings	(33)
	Total Variance	(1,326)

3. CAPITAL PROGRAMME 2016/17 – PROJECTED OUTTURN

3.1 The latest projection for the total cost and funding of the General Fund capital programme for 2016/17 is £9,472,100, an increase of £2,506,000 compared to the latest budget of £6,966,100. Full details are shown in Appendix 2 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:

General Fund Programme 2016/17	Latest Budget 2016/17	Quarter 1 Projection 2016/17	Variance
Service Unit	£'000	£'000	£'000
Commercial & Technical Services	740	3,511	2,771
Democratic Services & Law	101	101	-
Economic Development	40	40	-
Finance	2,000	1,347	(653)
Human Resources	21	21	-
Communities	1,500	1,914	414

General Fund Programme 2016/17	Latest Budget 2016/17	Quarter 1 Projection 2016/17	Variance
Strategic Development Projects	2,565	2,539	(26)
Total General Fund Capital Expenditure	6,966	9,472	(2,506)
Capital Funding			
Grants and Contributions	(830)	(3,912)	(3,082)
Capital Receipts	(726)	(1,494)	(768)
Revenue	(5,410)	(4,066)	1,344
Total Funding	(6,966)	(9,472)	(2,506)

- 3.2 The following table analyses the reasons for the net increase in the planned capital expenditure in 2016/17. Full details of the variances for the individual schemes are also shown in Appendix 2 to this report:

Analysis of Variances – 2016/17 Latest Budget to Projected Outturn		
		£'000
1	Enhancement to coastal defences at Coronation Parade, Folkestone entirely funded from Environment Agency grant (subject to a separate report due to be considered by Cabinet and Full Council)	2,570
2	Increase in the Disabled Facilities Grants budget mainly due to a higher than anticipated allocation from the government's Better Care Fund	463
3	The net impact of schemes reprofiled between 2015/16 and 2016/17	1,473
4	Anticipated delay in the need for Oportunitas Ltd to draw down funding for phase 2 of its housing acquisitions programme until 2017/18	(2,000)
	Total movement	2,506

- 3.3 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.

4. IMPACT OF PROGRAMME CAPITAL FUNDING RESOURCES

- 4.1 One of the key principles underlying the council's Medium Term Financial Strategy is the capital programme is funded from available or realised capital resources and that no new borrowing is used. 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.
- 4.2 The latest position regarding the council's available capital receipts to fund capital expenditure is shown in the following table:

Capital Receipts Position Statement	£'000
Receipts in hand at 31 st May 2016	(7,371)
Less:	
Committed towards General Fund capital expenditure	1,894
Committed towards HRA capital expenditure	3,011
Ring-fenced for specific purposes	1,649
Contingency for urgent or unforeseen capital expenditure	500
Balance available to support new capital expenditure	(317)

5. CONCLUSIONS

- 5.1 The projected outturn shown for the General Fund capital programme for 2016/17 reflects the position based on actual expenditure and forecasts at 31 May 2016.
- 5.2 The projected outturn for the programme is funded from existing available capital resources and does not require any borrowing to support it.
- 5.3 The new coastal defence scheme for Coronation Parade, Folkestone is due to be considered separately by Cabinet and then Full Council to receive its formal budget approval. The remainder of the General Fund capital programme for 2016/17 does not require changes to the approved budget at this stage and, therefore, Cabinet is requested to note this report.

6. RISK MANAGEMENT ISSUES

- 6.1 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.

7. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

7.1 Legal Officer's Comments (DK)

There are no legal implications arising directly out of this report.

7.2 Finance Officer's Comments (LW)

This report has been prepared by Financial Services. There are no further comments to add.

7.3 Diversities and Equalities Implications

The report does not cover a new service or policy or a revision of either and therefore does not require an Equality Impact Assessment.

8. 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@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

Appendix 1 – General Fund Capital Programme 2015/16 Outturn

Appendix 2 – General Fund Capital Programme 2016/17 Q1 Projection

APPENDIX 1 - GENERAL FUND CAPITAL PROGRAMME 2015/16 OUTTURN							
2015/16							
Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Outturn	Variance Q4 to Outturn	Variance Budget to Outturn	Comments - Variance Budget to Outturn
		£'000	£'000	£'000	£'000	£'000	
Andy Blaszkowicz - Head of Commercial and Technical Services							
1	Improvements to Hawkinge Yard	70	41	41	0	-29	Slippage to 2016/17
2	Grounds Maintenance Vehicle and Equipment Replacement Programme	135	135	134	-1	-1	
3	Coast Protection - Coronation Parade, Folkestone (Study and Urgent Repairs)	9	141	51	-90	42	Slippage to 2016/17 for storm damage repairs to wall
4	Coast Protection - Greatstone Dunes Management & Study	15	4	4	0	-11	Less work required than original anticipated. Scheme entirely funded from Environment Agency Grant
5	Coast Protection - Hythe to Folkestone Beach Management (from 2015)	302	415	407	-8	105	Additional beach recycling undertaken in Spring 2016. Scheme entirely funded from Environment Agency grant
6	General Fund Property - Health and Safety Enhancements	200	80	74	-6	-126	15/16 majority spent on urgent works to Hythe Pool. Balance carried forward to 2016/17 for Civic Centre enhancements.
7	Payers Park, Folkestone	0	0	-8	-8	-8	Adjustment to capital expenditure incurred in previous year (2014/15)

Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Outturn	Variance Q4 to Outturn	Variance Budget to Outturn	Comments - Variance Budget to Outturn
		£'000	£'000	£'000	£'000	£'000	
8	Lifeline Capitalisation	42	42	44	2	2	
9	Lifeline Alarm Receiving Equipment	76	76	76	0	0	
	Total - Head of Commercial and Technical Services	849	934	823	-111	-26	
	Amandeep Khroud - Head of Democratic Services and Law						
10	PC Replacement Programme	8	8	7	-1	-1	
11	Server Replacement Programme	60	69	66	-3	6	
12	Virtual Desktop Technology	20	11	11	0	-9	
	Total - Head of Democratic Services and Law	88	88	84	-4	-4	

Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Outturn	Variance Q4 to Outturn	Variance Budget to Outturn	Comments - Variance Budget to Outturn
		£'000	£'000	£'000	£'000	£'000	
	Pat Main - Interim Head of Finance						
13	Budget and Forecasting Application	9	3	4	1	-5	
14	Oportunitas Loan & Share Capital Phase 1 (Housing Acquisitions Programme)	2,068	721	721	0	-1,347	Reprofiled to 2016/17 as suitable acquisition opportunities continue to be sought. £1,347k slippage
15	Replacement Printing Equipment	170	153	153	0	-17	Saving on cost following tender process
	Total - Head of Finance	2,247	877	878	1	-1,369	
	Sarah Robson - Head of Communities						
16	Disabled Facilities Grant	702	720	690	-30	-12	Funded from government grant and currently no waiting list for applications
17	Home Safe Loans	60	55	55	0	-5	
18	Warm Home Loans Scheme	12	12	10	-2	-2	

Item No	Service Area and Scheme	Latest Approved Budget	Q4 Projection	Outturn	Variance Q4 to Outturn	Variance Budget to Outturn	Comments - Variance Budget to Outturn
		£'000	£'000	£'000	£'000	£'000	
19	Empty Properties Initiative	300	345	379	34	79	Scheme partly reprofiled from 2016/17 Cost of additional works including landscaping improvements less than anticipated
20	3G Football Pitch Cheriton Road	97	78	78	0	-19	
	Total - Head of Communities	1,171	1,210	1,212	2	41	
	Andy Jarrett - Head of Strategic Development Projects						
21	Hythe Environmental Improvements	0	15	26	11	26	Scheme partly reprofiled from 2016/17
22	Strategic Land Acquisition	5,263	5,267	5,269	2	6	
	Total - Head of Strategic Development Projects	5,263	5,282	5,295	13	32	
	Total General Fund Capital Expenditure	9,618	8,391	8,292	-99	-1,326	

APPENDIX 2 - GENERAL FUND CAPITAL PROGRAMME 2016/17 QUARTER 1 PROJECTION					
Item No	Service Area and Scheme	Latest Approved Budget	Q1 Projection	Variance Budget to Q1 Projection	Comments
		£'000	£'000	£'000	
	Andy Blaszkowicz - Head of Commercial and Technical Services				
1	Improvements to Hawkinge Yard	0.0	29.0	29.0	Slippage from 2015/16
2	Grounds Maintenance Vehicle and Equipment Replacement Programme	246.0	246.0	0.0	
3	Coast Protection - Coronation Parade Urgent Repairs to Sea Wall	0.0	45.0	45.0	Repairs to storm damaged wall undertaken during Spring 2016 and funded from Environment Agency grant
4	Coast Protection - Coronation Parade, Folkestone	0.0	2,570.0	2,570.0	Enhancement to existing coastal defences at Coronation Parade, Folkestone entirely funded from approved Environment Agency grant (subject to a separate report to Cabinet and Full Council)
5	Coast Protection - Greatstone Dunes Management & Study	15.0	15.0	0.0	
6	Coast Protection - Hythe to Folkestone Beach Management (from 2015)	250.0	250.0	0.0	
7	General Fund Property - Health and Safety Enhancements	80.0	207.0	127.0	Slippage from 2015/16 primarily for works to the Civic Centre, Folkestone

Item No	Service Area and Scheme	Latest Approved Budget	Q1 Projection	Variance Budget to Q1 Projection	Comments
		£'000	£'000	£'000	
8	Lifeline Capitalisation	42.0	42.0	0.0	
9	Responsive Repairs Contract - New Vehicle	24.0	24.0	0.0	
10	Royal Military Canal Enhancements	50.0	50.0	0.0	
11	Parking Self-Serve System	32.6	32.6	0.0	Subject to approval from the Digital Transformation Board
	Total - Head of Commercial and Technical Services	739.6	3,510.6	2,771.0	
	Amandeep Khroud - Head of Democratic Services and Law				
12	PC Replacement Programme	20.5	20.5	0.0	
13	Server Replacement Programme	60.0	60.0	0.0	
14	Virtual Desktop Technology	20.0	20.0	0.0	
	Total - Head of Democratic Services and Law	100.5	100.5	0.0	

Item No	Service Area and Scheme	Latest Approved Budget	Q1 Projection	Variance Budget to Q1 Projection	Comments
		£'000	£'000	£'000	
	Katharine Harvey - Head of Economic Development				
15	Connectivity	40.0	40.0	0.0	
	Total - Head of Economic Development	40.0	40.0	0.0	
	Pat Main - Interim Head of Finance				
16	Oportunitas Loan & Share Capital Phase 1 (Housing Acquisitions Programme)	0.0	1,347.0	1,347.0	Phase 1 acquisitions programme extended and reprofiled to 31/3/17
17	Oportunitas Loan & Share Capital Phase 2 (Housing Acquisitions Programme)	2,000.0	0.0	-2,000.0	Proposed to be reprofiled to 2017/18 as Phase 1 programme has been extended to 31/3/17
	Total - Head of Finance	2,000.0	1,347.0	-653.0	

Item No	Service Area and Scheme	Latest Approved Budget	Q1 Projection	Variance Budget to Q1 Projection	Comments
		£'000	£'000	£'000	
	Andrina Smith - Head of Human Resources				
18	Burials Software System	20.5	20.5	0.0	
	Total - Head of Human Resources	20.5	20.5	0.0	
	Sarah Robson - Head of Communities				
19	Disabled Facilities Grant	500.0	963.0	463.0	Increase in allocation of Better Care Fund (BCF) to £880k and BCF funding in hand from 2015/16 of £83k.
20	Home Safe Loans	100.0	100.0	0.0	
21	Warm Home Loans Scheme	0.0	30.0	30.0	KCC funding in hand from 2015/16
22	Empty Properties Initiative	900.0	821.0	-79.0	Reprofiled - expenditure incurred in 2015/16
	Total - Head of Communities	1,500.0	1,914.0	414.0	

Item No	Service Area and Scheme	Latest Approved Budget	Q1 Projection	Variance Budget to Q1 Projection	Comments
		£'000	£'000	£'000	
	Andy Jarrett - Head of Strategic Development Projects				
23	Hythe Environmental Improvements	65.0	39.0	-26.0	Reprofiled - expenditure incurred in 2015/16
24	Princes Parade - Preparatory Costs	500.0	500.0	0.0	
25	Corporate Property Development Projects	2,000.0	2,000.0	0.0	Subject to approval of a business investment case by Cabinet
	Total - Head of Strategic Development Projects	2,565.0	2,539.0	-26.0	
	Total General Fund Capital Expenditure	6,965.6	9,471.6	2,506.0	

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This Report will be made
public on 22 June 2016

Report Number **C/16/23**

To: Cabinet
Date: 30 June 2016
Status: Non-Key Decision
Head of Service: Pat Main – Interim Head of Finance
Cabinet Member: Councillor Susan Carey – Cabinet Member for Finance

SUBJECT: 2016/17 QUARTER 1 BUDGET MONITORING AND 2015/16 PROVISIONAL OUTTURN

SUMMARY: Section A of this report sets out a projected year end financial position on the General Fund for 2016/17, based on actuals to 31 May 2016. In addition, Section B shows the provisional outturn for 2015/16. This report covers General Fund revenue alone. Capital expenditure and Housing Revenue Account expenditure are covered under separate reports on this Agenda.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because Cabinet needs to be informed of the council's financial position.

RECOMMENDATIONS:

1. To receive and note Report C/16/23.
2. As indicated in paragraph 4.5.6, to allocate £1.304 million of unspent budgets in 2015/16 to the Carry Forward reserve.
3. To approve the use of £20,163 from the Corporate Property Reserve on health and safety works at the workshop to Oxenden Road Depot.
4. To note, as per paragraph 4.6, a new charge for Lifeline GPS Devices, as agreed by Corporate Management Team (CMT).

SECTION A 2016/17 QUARTER 1 BUDGET MONITORING REPORT

1. INTRODUCTION

1.1 General Fund projections are made against the latest approved estimate which has been adjusted for approved carry forwards from the 2015/16 budget and approved virements to 31 May 2016.

2. GENERAL FUND REVENUE 2016/17

2.1 The Quarter 1 projected outturn shows a forecast withdrawal of £2.590 million against the latest approved estimated withdrawal of £2.717 m. This represents an improvement of £0.127m. This is after deducting requested carried forward of unspent budgets of about £1.3 m.

2.2 The latest projected outturn for the General Fund in 2016/17 is summarised in Table 1 below:

2.3 TABLE 1

GENERAL FUND NET REVENUE EXPENDITURE						
VARIANCE ANALYSIS 2016/17 - SUMMARY						
@ May 2016 - Period 2						
General Fund Net Cost of Services	Manager	Original Budget	Approved Carry Forwards & Virements	Latest Approved Budget	Projected Outturn	Variance
		£000	£000	£000	£000	£000
Strategic Development	Susan Priest	89	395	484	484	-
Leadership Support	Suzy Tigwell	796	2	798	825	27
Communications	Mark Luetchford	250	-	250	245	(5)
Democratic Services & Law	Amandeep Khroud	5,694	(6)	5,688	5,660	(28)
Human Resources	Andrina Smith	881	(32)	849	823	(26)
Finance	Pat Main	4,164	196	4,360	4,574	214
Communities	Sarah Robson	2,363	374	2,737	2,568	(169)
Strategic Development Projects	Andy Jarrett	321	5	326	327	1
Economic Development	Katharine Harvey	560	123	683	698	15
Planning	Ben Geering	637	145	782	782	-
Commercial & Technical Services	Andy Blaszkowicz	1,454	110	1,564	1,200	(364)
Sub-Total - Heads of Service		17,209	1,312	18,521	18,186	(335)
Unallocated Net Employee Costs		64	-	64	238	174
Recharges to Non General Fund Accounts		(1,186)	-	(1,186)	(1,186)	-
Total for Service		16,087	1,312	17,399	17,238	(161)
Internal Drainage Board Levies		436	-	436	436	-
Interest Payable and Similar Charges		576	-	576	576	-
Interest and Investment Income		(605)	-	(605)	(605)	-
New Homes Bonus Grant		(1,950)	-	(1,950)	(1,950)	-
Other Non Service Related Government Grants		(763)	-	(763)	(763)	-
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	4,066	(1,314)
NET REVENUE EXPENDITURE BEFORE USE OF RESERVES		21,387	1,318	22,705	21,230	(1,475)
Net Transfer to/from(-) Earmarked Reserves		(1,708)	(1,318)	(3,025)	(1,677)	1,348
TOTAL TO BE MET FROM TAXPAYERS & FORMULA GRANT		19,679	-	19,680	19,553	(127)
Transfer to/from(-) the Collection Fund		(589)	-	(589)	(589)	-
Revenue Support Grant		(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)	-
SURPLUS(-)/WITHDRAWAL FOR THE YEAR		2,716	-	2,717	2,590	(127)
General Fund Reserve at 1/4/16					(5,707)	
Expected General Fund Reserve at 31/3/17					(3,117)	

More detail is shown in the Appendix to this report.

2.4 TABLE 2

The significant movements are outlined below:

	£'000	£'000	Paragraph Reference
Withdrawal as per latest approved estimate		2,716	
Increase in Income			
Net Increase in Car Parking Income	-157		2.5.1 (i)
Rental income from Otterpool Park	-84	-241	2.5.1 (ii)
Decrease in Expenditure			
Reduced cost on waste management contracts	-49		2.5.3
Reduction in Capital Financed from Revenue	-1,314	-1,363	2.5.2
Net Movement in Earmarked Reserves		1,348	2.5.4
Other net variations		130	
Total Variance		-126	
Withdrawal as per projected outturn		2,590	

2.5 The main variations are explained in more detail below:

2.5.1 Increases in income

(i) **Car parking income.**

This mainly relates to an increase in off-street car parking income due to greater usage. Income is projected to be about £157k more than the budget.

(ii) **Otterpool Park.**

This is the rental income we are due to receive from the tenant farmer there. There should be no landlord costs because the tenant's lease requires them to do all repairs.

2.5.2 Capital Financed from Revenue

This is where capital expenditure is financed from revenue. There is no net cost to the General Fund because it is funded from reserves. In line with the outturn on the General Fund Capital Budget Monitoring report, also on this agenda, it is projected that this cost will be about £4.066 million in 2016/17. The assumption made here is that this will be funded:

	£000s
General Reserve	942
Earmarked reserves	3,124
Total	4,066

This is £1.314 m below the budgeted sum. The net effect of re-profiling capital schemes between financial years means that about £1.824m is re-programmed to 2017/18. This is the Phase 2 of Oportunitas (see GF Capital Monitoring report also on this agenda).

2.5.3 Decreases to Expenditure

Waste management contract.

As part of the Budget Strategy for 2017/18, this budget was reduced by £100k. In addition, there is no inflationary increase on the contract to December 2016. The total savings on the Waste Contract for 2016/17 are currently £49k.

2.5.4 Net Movement in Reserves

As shown in previous monitoring reports, the Council has a Corporate Property Reserve to be used for one-off works to its properties. These works should meet the Council's strategic objectives. It is recommended that the existing balance of about £20,000 be used in 2016/17. Following a health and safety audit of the workshop at Oxenden Road Depot, it was recommended that the workshop complied with legal requirements. Because of their nature, these improvements have started and the workshop is now compliant and operating more safely and efficiently.

Based on projected outturn set out in this report, as at 31 March 2017 the council's net movements in earmarked reserves are expected to be:

TABLE 3

Movement in Earmarked Reserves	Balance at	Latest	Change	Outturn	Balance	
	01/04/2016	Budget			at 31/03/2017	
		£'000	£'000	£'000	£'000	
Earmarked Reserve						
Business Rates	2,457	-30	0	-30	2,427	
Invest to Save	381	-15	15	0	381	
Carry forwards	1,650	-1,392	1,728	336	1,986	
IFRS	85	-22	0	-22	63	
Corporate Property	20	0	-20	-20	0	
Vehicle, Equipment and Technology	942	-316	-36	-352	590	
New Homes Bonus	1,757	599	0	599	2,356	
Corporate Initiatives	1,227	-699	161	-538	689	
Maintenance of Graves	12	0	0	0	12	
Leisure	247	50	0	50	297	
Economic Development	2,251	-1,200	-500	-1,700	551	
Total Earmarked Reserves	11,029	-3,025	1,348	-1,677	9,352	

SECTION B 2015/16 PROVISIONAL OUTTURN

3. INTRODUCTION

- 3.1 This section updates Cabinet of the projected outturn for the General Fund, based on data received as at 31 May 2016.
- 3.2 The audit of the Statement of Accounts for 2015/16 will be start from July. The audited set of Accounts will be submitted to Audit and Governance Committee on 21 September.

4 GENERAL FUND REVENUE 2015/16

- 4.1 The projected outturn shows a forecast surplus of £61k against the latest approved estimated withdrawal of £96k. This represents an improvement of £157k. This is after deducting the carried forward of unspent budgets of about £1.3 m.
- 4.2 The latest projected outturn for the General Fund in 2015/16 is summarised in Table 4 below:

4.3 TABLE 4

GENERAL FUND NET REVENUE EXPENDITURE					
VARIANCE ANALYSIS 2015/16 - SUMMARY					
Outturn Report 2015/16					
General Fund Net Cost of Services	Manager	Original Budget	Latest Approved Budget	Outturn	Variance
		£000	£000	£000	£000
Strategic Development	Susan Priest	-	-	86	86
Leadership Support	Suzy Tigwell	602	682	815	133
Communications	Mark Luetchford	515	346	322	(24)
Democratic Services & Law	Amandeep Khroud	5,803	6,015	5,647	(368)
Human Resources	Andrina Smith	560	787	806	19
Finance	Pat Main	4,654	4,902	3,586	(1,316)
Communities	Sarah Robson	2,167	2,692	2,961	269
Strategic Development Projects	Andy Jarrett	53	362	372	10
Economic Development	Katharine Harvey	997	1,147	951	(196)
Planning	Ben Geering	701	740	477	(263)
Commercial & Technical Services	Andy Blaszkowicz	1,635	1,624	882	(742)
Sub-Total - Heads of Service		17,687	19,297	16,819	(2,478)
Unallocated Net Employee Costs		(1)	(208)	-	208
Recharges to Non General Fund Accounts		(1,017)	(1,036)	(1,067)	(31)
Total for Service		16,669	18,053	15,752	(2,301)
Internal Drainage Board Levies		427	427	427	-
Interest Payable and Similar Charges		644	644	1,119	475
Interest and Investment Income		(507)	(509)	(537)	(28)
Council Tax Freeze Grant		(100)	(100)	(100)	-
New Homes Bonus Grant		(1,603)	(1,603)	(1,603)	-
Other Non Service Related Government Grants		(989)	(989)	(1,118)	(129)
Town and Parish Council Precepts		1,557	1,557	1,557	-
Minimum Revenue Provision		514	514	514	-
Capital Expenditure Financed from Revenue		130	130	647	517
NET REVENUE EXPENDITURE BEFORE USE OF RESERVES		16,742	18,124	16,658	(1,466)
Net Transfer to/from(-) Earmarked Reserves		111	(1,271)	1,220	2,491
TOTAL TO BE MET FROM TAXPAYERS & FORMULA GRANT		16,853	16,853	17,878	1,025
Transfer to/from(-) the Collection Fund		(393)	(393)	(393)	-
Revenue Support Grant and Re-distributed NNDR		(2,753)	(2,753)	(2,753)	-
Business Rates Income		(3,498)	(3,498)	(4,680)	(1,182)
Demand on the Collection Fund		(10,113)	(10,113)	(10,113)	-
SURPLUS(-)/WITHDRAWAL FOR THE YEAR		96	96	(61)	(157)

4.4 TABLE 5

The significant movements are outlined below:

	£'000	£'000	Paragraph Reference
Withdrawal as per latest approved estimate		96	
Increase in Income			
Increase in Planning Application fees	-61		4.5.1 (i)
Net Increase in Car Parking Income	-208		4.5.1 (iii)
Grant from Government for Junction 11 work	-395		4.5.7
Income from additional Shoreline Management works	-41		4.5.1 (iv)
Partly due to additional grant to fund rate reliefs	-129		4.5.1 (ii)
Additional grant on Council Tax Benefits from previous years	-156		4.5.1 (v)
Business rates -mainly due to reduction in levy, from being in Pool	-1,182	-2,172	4.5.10
Increase in Expenditure			
KCC's share of savings from being in Business Rates Pool	254		4.5.10
Increase in Capital Financed from Revenue	517		4.5.2
Bad Debt Provision	517	1,288	4.5.3
Decrease in Expenditure			
Housing Benefits	-428		4.5.4
Reductions following Base Budget Review	-179		4.5.5
Under spends on Economic Development schemes&professional advice	-196		4.5.9 (ii)
Under spends on Community Chest and Ward Based grants	-238		4.5.9 (iii)
Under spends on corporate items	-193		4.5.9 (i)
Pension Backfunding	-60		4.5.9 (vi)
Surplus reimbursement from KCC relating to non-HRA PFI scheme	-74		4.5.9 (vii)
Under spends on digital equipment	-43		4.5.9 (viii)
Under spends on Planning Policy external advice	-41		4.5.9 (ix)
Under spends on miscellaneous properties and facilities	-230		4.5.9 (iv)
Reduced inflation on waste management and cleansing contracts	-241	-1,923	4.5.9 (v)
Employees			
Additional staff cost after vacancy factor and cost of staff leaving authority		279	4.5.8
Net Movement in Earmarked Reserves (excluding c/fd. reserve)		1,220	4.6&4.5.6
Other net variations		-106	
Total Variance		-1,414	
Surplus as per projected outturn		-1,318	
Requested carry forward to 2016/17		1,257	4.5.6
Surplus as per projected outturn after allowing for carry forward		-61	
Variance after deducting carried forward budgets		-157	

4.5 The main variations are explained in more detail below.

4.5.1 Increases in income

(i) Planning Application income.

Planning income has increased because of more applications than estimated (£61k). This is linked to economic growth, government stimulus for house building and the adoption by the Council of its Core Strategy Local Plan.

(ii) Other Non Service Related Government Grants.

There has been an increase in the above mainly due to additional s31 grants to meet the cost of additional business rates.

(iii) Car parking income.

This relates mainly to an increase in off-street car parking income due to greater usage. Income is about £208k more than the budget.

(iv) Shoreline management work.

Increased shingle extraction licences fees.

(v) Council Tax (CT) Benefits.

CT benefits is adjustments to 2014/15 and 2015/16 council tax benefit liability that is not required to be repaid to the Department for Work and Pensions.

4.5.2 Capital Financed from Revenue

This is where capital expenditure is financed from revenue. There is no net cost to the General Fund because it is funded from reserves. In line with the outturn on the General Fund Capital Budget Monitoring report, also on this agenda, it is projected that this cost will be about £0.7 million in 2015/16. The assumption made here is that this will be funded:

	£000s
General Reserve	415
Earmarked reserves	232
Total	647

4.5.3 Increase in Bad Debt Provision (BDP)

The action described in paragraph 4.5.4 means that the contribution to cover write offs of likely irrecoverable on debtors outstanding has been increased to £648,000. This is £517,000 more than the budget of £131,000. This relates mainly to increases in the potential recovery of Housing Benefits (HB) overpayments and HB recovery ongoing entitlement.

At its meeting on 13 January, the Cabinet also agreed to put aside £75,000 of the projected underspend for 2015/16 to fund, if necessary, the planning enforcement action under a section 215 near Folkestone library. In the event, the owner of the building completed the works. There is, therefore, no need for the Council to set aside any monies for this.

4.5.4 Housing Benefits (HB)

As reported in the third quarter monitoring report, there is a projected underspend on HB. The reason for this is the projected reduction in net expenditure relating to HB. Compared to the Housing Benefits budget, the variances are:

	£000s	£000s
Increased recovery of overpaid Rent Allowances where a claimant's circumstances change and they do not inform the Council. This increase has largely resulted from anti fraud and error initiatives work.		(1,121)

Less

Despite more people being in employment and the Government's freeze on rates that determine Rent

Allowances, payments have increased.		
Increased net payments	679	
Less reduced subsidy	103	782
Net		(339)

It should be noted that this variance is only about 1% of the budget for this area.

4.5.5 Base Budget Review

As reported previously, the Budget Strategy included a challenge exercise to produce a balanced budget for 2016/17 and beyond. One of the outcomes from this was that there were further savings in 2015/16. These were about £179,000.

4.5.6 Expenditure Re-phased (Proposed Carry forward of Budgets to 2016/17)

This is mainly where budgeted revenue expenditure relating to 2015/16 was re-phased to 2016/17. Carry forwards of about £1.3 m were agreed by CMT on 22 March.

4.5.7 Income received

£395,000 was received in 2015/16 from the Government towards the cost of activities relating to the M20 junction 11 project. It is suggested that this sum be added to the Carry Forward reserve to help with major development projects.

4.5.8 Employees

There was net additional expenditure on employees in 2015/16 of about £279k. This covers the vacancy factor and the cost of staff leaving the authority in the year.

4.5.9 Decreases to Expenditure

(i) Corporate Items.

The main areas of under spend are the CMT Contingency (£77k) and external legal costs (£34k).

(ii) Economic Development.

Rescheduling of certain projects meant that the associated professional advice will be not required until 2016/17 (£95k). These costs are included in paragraph 4.5.6.

(iii) Community Chest and Ward Based grants.

Community Chest grants are funded from a grant from Kent County Council. The current practice is to use the grant the year after it is received. This means an under spend of £95k. These costs are included in paragraph 4.5.6.

(iv) Miscellaneous properties and facilities.

This area covers many of the Council's buildings. In total, there were underspends in this area (230k). Some of these are included in paragraph 4.5.6.

(v) Waste management contract and cleansing.

There was no inflationary increase on the contract from January 2016 (to December 2016). They were previously projected at £23k. The total savings on the Waste Contract for 2015/16 were about £199k. In addition there were savings

of about £78k in 2015/16 on cleansing projects and contracts, including litter bin replacements which are now purchased within the main waste contract.

(vi) Pensions Back Funding.

The total was lower after the recharge to the Housing Revenue Account (HRA) part was taken into account.

(vii) Non HRA Private Finance Initiative.

The Council received re-imburement of costs from this scheme which did not progress.

(viii) Printing equipment.

Under spend of about £23k on the rental of digital equipment.

(ix) Planning Policy.

Lower expenditure on external advice than expected (£41k).

4.5.10 Business Rates income.

There is a saving of £1m on the net business rates income. This is mainly due to the Council seeing its levy rate reduced as a result of being in the Kent Business Rates Pool. Of this saving £250k is being paid over to Kent County Council for its share, £250k is going into reserves earmarked for Kent Growth and £250k, which is Shepway's share, is currently being taken to the Business Rates Reserve. The remainder of the saving in levy is due to the Council's business rates income falling and will be needed to meet the future Collection Fund deficit (as the Council's income is fixed in year).

4.6 New Lifeline Charge – GPS Devices

As agreed by CMT on 26th April 2016 (Item 16/081), a new service, GPS devices, will be introduced to the Lifeline service for 2016/17. The new charge will be £4.78 per week. The charge will be added to the fees and charges schedule for 2017/18.

4.7 Net Movement in Reserves

Based on the outturn in this report, as at 31 March 2016 the council's net movements in earmarked reserves are expected to be:

TABLE 6

Movement in Earmarked Reserves	Balance at 01/04/2015	Latest Budget	Change	Outturn	Balance at 31/03/2016
		£'000	£'000	£'000	£'000
Earmarked Reserve					
Business Rates	1,830	177	450	627	2,457
Invest to Save	381	-220	220	0	381
Carry forwards	1,600	-1,242	1,292	50	1,650
IFRS	145	-14	-46	-60	85
Corporate Property	20	0	0	0	20
Vehicle, Equipment and Technology	835	-89	196	107	942
New Homes Bonus	1,005	752	0	752	1,757
Corporate Initiatives	1,270	-165	122	-43	1,227
Maintenance of Graves	12		0	0	12
Leisure	211	30	6	36	247
Economic Development	2,000		251	251	2,251
Further Education	500	-500	0	-500	0
Total Earmarked Reserves	9,809	-1,271	2,491	1,220	11,029

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	Low	Regularly reviewing monthly budget monitoring to identify key expenditure and income variances and taking remedial action where possible.
Fluctuating interest rate movement impacting on investment returns	Medium	Low	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	Low	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	Low	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	Low	Regularly reviewing the homelessness situation and highlighting any significant increases as early as possible so remedial action can be taken where possible.

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 (DB)

This report has been prepared by Financial Services. There are therefore no further comments to add.

6.3 Diversities and Equalities Implications (TM)

There are no implications arising directly from this report.

7. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

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

David Burton, Group Accountant

Telephone: 01303 853213 Email: david.burton@folkestone-hythe.gov.uk

VARIANCE ANALYSIS 2016/17 - Susan Priest

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
REVENUE EXPENDITURE		£000	£000	£000	£000	
Susan Priest - Corp Dir - Strategic Development						
<u>Services</u>						
M20 Jct 11 Study	EC14	89	484	484	-	-
Sub Total - Services		89	484	484	-	
<u>Admin</u>						
Sub Total - Admin		-	-	-	-	
Total - Susan Priest - Corp Dir - Strategic Development		89	484	484	-	

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.

VARIANCE ANALYSIS 2016/17 - Suzy Tigwell

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
REVENUE EXPENDITURE		£000	£000	£000	£000	
<u>Suzy Tigwell - Leadership Support</u>						
<u>Services</u>						
Folkestone Airshow	EE23	12	12	12	-	-
Civic Ceremonials	FE20	15	15	15	-	-
Emergency Planning	FH25	24	24	24	-	-
Sub Total - Services		51	51	51	-	
<u>Admin</u>						
Corporate Centre	GB00	162	162	162	-	-
Corporate Director - Strategic Operations	GL05	142	142	145	3	-
Corporate Director - Organisational Change	GM00	122	122	123	1	-
Corporate Director - Strategic Development	GM01	93	93	132	39	Additional cost for new post Project Management Support of £43k offset by saving of (£5k) as salary budget is overstated.
Leadership and PA Support	GM38	226	228	212	(16)	£26k agency cost, £37k no budget for policy and performance officer, £12k extra manager cost from increased hours offset by (£20k) maternity saving, (£28k) PA vacancy saving, (£21k) policy and performance vacancy saving and (£22k) resilience and risk vacancy.
Sub Total - Admin		745	747	774	27	
Total - Suzy Tigwell - Leadership Support		796	798	825	27	

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.

VARIANCE ANALYSIS 2016/17 - Mark Luetchford

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
REVENUE EXPENDITURE		£000	£000	£000	£000	
Mark Luetchford - Communications						
<u>Services</u>						
Sub Total - Services		-	-	-	-	
<u>Admin</u>						
Website Project	GL35	6	6	6	-	
Communications	GM37	244	244	239	(5)	(£4k) EKH SLA (£4k) Shepway Today offset by £2k reduced budget advertsing income
Sub Total - Admin		250	250	245	(5)	
Total - Mark Luetchford - Communications		250	250	245	(5)	

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.

VARIANCE ANALYSIS 2016/17 - Amandeep Khroud

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
REVENUE EXPENDITURE		£000	£000	£000	£000	
Amandeep Khroud - Democratic Services & Law						
<u>Services</u>						
Household Waste Collection	CE10	8	8	-	(8)	Income projection increased (£8.4k) for bulky collections
Recycling and Waste	CE11	(1,364)	(1,364)	(1,363)	1	-
Environmental Enhancements	CE12	-	-	-	-	-
Hythe Swimming Pool	CE31	3	3	27	24	Under-recovery of income, based on 15/16 .
Cleansing	CE60	6	6	6	-	-
Street Naming & Numbering	DA12	(11)	(11)	(20)	(9)	Increased income, based on year to date
Leas Cliff Hall	EA01	681	681	681	-	-
Members Allowances & Expenses	FE05	384	384	384	-	-
Democratic Representation-Misc Expenditure	FE15	23	21	21	-	-
Democratic Representation-Support Services	FE61	-	-	-	-	-
Democratic Representation-Recharges	FE70	(117)	(117)	(117)	-	-
Registration of Electors	FH03	77	77	77	-	-
Conducting Elections	FH04	5	5	5	-	-
Individual Electoral Registration (IER)	FH05	(43)	(43)	-	43	Transitional income no longer received from Cabinet Office
Sub Total - Services		(348)	(350)	(299)	51	

<u>Admin</u>						
Client Side Unit	GA03	127	127	127	-	-
Procurement	GA10	111	111	109	(2)	-
Centralised Equipment	GA11	1	-	-	-	-
Corporate Consumables - Floors 1 & 2	GA24	4	4	4	-	-
Legal Services	GL00	381	376	388	12	Due to staffing shortages, additional external legal/professional fees will be incurred
Solicitor to the Council	GL41	78	78	78	-	-
Electoral Services	GL51	90	90	90	-	-
Committee Services	GL52	130	130	130	-	-
ICT Contract	GM13	382	382	350	(32)	Projection lower due to reduced April invoice that included credit for previous indexation overpayment and January default.
Waste Contract	GM14	3,549	3,549	3,500	(49)	Projection based on April figures that include higher than expected bin replacement costs £19K and additional asbestos flytip removal costs.
Contract Parking Enforcement	GM15	371	371	360	(11)	Revised, based on April's spend.
ICT Operations	GM19	591	593	593	-	-
Waste Contract Management	GM34	172	172	175	3	-
Sub Total - Admin		5,987	5,983	5,904	(79)	
<u>Holding</u>						
Civic Centre-Cleaning Contract	GX02	55	55	55	-	-
Sub Total - Holding		55	55	55	-	
Total - Amandeep Khroud - Democratic Services & Law		5,694	5,688	5,660	(28)	

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.

VARIANCE ANALYSIS 2016/17 - Andrina Smith

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
<u>REVENUE EXPENDITURE</u>		£000	£000	£000	£000	
<u>Andrina Smith - Head of Human Resources</u>						
Services						
Cemeteries	CE20	(179)	(179)	(179)	-	-
Closed Churchyards	CE21	-	-	-	-	-
Burials	CE25	-	-	-	-	-
Corporate Training	FD16	24	24	24	-	-
Local Land Charges	FH57	(162)	(162)	(167)	(5)	Increase in income - based on last yrs outturn
CX Savings	AX02	-	-	-	-	-
Sub Total - Services		(317)	(317)	(322)	(5)	
Admin						
Business Support Unit	GA23	631	604	597	(7)	Current vacant hrs
Organisational Development	GL45	317	307	302	(5)	Current 0.1fte vacant
Centrally Managed Staffing	GM02	-	-	-	-	-
Payroll	GM07	48	48	48	-	-
Human Resources (Corporate Training)	GM08	144	149	140	(9)	saving from training budget and apprentices
Human Resources (Central Costs)	GM09	58	58	58	-	-
Sub Total - Admin		1,198	1,166	1,145	(21)	
Total - Andrina Smith - Head of Human Resources		881	849	823	(26)	

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.

VARIANCE ANALYSIS 2016/17 - Pat Main

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
<u>REVENUE EXPENDITURE</u>		£000	£000	£000	£000	
<u>Pat Main - Head of Finance</u>						
<u>Services</u>						
Members Community Grant Bid	ED42	-	7	7	-	-
Corporate Management- Misc Expenditure	FD15	301	430	430	-	-
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)	(498)	-	-
Council Tax Benefits	FL21	-	-	-	-	-
Council Tax Reduction Scheme	FL22	(236)	(236)	(156)	80	Some of salary costs to be met by KCC & KPCC grant of £125k
Housing Benefits	FN01	(325)	(325)	(325)	-	-
Rent Rebates	FN02	6	6	6	-	-
Sub Total - Services		710	846	926	80	

<u>Admin</u>						
Accountancy	GA00	687	712	693	(19)	4 vacancies providing (£163k) savings within permanent staff costs; Financial Services Manager, GF Group Accountant, Full time Finance Officer & Part time Finance Officer. £164k temporary staff costs to cover FS Manager & GF Group Accountant. In addition to these lower than budgeted hours being worked by Chief Accountant giving (£13k) and saving on cash alternative to leased car budgeted for FS Manager of (£8k). Temporary staff in Accountancy £164,000
Corporate Debt	GA05	275	275	266	(9)	Payment of Protected Pay, acting up allowance & Honorium element to salary £21k and staff secondment and vacancy (£27k)
Treasury Management	GA08	14	14	14	-	-
Revenues	GA20	354	354	347	(7)	Sopra Steria review budgeted savings met.
Technical, Fraud & VO's	GA22	233	233	275	42	£75k budgeted Sopra Steria review not yet met and (£33k) saving due to System Support Officer vacancy currently being filled with a temporary member of staff.
Benefits	GA27	517	542	721	179	Projected 2016/17 Sopra Steria review savings not yet achieved £200k
FERIS Fraud & Error Reduction Incentive Scheme	GA28	-	-	-	-	-
DWP Additional Fees	GA29	-	-	-	-	-
Printing Services	GA54	324	324	325	1	-
New Romney One Stop	GA56	3	3	3	-	-
Hythe Library	GA57	-	-	-	-	-
Lydd Library	GA58	-	-	-	-	-
Civic Wardens	GA60	80	91	92	1	-
Customer Services	GA62	866	865	811	(54)	3 x Customer Contact Officers seconded to Elections (£18k), 1 Customer Service vacancy (£17k), 1 x Customer Contact vacancy (£20k)
ICT Innovation Project	GL32	-	-	-	-	-
Office Moves	GL33	-	-	-	-	-
Ways of Working	GL34	-	-	-	-	-
Digital Transformation	GL37	-	-	-	-	-
Internal Audit	GP00	101	101	101	-	-
Sub Total - Admin		3,454	3,514	3,648	134	
Total - Pat Main - Head of Finance		4,164	4,360	4,574	214	

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.

VARIANCE ANALYSIS 2016/17 - Sarah Robson

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
REVENUE EXPENDITURE		£000	£000	£000	£000	
Sarah Robson - Head of Communities						
Services						
Licensing	BE57	(172)	(172)	(172)	-	
Caravan Sites	BE58	(3)	(3)	(3)	-	
Crime and Disorder	BF53	27	27	27	-	
Food Safety, Health and Safety etc	BG50	266	266	280	14	£14k Maternity cover
Pollution Reduction	BG51	26	31	31	-	
Pest Control	BG52	1	1	1	-	
Silver Back Project	CE27	-	-	-	-	
Family Champions	CE28	57	74	20	(54)	Salaries - 2 members of staff left posts not filled
Troubled Families Secondment	CE29	-	-	-	-	
Working Families Everywhere	CE32	-	-	-	-	
Dog Control	CE51	17	17	17	-	
Litter and Fouling Enforcement	CE54	1	8	8	-	
CSE External Projects	CE55	-	10	10	-	
Hackney Carriage Licensing	CE58	(86)	(86)	(86)	-	
Other Environmental Services	CE99	62	62	62	-	
Cultural Services	EA59	33	33	33	-	
Community Chest	ED15	-	211	211	-	
Members Ward Allowance	ED40	45	45	45	-	
Community Grants	ED41	197	321	321	-	
Sports Development Initiatives	EE20	21	21	21	-	
Folkestone Sports Centre	EE25	190	190	190	-	
Young People Initiative	EF01	-	-	-	-	
Tall Ships Project	ER02	20	20	20	-	
General Grants	FH18	57	57	57	-	
Housing Standards	HE10	(1)	(1)	(1)	-	
Housing Strategy	HH11	4	4	4	-	
Homelessness	HH21	47	47	47	-	
Registered Social Landlords	HH31	-	-	-	-	
Renovation Grants	HH40	-	-	-	-	
Care and Repair Scheme	HH42	44	44	44	-	
Other Housing Improvement Services	HH48	-	-	-	-	
Housing Advances	HH70	-	-	-	-	
Sub Total - Services		853	1,227	1,187	(40)	

<u>Admin</u>						
Head of Housing, Land & Property	GH51	80	80	79	(1)	
Housing Options	GH58	257	257	277	20	Salaries - 1 Housing Options Officer
Social Lettings Agency	GH61	2	2	31	29	Budget under GA05 - Corporate Debt
Housing Strategy & Support	GH62	96	96	95	(1)	
Crime Reduction	GL20	-	-	-	-	
Community Safety	GL21	239	239	243	4	
Environmental Health	GM22	-	-	-	-	
Private Sector Housing	GM29	235	235	231	(4)	
Environmental Protection	GM36	434	434	254	(180)	(£88k) Restructure savings, (£26K) Vacant Environmental Patrol Officer (£31k) Budget for caravan coordinator under GM36 actual spend under GM45, (£28k) Budget for Licensing Enforcement Officer under GM44, (£7k) Budget for Licensing Manager under GM36, actual spend under GM44.
Licensing	GM44	-	-	35	35	£28k Licensing Enforcement Officer, £7k Licensing Manager. Budget is under GM36.
Caravan Co-ordinator	GM45	-	-	31	31	£31k Caravan co-ordinator post. The budget is under GM36.
Community Development	GM47	167	167	105	(62)	Salaries - 2 posts made redundant due to restructure
Sub Total - Admin		1,510	1,510	1,381	(129)	
Total -Sarah Robson - Head of Communities		2,363	2,737	2,568	(169)	

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.

VARIANCE ANALYSIS 2016/17 - Andy Jarrett

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
REVENUE EXPENDITURE		£000	£000	£000	£000	
<u>Andy Jarrett - Strategic Development Projects</u>						
<u>Services</u>						
Hythe Sports Provision Study	CE35	-	-	-	-	-
Princes Parade Planning Project	ED02	41	41	41	-	-
Misc Regeneration Initiatives	ED11	(35)	(35)	(33)	2	-
Strategic Projects	ED50	-	-	-	-	-
Sub Total - Services		6	6	8	2	
<u>Admin</u>						
Projects	GM33	202	207	140	-	-
Strategic Development Projects	GM40	113	113	113	-	-
Land Owners Projects	GM48	-	-	66	66	-
Sub Total - Admin		315	320	319	66	
Total - Andy Jarrett - Strategic Development Projects		321	326	327	68	

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.

VARIANCE ANALYSIS 2016/17- Katharine Harvey

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
<u>REVENUE EXPENDITURE</u>		£000	£000	£000	£000	
<u>Katharine Harvey - Head of Economic Development</u>						
<u>Services</u>						
Community Infrastructure Levy	EC13	-	-	-	-	-
Commercial Development	ED01	-	-	-	-	-
Regeneration & Economic Development	ED10	300	398	398	-	-
Rural Regeneration Initiatives	ED12	13	30	30	-	-
European Initiatives	ED13	27	27	27	-	-
High Street Innovation Fund	ED14	-	2	2	-	-
Folkestone CLLD	ED16	-	5	13	8	£8k CLLD project coordinator salary until the end of August.
Environmental Initiatives	ES05	24	25	25	-	-
Sub Total - Services		364	487	495	8	
<u>Admin</u>						
Regeneration & Economic Development	GM30	196	196	203	7	£11k Salary costs higher than budgeted for the Community Infrastructure Levy Officer and Economic Development Assistant. (£4k) Saving on Cash Alternative.
Sub Total - Admin		196	196	203	7	
Total - Katharine Harvey - Head of Economic Development		560	683	698	15	

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.

VARIANCE ANALYSIS 2016/17 - Ben Geering

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
<u>REVENUE EXPENDITURE</u>		£000	£000	£000	£000	
<u>Ben Geering - Head of Planning</u>						
<u>Services</u>						
Development Control	DA11	(481)	(501)	(501)	-	-
Planning Policy	EC12	92	124	124	-	-
Sub Total - Services		(389)	(377)	(377)	-	
<u>Admin</u>						
Planning Control	GM20	1,026	1,159	1,159	-	-
Sub Total - Admin		1,026	1,159	1,159	-	
Total - Ben Geering - Head of Planning		637	782	782	-	

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.

VARIANCE ANALYSIS 2016/17 - Andy Blaszkowicz

@ May 2016 - Period 2

SERVICE	Cost Centre	Original Budget	Latest Approved Budget	Projected Outturn	Variance	BRIEF EXPLANATION OF VARIANCE
REVENUE EXPENDITURE		£000	£000	£000	£000	
Andy Blaszkowicz - Head of Commercial & Technical Services						
<u>Services</u>						
CCTV	BE51	-	-	-	-	-
Highways Non-Partnership	CE01	16	1	1	-	-
Street Furniture	CE02	20	20	24	4	Includes invoice from 2015/16
Passenger Shelters	CE03	18	18	18	-	-
Street Lighting	CE04	66	66	76	10	Electricity costs based on previous years spend
Outdoor Sports and Recreation	CE30	(25)	(25)	(25)	-	-
Royal Military Canal (including Ecology & Habitat Maintenance (HLF))	CE33 / CE34	(9)	7	11	4	-
RMC Drainage Functions	CE36	8	8	8	-	-
RMC - Bridge Painting	CE37	22	22	22	-	-
Community Parks & Open Spaces	CE38	30	30	30	-	-
Off-Street Parking	CE40	(895)	(883)	(978)	(95)	Increase in projected income for both parking charges and fines
On-Street Parking Enforcement	CE45	(394)	(391)	(453)	(62)	Increase in projected parking fines
Public Toilets	CE52	(6)	(6)	(7)	(1)	-
Oil Pollution	CE91	-	-	-	-	-
Sewerage Services	CG55	-	-	-	-	-
Coast Protection	CG80	(208)	(208)	(208)	-	-
Shoreline Management	CG85	(52)	(52)	(52)	-	-
Flood Defence & Land Drainage	CG90	16	16	16	-	-
Romney Marsh Project	CG96	-	-	-	-	-
Flood Repair & Renew	CG97	-	-	-	-	-
Building Control	DA10	(237)	(237)	(237)	-	-
Leas Bandstand	EA11	4	4	3	(1)	-
Hythe Beach Chalets	EA12	-	-	(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	-	-	-	-	-
Lifeline Facilities	HH51	(171)	(171)	(204)	(33)	Current underspend on staffing (-£60k) due to reduction in grade/hrs for 4 posts; under-recovery of income projected (+£24k)
Dover Careline	HH52	-	-	-	-	-
Sub Total - Services		(1,873)	(1,857)	(2,038)	(181)	

<u>Admin</u>						
Property Handymen	GM18	-	-	-	-	-
Building Control	GM21	253	253	252	(1)	-
Parking Services	GM23	91	91	93	2	-
Handyman Service	GM24	60	60	60	-	-
Grounds Maintenance Contract Management	GM25	73	73	74	1	-
Engineers	GM31	225	217	139	(78)	Staffing proj. £70k (new Eng starting beg. July). Total projection -£78k
Property	GM32	258	266	253	(13)	(£23k) Part year vacancy savings for Building Surveyor and Estate Management Officer, £10k Auction fees for the sale of Shorncliffe Road.
Head of Commercial & Technical Services	GM39	87	87	87	-	-
Sub Total - Admin		1,047	1,047	958	(89)	
<u>Holding</u>						
ASD - Grounds Maintenance	CE39	-	-	-	-	-
Grounds Maintenance	GE01	1,128	1,134	1,116	(18)	(£11k) savings identified during Base Budget Review April 16, and (£5k) small net saving on Grounds Maintenance salaries.
Charity Areas	GE05	201	201	199	(2)	-
Royal Military Canal	GE06	91	97	95	(2)	-
Toilet Cleaning	GE07	110	110	112	2	-
Pump Maintenance Crew	GE08	10	10	7	(3)	-
Civic Centre	GX00	184	198	198	-	-
3/5 Shorncliffe Road	GX01	4	4	6	2	-
Hawkinge Depot	GX05	4	4	4	-	-
Oss-New Romney	GX06	4	4	4	-	-
Public Toilets	GX10	110	110	110	-	-
Parks & Open Spaces Buildings	GX20	40	53	53	-	-
Royal Military Canal Buildings	GX21	6	6	6	-	-
Hythe Beach Huts	GX22	-	-	15	15	£15k repairs and maintenance of the huts, income shown on EA12
Bandstand	GX23	3	3	3	-	-
Sports & Recreation Buildings	GX24	17	17	17	-	-
Charity Parks & Open Spaces	GX25	40	49	49	-	-
Hythe Swimming Pool	GX27	118	119	118	(1)	-
Car Parks	GX30	196	196	196	-	-
Prog Planned Maintenance	GX40	107	152	152	-	-
Cemeteries Buildings	GX50	9	9	9	-	-
Oxenden Road Depot	GX51	6	6	6	-	-
Mountfield Rd Depot	GX52	16	16	16	-	-
Misc Corporate Property	GX53	(150)	(150)	(150)	-	-
Christchurch Tower	GX54	-	-	-	-	-
Ross Depot & Murf	GX55	17	17	14	(3)	-
Fishermans Beach	GX56	-	-	-	-	-
Mountfield Industrial Estate	GX60	5	5	5	-	-
Miscellaneous Commercial Property	GX69	-	-	-	-	-
Misc Leisure Prop (Non-Op)	GX79	3	3	3	-	-
Miscellaneous Agricultural Property	GX89	-	-	(84)	(84)	(£84k) Rental income for Otterpool park
Misc Vacant Land & Buildings	GX99	1	1	1	-	-
Sub Total - Holding		2,280	2,374	2,280	(94)	
Total - Andy Blaszkowicz - Head of Commercial & Technica		1,454	1,564	1,200	(364)	

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.

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